FIELD OPERATIONS GUIDE
ICS 420-1

INCIDENT COMMAND SYSTEM PUBLICATION
2017 EDITION

Ten Standard Fire Orders

FIRE BEHAVIOR

1. Keep informed on fire weather conditions and forecasts.
2. Know what your fire is doing at all times.
3. Base all actions on current and expected behavior of the fire.

FIRELINE SAFETY

4. Identify Escape Routes and Safety Zones and make them known.
5. Post Lookouts when there is possible danger.
6. Be Alert. Keep Calm. Think Clearly. Act Decisively.

ORGANIZATIONAL CONTROL

7. Maintain prompt communication with your forces, your supervisor, and adjoining forces.
8. Give clear instructions and ensure they are understood.
9. Maintain control of your forces at all times.

IF YOU CONSIDERED 1 THROUGH 9, THEN

10. Fight fire aggressively, having provided for safety first.

Common Denominators of Fire Behavior on Tragedy Fires

- Most incidents happen on the smaller fires or on isolated portions of larger fires.
- Most fires are innocent in appearance before the "flare-ups" or "blow-ups." In some cases, tragedies occur in the mop-up stage.
- Flare-ups generally occur in deceptively light fuels.
- Fires run uphill surprisingly fast in chimneys, gullies, and on steep slopes.
- Some suppression tools, such as helicopters or air tankers, can adversely affect fire behavior. The blasts of air from low flying helicopters and air tankers have been known to cause flare-ups.

2017 ICS 420-1

FIRESCOPE PROGRAM

Mission and Intent

MISSION STATEMENT

The mission of FIRESCOPE is to provide recommendations and technical guidance to the California Governor's Office of Emergency Services (Cal OES) on matters involving mutual aid, to maintain the FIRESCOPE "Decision Process," and to continue the operation, development, and maintenance of the FIRESCOPE Incident Command System (ICS) and the Multi-Agency Coordination System (MACS).

VISION STATEMENT

The FIRESCOPE vision is to continue national leadership in the development of all-hazard incident management and multi-agency coordination systems, to enhance and encourage full participation by the California fire service in the statewide Fire and Rescue Mutual Aid System, and to provide a common voice for the California fire service relating to these issues.

STATEMENT OF INTENT

The content of the Field Operations Guide (FOG) is intended to provide guidance for the application of the Incident Command System (ICS) to any planned or unplanned event. Position descriptions, checklists, and diagrams are provided to facilitate that guidance. The information contained in this document is intended to enhance the user's experience, training, and knowledge in the application of the Incident Command System. All users must obtain proper ICS training at the level necessary to effectively utilize the system.

GOVERNOR'S OFFICE OF EMERGENCY SERVICES–FIRESCOPE
2524 Mulberry Street, Riverside California 92501-2200
Office (951) 782-4174 Fax (951) 782-4239
Document Control (951) 320-6199 Fax (951) 784-3026
www.firescope.org

FIRESCOPE Deputy Chief: Ralph Domanski
Layout & Design: Jon M. Kolman

Copyright © 2016 California Governor's Office of Emergency Services–FIRESCOPE

This Page Intentionally Left Blank

TABLE OF CONTENTS

CH. 1 COMMON RESPONSIBILITIES . . . 1-1
CH. 2 MULTI-AGENCY COORDINATION SYSTEM (MACS) . . . 2-1
CH. 3 AREA COMMAND . . . 3-1
CH. 4 COMPLEX . . . 4-1
CH. 5 COMMAND . . . 5-1
CH. 6 UNIFIED COMMAND . . . 6-1
CH. 7 PLANNING PROCESS . . . 7-1
CH. 8 OPERATIONS SECTION . . . 8-1
CH. 9 PLANNING SECTION . . . 9-1
CH. 10 LOGISTICS SECTION . . . 10-1
CH. 11 FINANCE/ADMINISTRATION SECTION . . . 11-1
CH. 12 ORGANIZATIONAL GUIDES . . . 12-1
CH. 13 RESOURCE TYPES AND MINIMUM STANDARDS . . . 13-1
CH. 14 WILDLAND URBAN INTERFACE (WUI) STRUCTURE DEFENSE 14-1
CH. 15 MULTI-CASUALTY . . . 15-1
CH. 16 URBAN SEARCH AND RESCUE (US&R) . . . 16-1
CH. 17 HAZARDOUS MATERIALS AND MASS DECONTAMINATION . . . 17-1
CH. 18 TERRORISM/WEAPONS OF MASS DESTRUCTION . . . 18-1
CH. 19 SWIFTWATER/FLOOD SEARCH AND RESCUE . . . 19-1
CH. 20 HIGH RISE . . . 20-1
CH. 21 PROTECTIVE ACTION GUIDELINES . . . 21-1
CH. 22 FIREFIGHTER INCIDENT SAFETY AND ACCOUNTABILITY GUIDELINES . . . 22-1
CH. 23 GLOSSARY OF TERMS . . . 23-1
APX. A COMMUNICATIONS GUIDELINES . . . A-1
APX. B CALIFORNIA AGENCY DESIGNATORS BY AGENCY . . . B-1
CALIFORNIA AGENCY DESIGNATORS BY MACS-ID . . . B-30
OPERATIONAL AREA IDENTIFIERS . . . B-59

This Page Intentionally Left Blank

CHAPTER 1

COMMON RESPONSIBILITIES

COMMON RESPONSIBILITIES 1-2
UNIT LEADER RESPONSIBILITIES 1-3

COMMON RESPONSIBILITIES

The following is a checklist applicable to all ICS personnel:

a. Receive assignment from your agency, including:
   1. Job assignment (e.g., Strike Team designation, overhead position).
   2. Resource order number and request number
   3. Reporting location
   4. Reporting time
   5. Travel instructions
   6. Any special communications instructions (e.g., travel frequency)

b. Upon arrival at the incident, check in at designated Check-in location. Check-in may be found at:
   1. Incident Command Post
   2. Base or Camps
   3. Staging Areas
   4. Helibases
   5. If you are instructed to report directly to a line assignment, check in with the Division/Group Supervisor.

c. Receive briefing from immediate supervisor.

d. Acquire work materials.

e. Conduct all tasks in a manner that ensures safety and welfare of you and your co-workers utilizing accepted risk analysis methods.

f. Organize and brief subordinates.

g. Know the assigned frequency(ies) for your area of responsibility and ensure that communication equipment is operating properly.

h. Use clear text and ICS terminology (no codes) in all radio communications. All radio communications to the Incident Communications Center will be addressed: "(Incident Name) Communications," e.g., "Webb Communications".

i. Complete forms and reports required of the assigned position and send through supervisor to Documentation Unit.
j. Respond to demobilization orders and brief subordinates regarding demobilization.

UNIT LEADER RESPONSIBILITIES

A number of the Unit Leader responsibilities are common to all units in all parts of the organization. Common responsibilities of Unit Leaders are listed below. These will not be repeated in Unit Leader Position Checklists in subsequent chapters:

a. Participate in incident planning meetings as required.
b. Determine current status of unit activities.
c. Confirm dispatch and estimated time of arrival of staff and supplies.
d. Assign specific duties to staff and supervise staff.
e. Develop and implement accountability, safety, security, and risk management measures for personnel and resources.
f. Supervise demobilization of unit, including storage of supplies.
g. Provide Supply Unit Leader with a list of supplies to be replenished.
h. Maintain unit records, including Unit/Activity Log (ICS Form 214).

This Page Intentionally Left Blank

CHAPTER 2

MULTI-AGENCY COORDINATION SYSTEM (MACS)

MULTI-AGENCY COORDINATION SYSTEM (MACS) 2-2
MACS FUNCTIONS 2-2
POSITION CHECKLISTS 2-3
    MAC GROUP COORDINATOR 2-3
    MAC GROUP AGENCY REPRESENTATIVES 2-3
    SITUATION ASSESSMENT UNIT 2-4
    RESOURCES UNIT 2-5
    INFORMATION UNIT 2-5

MULTI-AGENCY COORDINATION SYSTEM (MACS)

A Multi-Agency Coordination System (MACS) is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination of assisting agency resources and support to agency emergency operations.

MACS FUNCTIONS

a. Evaluate new incidents.
b. Prioritize incidents:
    - Life-threatening situation
    - Real property threatened
    - High damage potential
    - Incident complexity
c. Ensure agency resource situation status is current.
d. Determine specific incident and agency resource requirements.
e. Determine agency resource availability for out-of-jurisdiction assignment at this time.
f. Determine need and designate regional mobilization centers.
g. Allocate resources to incidents based on priorities.
h. Anticipate future agency/regional resource needs.
i. Communicate MACS "decisions" back to agencies/ incidents.
j. Review policies/agreements for regional resource allocations.
k. Review need for other agencies' involvement in MACS.
l. Provide necessary liaison with other coordinating facilities and agencies as appropriate.

POSITION CHECKLISTS

MAC GROUP COORDINATOR – The MAC Group Coordinator (MCCO) serves as a facilitator in organizing and accomplishing the mission, goals, and direction of the MAC Group. The Coordinator will:

a. Facilitate the MAC Group decision process by obtaining, developing, and displaying situation information.
b. Activate and supervise necessary unit and support positions within the MAC Group.
c. Acquire and manage facilities and equipment necessary to carry out the MAC Group functions.
d. Implement the decisions made by the MAC Group.

MAC GROUP AGENCY REPRESENTATIVES – The MAC Group is made up of top management personnel from responsible agencies/jurisdictions, those organizations heavily supporting the effort, or those that are significantly impacted by use of local resources. MACS Agency Representatives involved in a MAC Group must be fully authorized to represent their agency. Their functions can include the following:

a. Ensure that current situation and resource status is provided by their agency.
b. Prioritize incidents by an agreed-upon set of criteria.
c. Determine specific resource requirements by agency.
d. Determine resource availability for out-of-jurisdiction assignments and the need to provide resources in Mobilization Centers.
e. As needed, designate area or regional mobilization and demobilization centers within their jurisdictions.
f. Collectively allocate scarce/limited resources to incidents based on priorities.
g. Anticipate and identify future resource needs.

h. Review and coordinate policies, procedures, and agreements as necessary.
i. Consider legal/fiscal implications.
j. Review need for participation by other agencies.
k. Provide liaison with other coordinating facilities and agencies as appropriate.
l. Critique and recommend improvements to MACS and MAC Group operations.
m. Provide personnel cadre and transition to emergency or disaster recovery as necessary.

SITUATION ASSESSMENT UNIT – The Situation Assessment Unit (also referred to in some agencies and EOCs as the Intelligence Unit) in a Multi-Agency Coordination Center is responsible for the collection and organization of incident status and situation information. The unit evaluates, analyzes, and displays information for use by the MAC Group. Functions include the following:

a. Maintain incident situation status including locations, kinds and sizes of incidents, potential for damage, control problems, and any other significant information regarding each incident.
b. Maintain information on environmental issues, status of cultural and historic resources, and condition of sensitive populations and areas.
c. Maintain information on meteorological and forecast conditions that may have an effect on incident operations.
d. Request/obtain resource status information from the Resources Unit or agency dispatch sources.
e. Combine, summarize, and display data for all incidents according to established criteria.
f. Collect information on accidents, injuries, deaths, and any other significant occurrences.
g. Develop projections of future incident activity.

RESOURCES UNIT – The Resources Unit, if activated in a Multi-Agency Coordination Center, maintains summary information by agency on critical equipment and personnel committed and available within the MACS area of responsibility. Status is kept on the overall numbers of critical resources rather than on individual units:

a. Maintain current information on the number of personnel and major items of equipment committed and/or available for assignment.
b. Identify both essential and excess resources.
c. Provide resource summary information to the Situation Assessment Unit as requested.

INFORMATION UNIT – The Information Unit is designed to provide information regarding the MACS function. The unit will operate an information center to serve the print and broadcast media and other governmental agencies. It may provide summary information from agency/ incident information officers and identify local agency sources for additional information to the media and other government agencies. Functions include:

a. Prepare and release summary information to the news media and participating agencies.
b. Assist news media visiting the MACS facility and provide information on its function. Promote inter-agency involvement.
c. Assist in scheduling press conferences and media briefings.
d. Assist in preparing information, materials, etc., when requested by the MAC Group Coordinator.
e. Coordinate with Joint Information Center (JIC), if established.
f. Coordinate all matters related to public affairs (e.g., VIP tours).
g. Act as escort for facilitated agency tours of incident areas, as appropriate.

This Page Intentionally Left Blank

CHAPTER 3

AREA COMMAND

INTRODUCTION 3-2
POSITION CHECKLISTS 3-4
  AREA COMMANDER 3-4
  ASSISTANT AREA COMMANDER, PLANNING 3-5
  ASSISTANT AREA COMMANDER, LOGISTICS 3-6
OPTIONAL POSITIONS 3-7
  PUBLIC INFORMATION OFFICER 3-7
  LIAISON OFFICER 3-8
  SAFETY OFFICER 3-9
  AREA COMMAND AVIATION COORDINATOR 3-10
  FINANCE/ADMINISTRATION TECHNICAL SPECIALIST . . . 3-11
  STAGING AREA MGR./MOBILIZATION CENTER MGR. 3-13
  DEPUTIES 3-14
ZONE 3-17

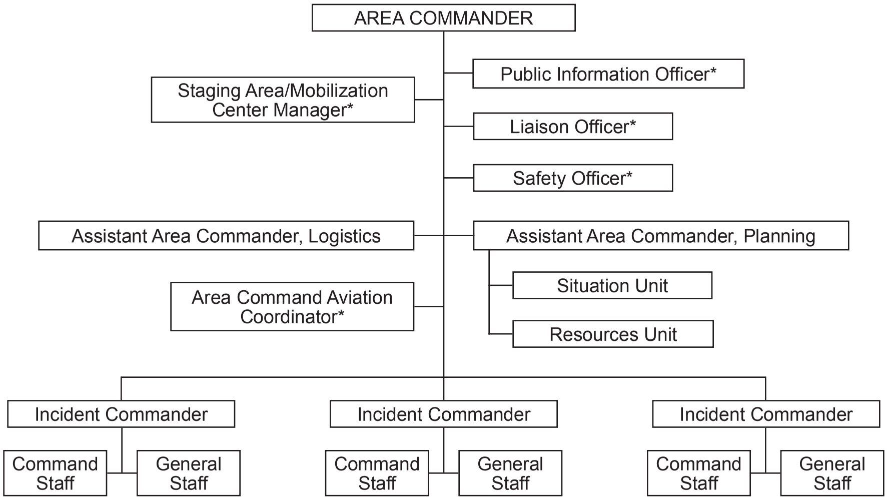
INTRODUCTION

Area Command is an expansion of the incident command function primarily designed to manage a complex or large incident/event or an area that has multiple incident management organizations assigned. An Area Command may be established when incidents are close enough that oversight is required among the incident management organizations to ensure conflicts do not arise.

The function of the Area Command is to develop broad objectives for the impacted area and coordinate the development of individual incident objectives and strategies. Additionally, the Area Command will set priorities for the use of critical resources among multiple incident management organizations or allocate/reallocate resources during a single large-scale incident/event.

An Area Command organization is normally small with personnel assigned to Command, Planning and Logistics functions. Depending on the complexity of the interface between the incidents, specialists in other areas such as aviation, hazardous materials, environment, and finance may also be assigned to Area Command.

AREA COMMAND ORGANIZATION CHART


AREA COMMANDER
Staging Area/Mobilization Center Manager*
Public Information Officer*
Liaison Officer*
Safety Officer*
Assistant Area Commander, Logistics
Assistant Area Commander, Planning
Area Command Aviation Coordinator*
Situation Unit
Resources Unit
Incident Commander
Incident Commander
Incident Commander
Command Staff
General Staff
Command Staff
General Staff
Command Staff
General Staff

*Optional Positions

An Area Commander may have the need to pre-position resources prior to allocating them to individual incidents. This can be a Staging Area when it is desirable to have the resources ready for deployment within three minutes, or a Mobilization Center when resources are being held prior to assignment, reassignment, or demobilization.

POSITION CHECKLISTS

AREA COMMANDER (Single or Unified Area Command) – The Area Commander (ACDR) is responsible for the overall direction of incident management teams assigned to the same incident or to incidents in close proximity. This responsibility includes ensuring that administrative issues are resolved, compatible incident objectives are established and strategies are selected for the use of critical resources.

Area Command also has the responsibility to coordinate with local, state, federal, tribal, and volunteer organizations and agencies that are operating within the incident area:

a. Obtain a briefing from the agency executive(s) on agency expectations, concerns and constraints.
b. Obtain and carry out delegation of authority from the agency executive for overall management and direction of the incidents within the designated Area Command.
c. If operating as a Unified Area Command, develop a working agreement for how Area Commanders will function together.
d. Delegate authority to Incident Commanders based on agency expectations, concerns, and constraints.
e. Establish an Area Command schedule and timeline.
f. Resolve conflicts between incident "realities" and agency executive "wants."
g. Establish appropriate location for the Area Command facilities.
h. Determine and implement an appropriate Area Command organization.
i. Determine the need for a Staging Area/Mobilization Center.
j. Determine the need for Technical Specialists to support Area Command.
k. Obtain an incident briefing and Incident Action Plans from Incident Commanders.

l. Assess situational awareness information prior to Area Command strategy meetings.
m. Conduct a joint meeting with all Incident Commanders.
n. Review objectives and strategies for each incident.
o. Periodically review critical resource needs.
p. Maintain close coordination with the agency executive.
q. Establish priorities for use of critical resources.
r. Review procedures for interaction within the Area Command.
s. Approve Incident Commanders’ requests for and release of critical resources.
t. Coordinate and approve Demobilization Plans.
u. Maintain a log of major actions/decisions.
v. Maintain Unit/Activity Log (ICS Form 214).

ASSISTANT AREA COMMANDER, PLANNING – The Assistant Area Commander, Planning (ACPC) is responsible for collecting information from incident management teams in order to assess and evaluate potential conflicts between established incident objectives, strategies and the priority use of critical resources:

a. Obtain a briefing from Area Commander on expectations, concerns, and constraints.
b. Assemble information on individual incident objectives and begin to identify potential conflicts and/or ways for incidents to develop compatible operations.
c. Recommend the priorities for allocation of critical resources to incidents.
d. Maintain status on critical resource totals.
e. Ensure that advance planning beyond the next operational period is being accomplished.
f. Prepare and distribute Area Commander’s decisions or orders.

g. Prepare recommendations for the reassignment of critical resources as they become available.
h. Ensure Demobilization Plans are coordinated between incident management teams and agency dispatchers.
i. Conduct a strategy meeting with Incident Commanders (may be by phone) to assist in the planning processes.
j. Prepare Area Command briefings as requested or needed.
k. Maintain a log of major actions/decisions.
l. Maintain Unit/Activity Log (ICS Form 214).

ASSISTANT AREA COMMANDER, LOGISTICS – The Assistant Area Commander, Logistics (ACLC) is responsible for providing facilities, services and material at the Area Command level, and for ensuring effective use of critical resources and supplies among the incident management teams:

a. Obtain briefing from the Area Commander on expectations, concerns, and constraints.
b. Provide facilities, services and materials for the Area Command organization.
c. In the absence of the Area Commander Aviation Coordinator, ensure coordinated airspace and temporary flight restrictions are in place and understood.
d. Ensure coordinated communication links and frequencies are in place.
e. Assist in the preparation of Area Command decisions.
f. Ensure the continued effective and priority use of critical resources among the Incident Management Teams.
g. Maintain a log of major actions/decisions.
h. Maintain Unit/Activity Log (ICS Form 214).

OPTIONAL POSITIONS

An Area Commander may have the need to implement the following positions based on incident scope, complexity and span of control.

PUBLIC INFORMATION OFFICER – The primary function of the Public Information Officer is the coordination of information across the incident with agency Public Information Officer(s) (PIO), Incident PIOs, and Joint Information Centers (JICs), when implemented. The Public Information Officer is responsible for the coordination of a consistent, accurate, and timely message about the incident to the news media, incident personnel, and other appropriate agencies and the public.

Normally, detailed information regarding response specifics will be referred to and handled by the appropriate incident-level PIO. The Public Relations Officer will generally provide information on overall progress and status of the response. Responsibilities of the Public Information Officer include:

a. Obtain briefing from the Area Commander on expectations, concerns, and constraints.
b. Provide coordination to ensure consistent, timely, and accurate information is provided by the PIOs and JICs on the incident(s) to the media and other interested parties.
c. Identify and communicate to the Area Command organization and IMTs, the Area Commander's policy and procedures regarding release of information.
d. When directed, establish and manage the Area Command JIC.
e. Coordinate with applicable incident-level PIOs to obtain information and to ensure consistency in release of information.
f. Closely coordinate with incident-level PIOs to develop and establish an effective public information strategy.

g. Evaluate public and media perception of response effectiveness and keep the Area Command organization and IMTs informed.
h. Keep the Area Commander staff informed of news releases, press conferences, and community meetings.
i. Prepare briefing materials and coordinate press conferences and community meetings.
j. Provide speaker preparation and coaching to members of the Area Command staff.
k. Carry out the protocol function for visiting dignitaries, including coordination and conduct of briefs and site visits. As much as possible, Area Command will coordinate VIP site visits in an effort to minimize the impact on specific IMTs.
l. Participate in agency administrator/executive close-out/after-action review.
m. Ensure coordinated and efficient transfer of command.
n. Maintain Unit/Activity Log (ICS Form 214).

LIAISON OFFICER – The Liaison Officer is responsible for establishing liaison, as needed, with representatives of assisting/cooperating agencies and stakeholders. This could be with the same agencies represented at the incident level, but will typically be a link to a more senior organizational level than represented at an incident. Responsibilities of the Liaison Officer include:

a. Obtain briefing from the Area Commander on expectations, concerns, and constraints.
b. Establish liaison, as needed, with assisting/cooperating agencies and stakeholders including environmental, economic, and political groups. It is anticipated that the majority of stakeholder service and support will be handled at the incident level.
c. Support incident-level Liaison Officer(s) efforts to establish strong ties and communications with assisting/cooperating

agencies and stakeholders keeping Area Command advised regarding any issues and concerns.

d. Maintain liaison with all responding agencies to minimize impact on incident response operations.
e. Coordinate Area Command site visits with IMTs and Incident Commanders.
f. Participate in agency administrator/executive close-out/after-action review.
g. Ensure coordinated and efficient transfer of command.
h. Maintain Unit/Activity Log (ICS Form 214).

SAFETY OFFICER – The Safety Officer function is to develop and recommend measures for ensuring personnel health and safety and to assess and/or anticipate hazardous and unsafe situations. The Safety Officer generally provides information on overall safety issues and progress/status of the response. Responsibilities of the Safety Officer include:

a. Obtain briefing from the Area Commander on expectations, concerns, and constraints.
b. Develop an Area Command Facility Safety Plan and monitor for compliance.
c. Evaluate thoroughness of incident-level Site Safety Plan(s).
d. As requested, provide assistance to incident-level Safety Officers and IMTs in investigating accidents, injuries, fatalities, etc.
e. Prepare and present health and safety briefings.
f. Review IAPs for safety implications for common health and safety issues.
g. Participate in agency administrator/executive close-out/after-action review.
h. Ensure coordinated and efficient transfer of command.
i. Conduct incident-wide safety analysis.
j. Ensure Safety Officers have the necessary specialists.
k. Maintain Unit/Activity Log (ICS Form 214).

AREA COMMAND AVIATION COORDINATOR – The Area Command Aviation Coordinator (ACAC) is a Technical Specialist responsible for ensuring effective use of critical aviation resources among multiple management teams. Responsibilities of the Area Command Aviation Coordinator include:

a. Obtain briefing from the Area Commander on expectations, concerns, and constraints.
b. Coordinate with local unit(s) aviation managers, dispatch centers, and aviation facility managers.
c. Monitor incident(s) aviation cost, efficiency, and safety.
d. Ensure agency rules, regulations, and applicable procedures are followed.
e. Provide to incident(s) local initial attack forces and other interested parties, an area aviation plan that outlines Area Command aviation procedures and specifics of the area aviation operation.
f. Allocate air and ground based aviation resources according to Area Command priorities and objectives.
g. Ensure inter-incident movement of aircraft is planned and coordinated.
h. Coordinate with local and adjacent initial attack aircraft bases and local dispatch to ensure that procedures for transiting incident area and corridors are in place. Ensure flight following procedures, entry/exit routes and corridors, hazards, frequencies and incident airspace are known to all affected.
i. Coordinate with Incident Air Operations Branch Directors, dispatch, FAA, DOD, and local aviation authorities and administrators to ensure that Temporary Flight Restrictions are in place, coordinated, and do not overlap. Ensure that potential risks of operating on, near, or within Military Training Routes and Special-Use Airspace have been mitigated.

j. Ensure that a process is in place for timely transmittal of incident reports and oversee the process to ensure corrective action is taken.
k. Coordinate with incidents, dispatch centers, and coordination centers to determine the availability and status of committed and uncommitted aviation resources, and give status reports and situation appraisals for aviation resources.
l. Coordinate with Incident Air Operations Branch Directors, Communications Unit Leaders, frequency coordinators, coordination centers and initial attack dispatch to establish coordinated aviation communications plans to ensure aviation frequency management.
m. Coordinate and manage aviation program and operations if aviation assets are assigned to Area Command.
n. Coordinate the scheduling and movement of aviation safety assistance teams among incidents.
o. Assist incidents by coordinating with Contracting Officers, local aviation managers, and vendors concerning a variety of issues (fueling, contract modifications, contract extensions, etc.).
p. Coordinate with military officials and Agency Representatives concerning the assignments, utilization, status, and disposition of military aviation assets.
q. Maintain log of major actions/decisions.
r. Maintain Unit/Activity Log (ICS Form 214).

FINANCE/ADMINISTRATION TECHNICAL SPECIALIST – The Finance/Administration Technical Specialist is responsible for all financial, administrative, and cost analysis aspects of the Area Command. Responsibilities of the Finance/Administrative Technical Specialist include:

a. Obtain briefing from the Area Commander on expectations, concerns, and constraints.

b. Ensure relevant information is collected from the outgoing Finance /Administration Technical Specialist.
c. Determine Area Command requirements for cost accounting.
d. Coordinate with incident-level Finance/Administration Section Chief(s) to assure methodology for reporting cost information.
e. Collect, analyze, and summarize cost data.
f. Participate in preparation of the Area Command Management Plan.
g. Keep the Area Command organization briefed on response costs.
h. Ensure response costs are managed within the established financial ceilings and guidelines.
i. Coordinate and advise the Area Command organization on financial ceiling adjustments when necessary.
j. If required, develop cost sharing agreements with members of the Area Command organization.
k. Monitor use of high cost specialized equipment and keep the Area Command organization advised.
l. Assist in development and implementation of the Area Command Demobilization Plan.
m. If required, coordinate processing of claims resulting from response actions.
n. Participate in close-out with agency administrative representative.
o. Participate in agency administrator/executive after-action review.
p. Ensure coordinated and efficient transfer of command.
q. Maintain Unit/Activity Log (ICS Form 214).

STAGING AREA MGR./MOBILIZATION CENTER MGR. – The Staging Area Manager/Mobilization Center Manager is responsible for managing all activities within a Staging Area when resources may be immediately deployed. Responsibilities of the Staging Area Manager/Mobilization Center Manager include:

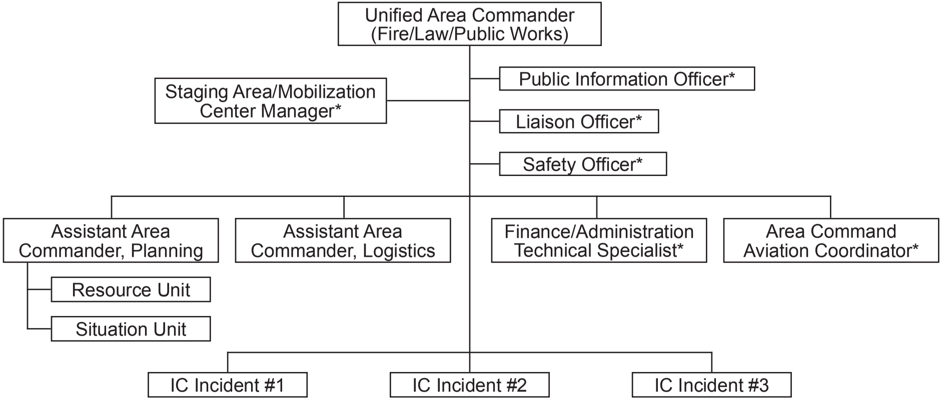
a. Obtain briefing from the Area Commander on expectations, concerns, and constraints.
b. Determine types and numbers of resources to be maintained in Staging.
c. Confirm process for requesting additional resources for Staging.
d. Confirm process for reporting status changes.
e. Coordinate with Assistant Area Commander and Finance/Administration to determine procurement procedures.
f. Establish Staging Area layout and needs.
g. Post areas for identification and traffic control.
h. Determine any support needs for equipment, food distribution, sanitation, and security to include staged resources.
i. Establish check-in function as appropriate.
j. Determine environmental impacts/ownership.
k. Request maintenance service for equipment at Staging Area, as needed.
l. Respond to requests for resource assignments.
m. Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging.
n. Maintain the Staging Area in orderly condition.
o. Demobilize the Staging Area in accordance with the Incident Demobilization Plan.
p. Participate in agency administrator/executive close-out/after-action review.
q. Ensure coordinated and efficient transfer of command.
r. Maintain Unit/Activity Log (ICS Form 214).

DEPUTIES – The Area Commander, Assistant Area Commander Logistics, and Assistant Area Commander Planning may have Deputies. Deputies must be ready to take over the position at any time, and, therefore, must have the same qualifications as the person for whom they work. Responsibilities of the Deputies include:

a. Obtain briefing from the Area Commander on expectations, concerns, and constraints.
b. Assist Area Commander or Assistants in the execution of their duties/responsibilities.
c. Perform duties in the absence of the designated Area Commander or Assistants.
d. Oversee and facilitate Area Command organizational functions on behalf of the Area Commander or Assistants.
e. Administer special projects as assigned.
f. Participate in agency administrator/executive close-out/after-action review.
g. Ensure coordinated and efficient transfer of command.
h. Perform other duties as assigned.
i. Maintain Unit/Activity Log (ICS Form 214).

AREA COMMAND ORGANIZATION CHART (EXAMPLE #1)

Example 1: The following organization chart below of a Unified Area Command with an Assistant Area Command for Planning, Logistics, and an Aviation Coordinator is established to manage two to seven incidents. Area Command may be established as Unified Area Command when the incident is multi-jurisdictional or multi-agency.

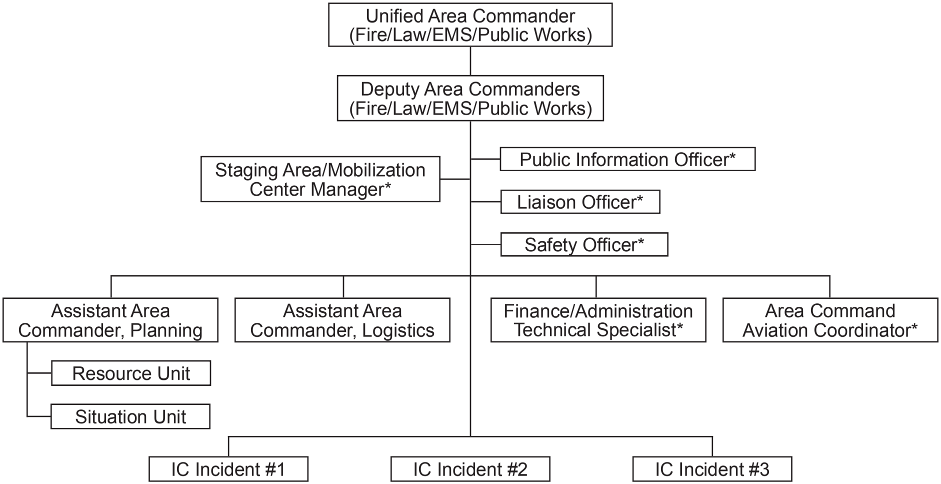

Unified Area Commander (Fire/Law/Public Works)
Staging Area/Mobilization Center Manager*
Public Information Officer*
Liaison Officer*
Safety Officer*
Assistant Area Commander, Planning
Resource Unit
Situation Unit
Assistant Area Commander, Logistics
Finance/Administration Technical Specialist*
Area Command Aviation Coordinator*
IC Incident #1
IC Incident #2
IC Incident #3

*Optional Positions

An Area Commander may have the need to implement a Liaison Officer, Public Information Officer, Safety Officer, Area Command Aviation Coordinator, Finance/Administration Technical Specialist, or a Staging/Mobilization Manager. An Area Command may have the need to pre-position resources prior to allocating them to individual incidents. This can be a Staging Area when it is desirable to have the resources ready for deployment within three minutes, or a Mobilization Center when resources are being held for an assignment, reassignment, or demobilization.

AREA COMMAND ORGANIZATION CHART (EXAMPLE #2)

Example 2: The following example is how a Unified Area Command involving several disciplines may be utilized for localized disasters and events that may result in several individual incidents each having a rapidly changing demand for different agency resources. The organizational chart below depicts an organization establishing a multi-discipline Unified Area Command with a Deputy from Fire, Law, EMS, and Public Works.


Unified Area Commander (Fire/Law/EMS/Public Works)
Deputy Area Commanders (Fire/Law/EMS/Public Works)
Staging Area/Mobilization Center Manager*
Public Information Officer*
Liaison Officer*
Safety Officer*
Assistant Area Commander, Planning
Assistant Area Commander, Logistics
Finance/Administration Technical Specialist*
Area Command Aviation Coordinator*
Resource Unit
Situation Unit
IC Incident #1
IC Incident #2
IC Incident #3

*Optional Positions

ZONE

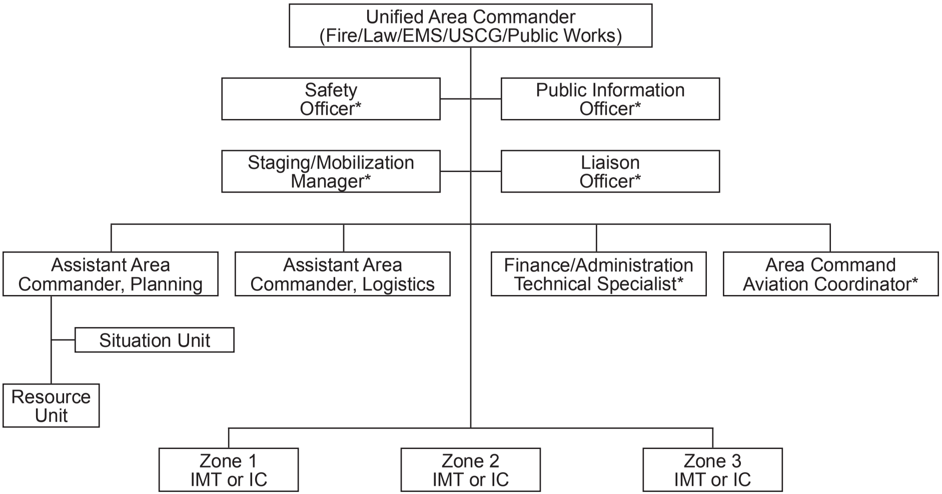
A Zone is a tool that may be used in Area Command. A standardized Area Command implementation plan, and operating policies and procedures should be developed, fully integrated, understood, and exercised prior to implementation. Pre-incident planning, coordination, training, and exercises are defined as Preparedness Elements of NIMS.

Zone – A defined geographic area or function utilized to support the management of an Incident (i.e., Area Command). A Zone may be assigned an Incident Management Team(s) or IC to provide management of a defined area or function. Zones may be identified geographically, numerically, or by functional name.

Geographic Zones are primarily used to provide an effective span of control. Area Command can use Functional Zones by assigning resources or assisting Cooperating Agencies in a logistical support role. This can also be used during Pre-Planned Events, Natural Disasters, or Public Health emergencies for the distribution of equipment and/or supplies from defined points with or without being involved in actual incident operations.

ZONE ORGANIZATION CHART (EXAMPLE)

Example – The organizational chart below shows a Unified Area Command with subordinate Zones and assigned IMT's or IC's managing each Zone.


Unified Area Commander (Fire/Law/EMS/USCG/Public Works)
Safety Officer*
Public Information Officer*
Staging/Mobilization Manager*
Liaison Officer*
Assistant Area Commander, Planning
Assistant Area Commander, Logistics
Finance/Administration Technical Specialist*
Area Command Aviation Coordinator*
Situation Unit
Resource Unit
Zone 1 IMT or IC
Zone 2 IMT or IC
Zone 3 IMT or IC

*Optional Positions

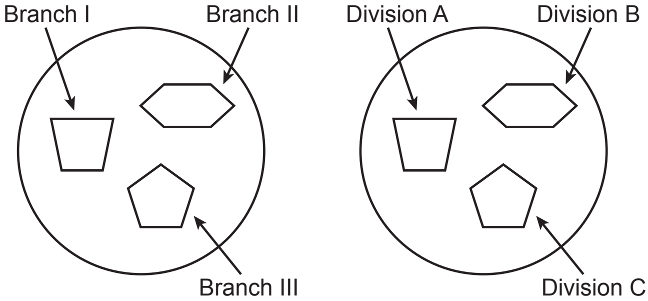
CHAPTER 4

COMPLEX

A Complex is two or more individual incidents located in the same general proximity assigned to a single Incident Commander or Unified Command to facilitate management. These incidents are typically limited in scope and complexity and can be managed by a single entity.

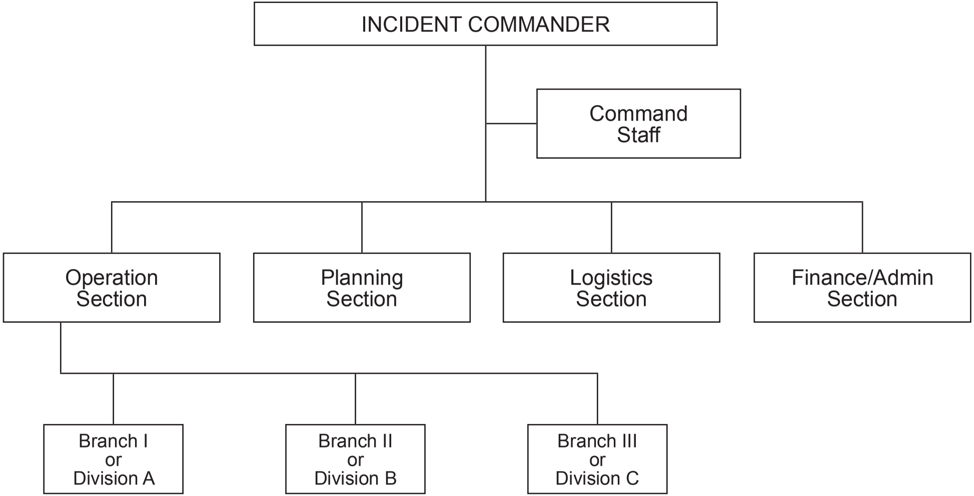
The diagram below illustrates a number of incidents in the same general proximity. These incidents may be identified as Branches or Divisions within the Operations Section.

Management responsibility for all of these incidents has been assigned to a single incident management team. A single incident may be complex, but it is not referred to as a "Complex." A Complex may be in place with or without the use of Unified and/or Area Command.



ORGANIZATION CHART

A typical organization would be as follows:

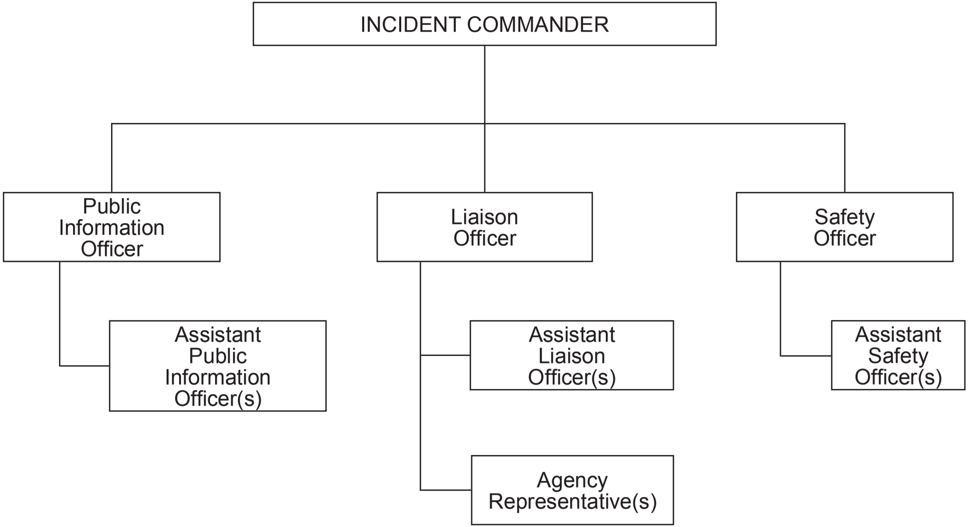

INCIDENT COMMANDER
Command Staff
Operation Section
Planning Section
Logistics Section
Finance/Admin Section
Branch I or Division A
Branch II or Division B
Branch III or Division C

CHAPTER 5

COMMAND

COMMAND ORGANIZATION CHART 5-2
ESTABLISHMENT AND TRANSFER OF COMMAND 5-3
POSITION CHECKLISTS 5-4
    INCIDENT COMMANDER 5-4
    PUBLIC INFORMATION OFFICER 5-5
    LIAISON OFFICER 5-6
    AGENCY REPRESENTATIVE 5-7
    SAFETY OFFICER 5-8
COMMAND & GENERAL STAFF PLANNING CYCLE 5-10

COMMAND ORGANIZATION CHART


INCIDENT COMMANDER
Public Information Officer
Liaison Officer
Safety Officer
Assistant Public Information Officer(s)
Assistant Liaison Officer(s)
Agency Representative(s)
Assistant Safety Officer(s)

ESTABLISHMENT AND TRANSFER OF COMMAND

The highest-ranking official of the jurisdictional agency at the scene of the incident initially establishes Command. The Incident Commander is responsible for overall management of the incident. It is his/her responsibility to prepare the Incident Objectives that, in turn, will be the foundation upon which subsequent incident action planning will be based. Incident Objectives will be based on the requirements of the agency and the incident. They should be broad, measurable, and follow an ordered sequence of events.

The Transfer of Command checklist below provides a basic guideline that can be used in almost any incident situation. This information may be captured on the Incident Briefing (ICS Form 201). However, agency policies and incident-specific issues may require alterations to the Transfer of Command process.

When it is determined that a Transfer of Command (face-to-face) briefing needs to take place, the minimum essential information should include the following:

a. Situation Status
b. Objectives and Priorities
c. Current Organization
d. Resource Assignments
e. Resources En Route and/or Ordered
f. Facilities Established
g. Communications Plan
h. Prognosis, Concerns – Related Issues

As incidents grow in size or complexity, most agencies will transfer command one or more times. Whenever the Transfer of Command briefing takes place, the information conveyed should be recorded and displayed for easy retrieval and subsequent briefings.

POSITION CHECKLISTS

INCIDENT COMMANDER – The Incident Commander (ICT1, ICT2, ICT3, ICT4, or ICT5) is responsible for the overall management of the incident. On most incidents, a single Incident Commander carries out the command activity. However, Unified Command may be appropriate. The Incident Commander is selected by qualifications and experience.

The Incident Commander may have a Deputy (DPIC), who may be from the same agency or from an assisting agency. Deputies may also be used at Section and Branch levels of the ICS organization. Deputies must have the same qualifications as the person for whom they work, as they must be ready to take over that position at any time:

a. Review Chapter 1 *Common Responsibilities.*
b. Assess the situation and/or obtain a briefing from the prior Incident Commander.
c. Determine Incident Objectives and strategy.
d. Establish the immediate priorities.
e. Establish an Incident Command Post.
f. Consider the need for Unified Command.
g. Establish an appropriate organization.
h. Ensure planning meetings are scheduled as required.
i. Approve and authorize the implementation of an Incident Action Plan (IAP).
j. Ensure that adequate safety and personnel accountability measures are in place.
k. Coordinate activity for all Command and General Staff.
l. Coordinate with key people and officials.
m. Approve requests for additional resources or for the release of resources.
n. Keep Agency Administrator informed of incident status.
o. Approve the use of trainees, volunteers, and auxiliary personnel.

p. Authorize release of information to the news media.
q. Ensure Incident Status Summary (ICS Form 209) is completed and forwarded to appropriate higher authority.
r. Order the demobilization of the incident when appropriate.
s. Maintain Unit/Activity Log (ICS Form 214).

Delegation of Authority: A statement provided to the Incident Commander by the Agency Administrator delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

PUBLIC INFORMATION OFFICER – The Public Information Officer (PIO1, PIO2, PIO3, or PIOF) is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.

Only one Public Information Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Public Information Officer may have Assistant Public Information Officers as necessary, and the Assistant Public Information Officers may also represent assisting agencies or jurisdictions.

Agencies have different policies and procedures relative to the handling of public information. The following are the major responsibilities of the Public Information Officer that would generally apply on any incident:

a. Review Chapter 1 *Common Responsibilities.*
b. Determine from the Incident Commander if there are any limits on information release.
c. Develop material for use in media briefings.

d. Obtain Incident Commander’s approval of media releases.
e. Coordinate with Joint Information Center (JIC), if established.
f. Inform media and conduct media briefings.
g. Arrange for tours and other interviews or briefings that may be required.
h. Obtain media information that may be useful to incident planning.
i. Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.
j. Assign Assistant Public Information Officers as appropriate.
k. Maintain Unit/Activity Log (ICS Form 214).

LIAISON OFFICER – Incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of the Liaison Officer (LOFR) position on the Command Staff.

Only one Liaison Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Liaison Officer may have Assistant Liaison Officers as necessary, and the Assistant Liaison Officers may also represent assisting agencies or jurisdictions. The Liaison Officer is the point of contact for the Agency Representatives assigned to the incident by assisting or cooperating agencies.

a. Review Chapter 1 *Common Responsibilities.*
b. Be a contact point for Agency Representatives.
c. Maintain a list of assisting and cooperating agencies and Agency Representatives.
d. Assist in establishing and coordinating inter-agency contacts.
e. Keep agencies supporting the incident aware of incident status.

f. Monitor incident operations to identify current or potential inter-organizational problems.
g. Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
h. Assign Assistant Liaison Officer(s) as appropriate.
i. Maintain Unit/Activity Log (ICS Form 214).

AGENCY REPRESENTATIVE – In many multi-jurisdiction incidents, an agency or jurisdiction will send a representative to assist in coordination efforts.

An Agency Representative (AREP) is an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident.

Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer:

a. Review Chapter 1 *Common Responsibilities.*
b. Ensure that all agency resources are properly checked in at the incident.
c. Obtain briefing from the Liaison Officer or Incident Commander.
d. Inform assisting or cooperating agency personnel on the incident that the Agency Representative position for that agency has been filled.
e. Attend briefings and planning meetings as required.
f. Provide input on the use of agency resources unless resource technical specialists are assigned from the agency.
g. Cooperate fully with the Incident Commander and the General Staff on agency involvement at the incident.
h. Ensure the well being of agency personnel assigned to the incident.

i. Advise the Liaison Officer of any special agency needs or requirements.
j. Report to home agency dispatch or headquarters on a prearranged schedule.
k. Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
l. Ensure that all required agency forms, reports, and documents are complete prior to departure.
m. Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.
n. Maintain Unit/Activity Log (ICS Form 214).

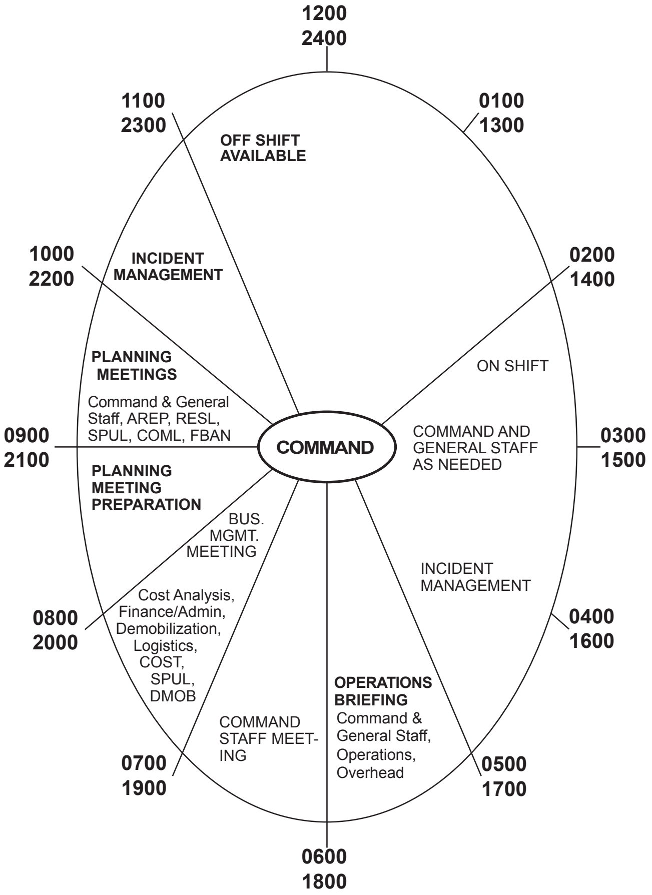
SAFETY OFFICER – The Safety Officer (SOF1, SOF2, SOF3, or SOFR) function is to develop and recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations. Having full authority of the Incident Commander, the Safety Officer can exercise emergency authority to stop or prevent unsafe acts.

Only one Safety Officer will be assigned for each incident. The Safety Officer may have Assistant Safety Officer's as necessary, and the Assistant Safety Officers may also come from assisting agencies or jurisdictions as appropriate. Assistant Safety Officers may have specific responsibilities such as air operations, urban search and rescue, and hazardous materials, or for specific geographic or functional areas of the incident:

a. Review Chapter 1 *Common Responsibilities.*
b. Participate in planning meetings and advocate effective risk management.
c. Identify hazardous situations associated with the incident.
d. Review the Incident Action Plan for safety implications.
e. Exercise emergency authority to stop or prevent unsafe acts and communicate such exercise of authority to the Incident Command.

f. Investigate accidents that have occurred within the incident area.
g. Assign Assistant Safety Officers as needed.
h. Conduct and prepare an Incident Safety Analysis (ICS Form 215-AG/AW) as appropriate.
i. Initiate appropriate mitigation measures (e.g., Personnel Accountability, Fireline EMTs, Rapid Intervention Crew/Company).
j. Develop and communicate an incident safety message as appropriate.
k. Review and approve the Medical Plan (ICS Form 206).
l. Review and approve the Site Safety and Control Plan (ICS Form 208), as required.
m. Maintain Unit/Activity Log (ICS Form 214).

COMMAND & GENERAL STAFF PLANNING CYCLE


1200
2400
0100
1300
0200
1400
0300
1500
0400
1600
0500
1700
0600
1800
0700
1900
0800
2000
0900
2100
1000
2200
1100
2300
OFF SHIFT AVAILABLE
ON SHIFT
COMMAND AND GENERAL STAFF AS NEEDED
INCIDENT MANAGEMENT
OPERATIONS BRIEFING
Command & General Staff, Operations, Overhead
COMMAND STAFF MEET-ING
Cost Analysis, Finance/Admin, Demobilization, Logistics, COST, SPUL, DMOB
BUS. MGMT. MEETING
PLANNING MEETING PREPARATION
PLANNING MEETINGS
Command & General Staff, AREP, RESL, SPUL, COML, FBAN
INCIDENT MANAGEMENT
COMMAND

Example Based on 12-Hour Operational Period

CHAPTER 6

UNIFIED COMMAND

UNIFIED COMMAND 6-2
INITIAL UNIFIED COMMAND MEETING CHECKLIST 6-4
UNIFIED COMMAND MEETING REQUIREMENTS 6-5

UNIFIED COMMAND

Experience has proven that at incidents involving multi-agencies, there is a critical need for integrating management of resources into one operational organization that is managed and supported by one command structure. This is best established through an integrated, multi-disciplined organization. In the ICS, employing what is known as Unified Command fills this critical need.

Unified Command is a team effort that allows all agencies with jurisdictional responsibility for an incident, either geographical or functional, to participate in the management of the incident. Developing and implementing a common set of incident objectives and strategies demonstrate this participation that all can subscribe to, without losing or abdicating agency authority, responsibility, or accountability. Those organizations that participate in Unified Command should have statutory responsibility for some portion of the incident or event. Assisting and cooperating agencies with no statutory responsibility that nonetheless contribute resources to the incident should not function at the Unified Command level. These agencies should instead assign Agency Representatives to effectively represent their agencies and resources through the Liaison Officer. In these ways, the principles that define Unified Command provide all of the necessary mechanisms for organizational representation and inter-agency management within a multi-agency incident response.

At a local level, frequent training and realistic exercises involving those agencies that may be represented at actual incidents should be considered a prerequisite for successful management of multi-agency incidents. These activities serve to familiarize each participating agency of their respective roles and responsibilities and to clarify the capabilities and limitations of each agency. For example, a planned event such as a parade or air show may provide an opportunity for local, state, and federal agencies to operate in a Unified Command structure.

A successfully managed multi-agency incident will occur only when the participating agencies' personnel have confidence in each other's competencies, authorities, responsibilities, and limitations as they relate to the incident. Beyond the associated processes, guidelines, and exercises is the requirement for an attitude of cooperation. Coordinated strategy, tactics, and resource utilization to accomplish incident control must be the focus of all agencies at the scene.

Within a Unified Command, one person is selected as spokesperson for the groups. Typically, the person representing the agency with the highest resource commitment or most visible activity on the incident is selected. In some cases, this task may simply be assigned to the person with the most experience.

Unified Command incorporates the following principles:

a. One set of objectives is developed for the entire incident.
b. A collective approach is used to develop strategies to achieve incident goals.
c. Improved information flow and coordination between all jurisdictions and agencies involved in the incident.
d. All agencies with responsibility for the incident have an understanding of one another's priorities and restrictions.
e. No agency's authority or legal requirements will be compromised or neglected.
f. Each agency is fully aware of the plans, actions, and constraints of all others.
g. The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.
h. Duplicative efforts are reduced or eliminated, reducing cost and chances for frustration and conflict.

INITIAL UNIFIED COMMAND MEETING CHECKLIST

It is essential to begin unified planning as early as possible. Initiate Unified Command as soon as two or more agencies having jurisdictional or functional responsibilities come together on an incident. It is especially important on those incidents where there may be competing priorities based on agency responsibilities.

All of the jurisdictional agencies' Incident Commanders need to get together before the first operational period planning meeting in an Initial Unified Command Meeting. This meeting provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident action planning. The agenda for the command meeting should include the following:

a. Present jurisdictional/agency priorities and objectives.
b. Present jurisdictional limitations, concerns, and restrictions.
c. Develop a collective set of incident objectives.
d. Establish and agree on acceptable priorities.
e. Adopt an overall strategy or strategies to accomplish objectives.
f. Agree on the basic organization structure.
g. Designate the most qualified and acceptable Operations Section Chief. The Operations Section Chief will normally be from the jurisdiction or agency that has the greatest involvement in the incident, although that is not essential.
h. Agree on General Staff personnel designations and planning, logistical, and finance agreements and procedures.
i. Agree on resource ordering process to be followed.
j. Agree on cost-sharing procedures.
k. Agree on informational matters.
l. Designate one agency official to act as Unified Command spokesperson.

The members of the Unified Command must be authorized to perform certain activities and actions on behalf of the jurisdiction or agency they represent. Such activities include ordering of additional resources in support of the Incident Action Plan, possible loaning or sharing of resources to other jurisdictions, and agreeing to financial cost-sharing arrangements with participating agencies.

UNIFIED COMMAND MEETING REQUIREMENTS

Unified Incident Commanders should meet prior to the Incident Planning Meeting to discuss a number of key items. This meeting will serve to clarify issues and to provide direction to other incident personnel who will develop the formal Incident Action Plan.

The following checklist provides a series of items to be addressed during the meeting between Incident Commanders where the development of incident strategy and objectives is done:

a. The Command Meeting should include only agency Incident Commanders.
b. The meeting should be brief, and important points should be documented. The important points should include agency capabilities and limitations, functional and jurisdictional responsibilities, and the individual agency's objectives.
c. Prior to the meeting, the respective responsible officials should have reviewed the purposes and agenda items described above, and be prepared to discuss them.

The end result of the planning process will be a single Incident Action Plan that addresses multi-jurisdiction or multi-agency priorities and objectives, and provides an appropriate level of tactical direction and resource assignments for the unified effort.

This Page Intentionally Left Blank

CHAPTER 7

PLANNING PROCESS

PLANNING PROCESS 7-2
THE OPERATIONAL PLANNING "P" 7-4

PLANNING PROCESS

The checklist below provides basic steps appropriate for use in almost any incident situation. However, not all incidents require written plans, and the need for written plans and attachments may be based on incident requirements and the decision of the Incident Command.

The Planning Checklist is to be used with the Operation Planning Worksheet (ICS Form 215-G/W). For more detailed instructions, see Planning Section Chief Position Manual (ICS 221-1). The Operations Section Chief should have a draft Operational Planning Worksheet (ICS Form 215-G/W) and the Safety Officer should have a draft Incident Safety Analysis (ICS Form 215-AG/AW) completed prior to the planning meeting.

Incident objectives and strategy should be established before the planning meeting. For this purpose it may be necessary to hold a strategy meeting prior to the planning meeting.

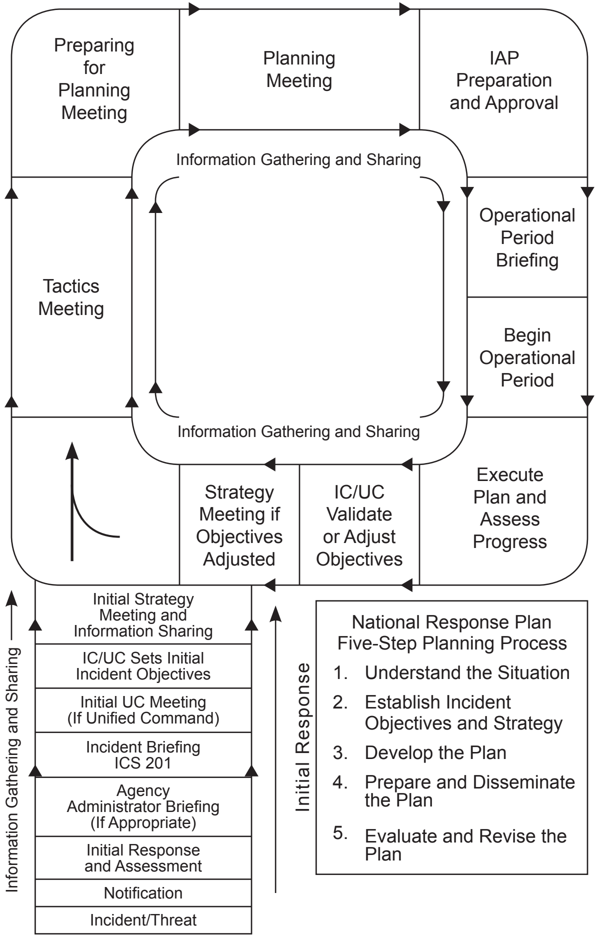
The Planning Process works best when the incident is divided into logical geographical and/or functional units. The tactics and resources are then determined for each of the planning units, and then the planning units are combined into divisions/groups utilizing span-of-control guidelines.

The Operational Planning Worksheet (ICS Form 215-G/W) and the Incident Safety Analysis (ICS Form 215-AG/AW) are used to support the incident's planning process. They provide the Incident Commander, Command, and General Staff with the means to identify Division or Group assignments, develop specific tactics, identify available and needed resources, and address safety considerations. During this process, safety issues identified must be mitigated or new tactics developed to adequately address safety concerns.

CHECKLIST	**PRIMARY RESPONSIBILITY**
1. Briefing on situation and resource status	PSC
2. Set/review incident objectives	IC
3. Plot control lines, establish Branch and Division boundaries, identify Group assignments	OSC
4. Specify tactics for each Division/Group	OSC
5. Specify safety mitigation measures for identified hazards in Divisions/Groups	SOF
6. Specify resources needed by Division/Group	OSC, PSC
7. Specify Operations facilities and reporting locations – Plot on map	OSC, PSC, LSC
8. Develop resource and personnel order	LSC
9. Consider Communications, Medical, and Traffic Plan requirements	PSC, LSC
10. Finalize, approve, and implement Incident Action Plan	PSC, IC, OSC

IC = Incident Commander (Ch. 5 Page 5-4)
PSC = Planning Section Chief (Ch. 9 Page 9-3)
OSC = Operations Section Chief (Ch. 8 Page 8-3)
LSC = Logistics Section Chief (Ch. 10 Page 10-3)
SOF = Safety Officer (Ch. 5 Page 5-8)

THE OPERATIONAL PLANNING "P"


Preparing for Planning Meeting
Planning Meeting
IAP Preparation and Approval
Information Gathering and Sharing
Operational Period Briefing
Tactics Meeting
Begin Operational Period
Information Gathering and Sharing
Execute Plan and Assess Progress
Strategy Meeting if Objectives Adjusted
IC/UC Validate or Adjust Objectives
Initial Strategy Meeting and Information Sharing
IC/UC Sets Initial Incident Objectives
Initial UC Meeting (If Unified Command)
Incident Briefing ICS 201
Agency Administrator Briefing (If Appropriate)
Initial Response and Assessment
Notification
Incident/Threat
Information Gathering and Sharing
Initial Response

National Response Plan
Five-Step Planning Process

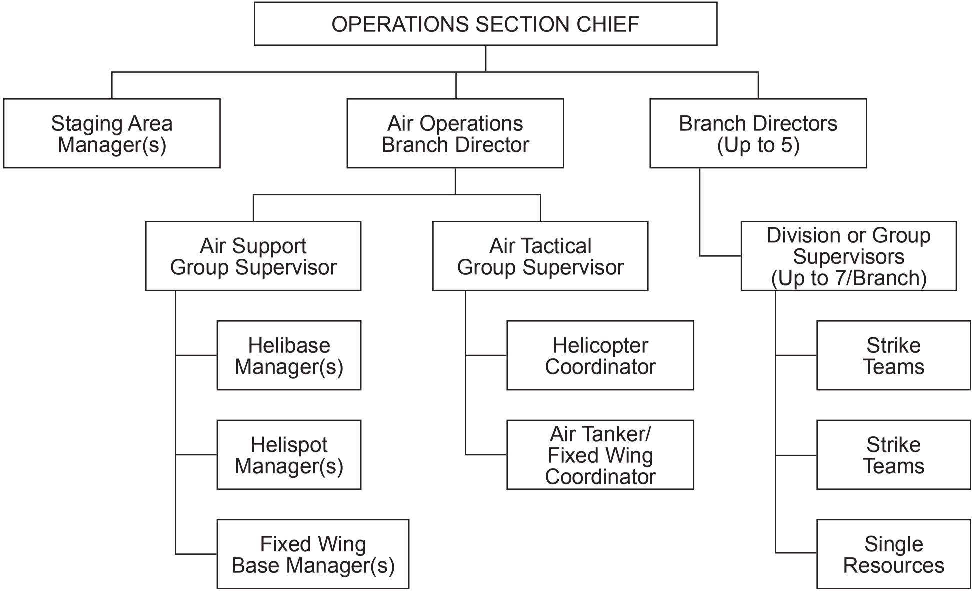
1. Understand the Situation
2. Establish Incident Objectives and Strategy
3. Develop the Plan
4. Prepare and Disseminate the Plan
5. Evaluate and Revise the Plan

CHAPTER 8

OPERATIONS SECTION

OPERATIONS ORGANIZATION CHART 8-2
POSITION CHECKLISTS 8-3
    OPERATIONS SECTION CHIEF 8-3
    OPERATIONS BRANCH DIRECTOR 8-4
    DIVISION OR GROUP SUPERVISOR 8-4
    STRIKE TEAM OR TASK FORCE LEADER 8-5
    STRUCTURE DEFENSE SPECIALIST 8-6
    SINGLE RESOURCE 8-7
    STAGING AREA MANAGER 8-7
    AIR OPERATIONS BRANCH DIRECTOR 8-8
    AIR TACTICAL GROUP SUPERVISOR 8-10
    HELICOPTER COORDINATOR 8-11
    AIR TANKER/FIXED-WING COORDINATOR 8-12
    AIR SUPPORT GROUP SUPERVISOR 8-13
    HELIBASE MANAGER 8-15
    HELISPOT MANAGER 8-16
    MIX MASTER 8-17
    DECK COORDINATOR 8-17
    LOADMASTER (PERSONNEL/CARGO) 8-18
    PARKING TENDER 8-19
    TAKEOFF AND LANDING COORDINATOR 8-19
    HELICOPTER TIMEKEEPER 8-20
OPERATIONS SECTION PLANNING CYCLE 8-21

OPERATIONS ORGANIZATION CHART


OPERATIONS SECTION CHIEF
Staging Area Manager(s)
Air Operations Branch Director
Branch Directors (Up to 5)
Air Support Group Supervisor
Air Tactical Group Supervisor
Division or Group Supervisors (Up to 7/Branch)
Helibase Manager(s)
Helispot Manager(s)
Fixed Wing Base Manager(s)
Helicopter Coordinator
Air Tanker/ Fixed Wing Coordinator
Strike Teams
Strike Teams
Single Resources

POSITION CHECKLISTS

OPERATIONS SECTION CHIEF – The Operations Section Chief (OSC1, OSC2, or OSC3), a member of the General Staff, is responsible for the management of all operations directly applicable to the primary mission ensuring the overall safety and welfare of all Section personnel. The Operations Section Chief activates and supervises organization elements in accordance with the Incident Action Plan and directs its execution. The Operations Section Chief also directs the preparation of unit operational plans, requests or releases resources, makes expedient changes to the Incident Action Plan as necessary, and reports such to the Incident Commander. A Deputy Operations Section Chief may be assigned for specific tasks (e.g., planning operations, day/night operations, evacuation, or contingency planning):

a. Review Chapter 1 *Common Responsibilities.*
b. Develop the operational portion of the Incident Action Plan and complete the appropriate Operational Planning Worksheet (ICS Form 215 G/W).
c. Brief and assign Operations Section personnel in accordance with Incident Action Plan.
d. Supervise Operations Section ensuring safety and welfare of all personnel.
e. Determine need for and request additional resources.
f. Review suggested list of resources to be released and initiate recommendation for release of resources.
g. Assemble and disassemble Strike Teams and Task Forces assigned to Operations Section.
h. Report information about special activities, events, and occurrences to Incident Commander.
i. Maintain Unit/Activity Log (ICS Form 214).

OPERATIONS BRANCH DIRECTOR – The Operations Branch Directors (OPBD) are under the direction of the Operations Section Chief and are responsible for the implementation of the portion of the Incident Action Plan appropriate to the geographical and functional Branches:

a. Review Chapter 1 *Common Responsibilities.*
b. Develop with subordinates, alternatives for Branch control operations.
c. Attend planning meetings at the request of the Operations Section Chief.
d. Review Division/Group Assignment Lists (ICS Form 204) for Divisions or Groups within Branch. Modify lists based on effectiveness of current operations.
e. Assign specific work tasks to Division and Group Supervisors.
f. Supervise Branch operations.
g. Resolve any issues or logistical problems reported by subordinates.
h. Report to Operations Section Chief when Incident Action Plan needs to be modified, additional resources are needed, surplus resources are available, or when hazardous situations or significant events occur.
i. Approve accident and medical reports (home agency forms) originating within the Branch.
j. Maintain Unit/Activity Log (ICS Form 214).

DIVISION OR GROUP SUPERVISOR – Division or Group Supervisors (DIVS) report to the Operations Section Chief (or Operations Branch Director when activated). The Supervisor is responsible for the implementation of the assigned portion of the Incident Action Plan. They are also responsible for the assignment of resources within the Division or Group, reporting on the progress of control operations, and the status of resources within the Division or Group. Division Supervisors are assigned to a specific geographical area of an incident. Group Supervisors are assigned to accomplish specific functions within the incident (e.g., Hazardous Material, Medical):

a. Review Chapter 1 *Common Responsibilities.*
b. Implement Incident Action Plan for Division or Group.
c. Provide Incident Action Plan to Strike Team Leaders, when available.
d. Identify increments assigned to the Division or Group.
e. Review assignments and incident activities with subordinates and assign tasks.
f. Ensure that Incident Communications and/or Resources Unit are advised of all changes in status of resources assigned to the Division or Group.
g. Coordinate activities with adjacent Divisions or Groups.
h. Determine need for assistance on assigned tasks.
i. Submit situation and resources status information to Operations Branch Directors or Operations Section Chief.
j. Report hazardous situations, special occurrences, or significant events (e.g., accidents, sickness) to immediate supervisor.
k. Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner.
l. Resolve logistics problems within the Division or Group.
m. Participate in the development of tactical plans for next operational period.
n. Maintain Unit/Activity Log (ICS Form 214).

STRIKE TEAM OR TASK FORCE LEADER – The Strike Team Leader or Task Force Leader reports to a Division Supervisor or Group Supervisor and is responsible for performing tactical assignments assigned to the Strike Team or Task Force. The Leader reports work progress and status of resources, maintains work records on assigned personnel, and relays other important information to their supervisor:

a. Review Chapter 1 *Common Responsibilities.*
b. Review assignments with subordinates and assign tasks.
c. Monitor work progress and make changes when necessary.
d. Coordinate activities with adjacent strike teams, task forces, and single resources.
e. Travel to and from active assignment area with assigned resources.
f. Retain control of assigned resources while in available or out-of-service status.
g. Submit situation and resource status information to Division/Group Supervisor.
h. Maintain Unit/Activity Log (ICS Form 214).

STRUCTURE DEFENSE SPECIALIST – The Structure Defense Specialist (SDTS) is a technical advisor to the Operations Section Chief or the Planning Section Chief. The recommendations of the SDTS will be based on the incident objectives outlined in the Incident Action Plan and will identify the major components required to complete a Structure Defense Plan for threatened structures due to wildfire. The SDTS will organize and implement this plan utilizing the recommended resources:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain reporting criteria and briefing from Operations Section Chief or Planning Section Chief.
c. Identify structure threat based on expected fire behavior.
d. Identify needed components to prepare Structure Defense Plan.
e. Develop safety plans related to structure defense.
f. Identify resource needs to carry out the plan.
g. Coordinate with local law enforcement agencies to carry out evacuation plan.
h. Brief all resources assigned to Branch, Division, or Groups.
i. Ensure personnel safety.

j. Utilize the WUI Placard (ICS 231) as appropriate.
k. Maintain Unit/Activity Log (ICS Form 214).

SINGLE RESOURCE – The person in charge of a single tactical resource will carry the unit designation of the resource:

a. Review Chapter 1 *Common Responsibilities.*
b. Review assignments.
c. Obtain necessary equipment/supplies.
d. Review weather/environmental conditions for assignment area.
e. Brief subordinates on safety measures.
f. Monitor work progress.
g. Ensure adequate communications with supervisor and subordinates.
h. Keep supervisor informed of progress and any changes.
i. Inform supervisor of problems with assigned resources.
j. Brief relief personnel, and advise them of any change in conditions.
k. Return equipment and supplies to appropriate unit.
l. Complete and turn in all time and use records on personnel and equipment.
m. Maintain Unit/Activity Log (ICS Form 214).

STAGING AREA MANAGER – The Staging Area Manager (STAM) is responsible for managing all activities within a Staging Area:

a. Review Chapter 1 *Common Responsibilities.*
b. Proceed to Staging Area.
c. Establish Staging Area layout.
d. Determine any support needs for equipment, feeding, sanitation, and security.
e. Establish check-in function as appropriate.
f. Post areas for identification and traffic control.

g. Request maintenance service for equipment at Staging Area as appropriate.
h. Respond to request(s) for resource assignments. (Note: This may be direct from Operations Section or via the Incident Communications Center).
i. Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging Area.
j. Determine required resource levels from the Operations Section Chief.
k. Advise the Operations Section Chief when reserve levels reach minimums.
l. Maintain and provide status to Resources Unit of all resources in Staging Area.
m. Maintain Staging Area in orderly condition.
n. Demobilize Staging Area in accordance with Incident Demobilization Plan.
o. Maintain Unit/Activity Log (ICS Form 214).

AIR OPERATIONS BRANCH DIRECTOR – The Air Operations Branch Director (AOBD), who is ground based, is primarily responsible for preparing the air operations portion of the Incident Action Plan. The plan will reflect agency restrictions that have an impact on the operational capability or utilization of resources (e.g., night flying, hours per pilot). After the plan is approved, the AOBD is responsible for implementing its strategic objectives that relate to the overall incident strategy as opposed to those that pertain to tactical operations (specific target selection).

Additionally, the Air Operations Branch Director is responsible for providing logistical support to helicopters operating on the incident. The Air Tactical Group Supervisor (ATGS) working with ground and air resources normally performs specific tactical activities (such as target selection and suggested modifications to specific tactical actions in the Incident Action Plan):

a. Review Chapter 1 *Common Responsibilities.*
b. Organize preliminary air operations.
c. Request declaration (or cancellation) of restricted air space area, (FAA Regulation 91.137).
d. Participate in preparation of the Incident Action Plan through Operations Section Chief. Ensure that the Air Operations portion of the Incident Action Plan takes into consideration the Air Traffic Control requirements of assigned aircraft.
e. Perform operational planning for air operations.
f. Prepare and provide Air Operations Summary (ICS Form 220) to the Air Support Group and Fixed-Wing Bases.
g. Determine coordination procedures for use by air organization with ground Branches, Divisions or Groups.
h. Coordinate with appropriate Operations Section personnel.
i. Supervise all Air Operations activities associated with the incident.
j. Evaluate Helibase locations.
k. Establish procedures for emergency reassignment of aircraft.
l. Schedule approved flights of non-incident aircraft in the restricted air space area.
m. Coordinate and schedule infrared aircraft flights.
n. Coordinate with Operations Coordination Center (OCC) through normal channels on incident air operations activities.
o. Inform the Air Tactical Group Supervisor of the air traffic situation external to the incident.
p. Consider requests for non-tactical use of incident aircraft.
q. Resolve conflicts concerning non-incident aircraft.
r. Coordinate with Federal Aviation Administration (FAA).
s. Update air operations plans.
t. Report to the Operations Section Chief on air operations activities.
u. Report special incidents/accidents.

v. Arrange for an accident investigation team when warranted.
w. Maintain Unit/Activity Log (ICS Form 214).

AIR TACTICAL GROUP SUPERVISOR – The Air Tactical Group Supervisor (ATGS) is primarily responsible for the coordination of aircraft operations when fixed- and/or rotary-wing aircraft are operating on an incident. The ATGS performs these coordination activities while airborne. The ATGS reports to the Air Operations Branch Director:

a. Review Chapter 1 *Common Responsibilities.*
b. Determine what aircraft (air tankers and helicopters) are operating within area of assignment.
c. Manage air tactical activities based upon Incident Action Plan.
d. Establish and maintain communications and Air Traffic Control with pilots, Air Operations, Helicopter Coordinator, Air Tanker/Fixed Wing Coordinator, Air Support Group (usually Helibase Manager), and fixed-wing support bases.
e. Coordinate approved flights of non-incident aircraft or non-tactical flights in restricted air space area.
f. Obtain information about air traffic external to the incident.
g. Receive reports of non-incident aircraft violating restricted air space area.
h. Make tactical recommendations to approved ground contact (Operations Section Chief, Operations Branch Director, or Division/Group Supervisor).
i. Inform Air Operations Branch Director of tactical recommendations affecting the air operations portion of the Incident Action Plan.
j. Report on Air Operations activities to the Air Operations Branch Director. Advise Air Operations immediately if aircraft mission assignments are causing conflicts in the Air Traffic Control System.
k. Report on incidents/accidents.
l. Maintain Unit/Activity Log (ICS Form 214).

HELICOPTER COORDINATOR – The Helicopter Coordinator (HLCO) is primarily responsible for coordinating tactical or logistical helicopter mission(s) at the incident. The HLCO can be airborne or on the ground operating from a high vantage point. The HLCO reports to the Air Tactical Group Supervisor. Activation of this position is contingent upon the complexity of the incident and the number of helicopters assigned. There may be more than one HLCO assigned to an incident:

a. Review Chapter 1 *Common Responsibilities.*
b. Determine what aircraft (air tankers and helicopters) are operating within incident area of assignment.
c. Survey incident area to determine situation, aircraft hazards, and other potential problems.
d. Coordinate Air Traffic Control with pilots, Air Operations Branch Director, Air Tactical Group Supervisor, Air Tanker/ Fixed-Wing Coordinator, and the Air Support Group (usually Helibase Manager) as the situation dictates.
e. Coordinate the use of assigned air-to-ground and air-to-air communications frequencies with the Air Tactical Group Supervisor, Communications Unit, or local agency dispatch center.
f. Ensure that all assigned helicopters know appropriate operating frequencies.
g. Coordinate geographical areas for helicopter operations with Air Tactical Group Supervisor and make assignments.
h. Determine and implement air safety requirements and procedures.
i. Ensure that approved night flying procedures are in operation.
j. Receive assignments, brief pilots, assign missions, and supervise helicopter activities.
k. Coordinate activities with Air Tactical Group Supervisor, Air Tanker/Fixed-Wing Coordinator, Air Support Group, and ground personnel.

l. Maintain continuous observation of assigned helicopter-operating area and inform Air Tactical Group Supervisor of incident conditions, including any aircraft malfunction or maintenance difficulties and anything that may affect the incident.
m. Inform Air Tactical Group Supervisor when mission is completed and reassign helicopters as directed.
n. Request assistance or equipment as required.
o. Report incidents or accidents to Air Operations Branch Director and Air Tactical Group Supervisor immediately.
p. Maintain Unit/Activity Log (ICS Form 214).

AIR TANKER/FIXED-WING COORDINATOR – The Air Tanker/Fixed-Wing Coordinator (ATCO) is primarily responsible for coordinating assigned air tanker operations at the incident. The Air Tanker/Fixed-Wing Coordinator, who is always airborne, reports to the Air Tactical Group Supervisor. Activation of this position is contingent upon the need or upon complexity of the incident:

a. Review Chapter 1 *Common Responsibilities.*
b. Determine all aircraft including air tankers and helicopters operating within incident area of assignment.
c. Survey incident area to determine situation, aircraft hazards, and other potential problems.
d. Coordinate the use of assigned air-to-ground and air-to-air communication frequencies with Air Tactical Group Supervisor, Communications Unit or local agency dispatch center and establish air tanker air-to-air radio frequencies.
e. Ensure air tankers know appropriate operating frequencies.
f. Determine incident air tanker capabilities and limitations for specific assignments.
g. Coordinate Air Traffic Control with pilots, Air Operations Branch Director, Air Tactical Group Supervisor, Helicopter

Coordinator, and Air Support Group (usually Helibase Manager) as the situation dictates.

h. Determine and implement air safety requirement procedures.
i. Receive assignments, brief pilots, assign missions, and supervise fixed-wing activities.
j. Coordinate activities with Air Tactical Group Supervisor, Helicopter Coordinator, and ground operations personnel.
k. Maintain continuous observation of air tanker operating areas.
l. Provide information to ground resources, if necessary.
m. Inform Air Tactical Group Supervisor of overall incident conditions including aircraft malfunction or maintenance difficulties.
n. Inform Air Tactical Group Supervisor when mission is completed and reassign air tankers as directed.
o. Request assistance or equipment as necessary.
p. Report incidents or accidents to Air Operations Branch Director and Air Tactical Group Supervisor immediately.
q. Maintain Unit/Activity Log (ICS Form 214).

AIR SUPPORT GROUP SUPERVISOR – The Air Support Group Supervisor (ASGS) is primarily responsible for supporting and managing Helibase and Helispot operations and maintaining liaison with fixed-wing air bases. This includes providing: 1) fuel and other supplies, 2) maintenance and repair of helicopters, 3) retardant mixing and loading, 4) keeping records of helicopter activity, and 5) providing enforcement of safety regulations. These major functions are performed at Helibases and Helispots. Helicopters during landing and take-off and while on the ground are under the control of the Air Support Group's Helibase Manager or Helispot Manager. The ASGS reports to the Air Operations Branch Director:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain copy of the Incident Action Plan from the Air Operations Branch Director including Air Operations Summary (ICS Form 220).
c. Participate in Air Operations Branch Director planning activities.
d. Inform Air Operations Branch Director of group activities.
e. Identify resources/supplies dispatched for Air Support Group.
f. Request special air support items from appropriate sources through Logistics Section.
g. Identify Helibase and Helispot locations (from Incident Action Plan) or from Air Operations Branch Director.
h. Determine need for assignment of personnel and equipment at each Helibase and Helispot.
i. Coordinate special requests for air logistics.
j. Maintain coordination with airbases supporting the incident.
k. Coordinate activities with Air Operations Branch Director.
l. Obtain assigned air-to-ground frequency for Helibase operations from Communications Unit Leader or Incident Radio Communications Plan (ICS Form 205).
m. Inform Air Operations Branch Director of capability to provide night-flying service.
n. Ensure compliance with each agency's operations checklist for day and night operations.
o. Ensure dust abatement procedures are implemented at Helibase and Helispots.
p. Provide aircraft rescue firefighting service for Helibases and Helispots.
q. Ensure that Air Traffic Control procedures are established between Helibase and Helispots and the Air Tactical Group Supervisor, Helicopter Coordinator, or Air Tanker/Fixed-Wing Coordinator.
r. Maintain Unit/Activity Log (ICS Form 214).

HELIBASE MANAGER – The Helibase Manager (HEB1 or HEB2) has primary responsibility for managing all activities at the assigned Helibase:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain Incident Action Plan including Air Operations Summary (ICS Form 220).
c. Participate in Air Support Group planning activities.
d. Inform Air Support Group Supervisor of Helibase activities.
e. Report to assigned Helibase. Brief pilots and other assigned personnel.
f. Manage resources/supplies dispatched to Helibase.
g. Ensure Helibase is posted and cordoned.
h. Coordinate Helibase Air Traffic Control with pilots, Air Support Group Supervisor, Air Tactical Group Supervisor, Helicopter Coordinator and the Takeoff and Landing Coordinator.
i. Manage retardant mixing and loading operations.
j. Ensure helicopter fueling, maintenance and repair services are provided.
k. Supervise manifesting and loading of personnel and cargo.
l. Ensure dust abatement techniques are provided and used at Helibases and Helispots.
m. Ensure security is provided at each Helibase and Helispot.
n. Ensure aircraft rescue firefighting services are provided for the Helibase.
o. Request special air support items from the Air Support Group Supervisor.
p. Receive and respond to special requests for air logistics.
q. Supervise personnel responsible for maintaining agency records, reports of helicopter activities, and Check-In List (ICS Form 211).
r. Coordinate activities with Air Support Group Supervisor.

s. Display organization and work schedule at each Helibase, including Helispot organization and assigned radio frequencies.
t. Solicit pilot input concerning selection and adequacy of Helispots, communications, Air Traffic Control, operational difficulties, and safety problems.
u. Maintain Unit/Activity Log (ICS Form 214).

HELISPOT MANAGER – The Helispot Manager (HESM) is supervised by the Helibase Manager and is responsible for providing safe and efficient management of all activities at the assigned Helispot:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain Incident Action Plan including Air Operations Summary (ICS Form 220).
c. Report to assigned Helispot.
d. Coordinate activities with Helibase Manager.
e. Inform Helibase Manager of Helispot activities.
f. Manage resources/supplies dispatched to Helispot.
g. Request special air support items from Helibase Manager.
h. Coordinate Air Traffic Control with pilots, Helibase Manager, Helicopter Coordinator, Air Tanker/Fixed-Wing Coordinator, and Air Tactical Group Supervisor when appropriate.
i. Ensure aircraft rescue firefighting services are available.
j. Ensure that dust control is adequate, debris cannot blow into rotor system, touchdown zone slope is not excessive, and rotor clearance is sufficient.
k. Supervise or perform retardant loading at Helispot.
l. Perform manifesting and loading of personnel and cargo.
m. Coordinate with pilots for proper loading and unloading and safety problems.
n. Maintain agency records and reports of helicopter activities.
o. Maintain Unit/Activity Log (ICS Form 214).

MIX MASTER – The Mix Master (MXMS) is responsible for providing water or fire retardant to helicopters at the rate specified and for the expected duration of job. The MXMS reports to the Helibase Manager:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain Air Operations Summary (ICS Form 220).
c. Check accessory equipment, such as valves, hoses, and storage tanks.
d. Take immediate steps to get any items and personnel to do the job.
e. Plan the specific layout to conduct operations.
f. Determine if water or retardant is to be used and which helicopters may have load restrictions.
g. Maintain communication with Helibase Manager.
h. Supervise the crew in setting up operations.
i. Supervise crew in loading water or retardant into helicopters.
j. Make sure supply of retardants is kept ahead of demand.
k. Attend to the safety and welfare of crew.
l. See that the base is cleaned up before leaving.
m. Keep necessary agency records.
n. Maintain Unit/Activity Log (ICS Form 214).

DECK COORDINATOR – The Deck Coordinator (DECK) is responsible for providing coordination of a Helibase landing area for personnel and cargo movement. The DECK reports to the Helibase Manager:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain Air Operations Summary (ICS Form 220).
c. Establish emergency landing areas.
d. Ensure deck personnel understand aircraft rescue firefighting procedures.
e. Establish and mark landing pads.

f. Ensure sufficient personnel are available to load and unload personnel and cargo safely.
g. Ensure deck area is properly posted.
h. Provide for vehicle control.
i. Supervise deck management personnel (Loadmasters and Parking Tenders).
j. Ensure dust abatement measures are met.
k. Ensure that all assigned personnel are posted to the daily organization chart.
l. Ensure proper manifesting and load calculations are done.
m. Ensure Air Traffic Control operation is coordinated with Takeoff and Landing Coordinator.
n. Maintain agency records.
o. Maintain Unit/Activity Log (ICS Form 214).

LOADMASTER (PERSONNEL/CARGO) – The Loadmaster (LOAD) is responsible for the safe operation of loading and unloading of cargo and personnel at a Helibase. The Loadmaster reports to the Deck Coordinator:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain Air Operations Summary (ICS Form 220).
c. Ensure proper posting of loading and unloading areas.
d. Perform manifesting and loading of personnel and cargo.
e. Ensure proper safety briefing is conducted for all personnel prior to aircraft loading and flight.
f. Ensure sling load equipment is safe.
g. Know aircraft rescue firefighting procedures.
h. Supervise loading and unloading crews.
i. Coordinate with Takeoff and Landing Coordinator.
j. Maintain Unit/Activity Log (ICS Form 214).

PARKING TENDER – The Parking Tender (PARK) is responsible for the takeoff and landing of helicopters at an assigned helicopter pad. The PARK reports to the DECK. A PARK should be assigned for each helicopter pad:

a. Review Chapter 1 *Common Responsibilities.*
b. Supervise activities at the landing pad (personnel and helicopter movement, vehicle traffic, etc.).
c. Know and understand the aircraft rescue firefighting procedures.
d. Ensure agency checklist is followed.
e. Ensure helicopter pilot needs are met at the landing pad.
f. Ensure landing pad is properly maintained (dust abatement, marking, etc.).
g. Ensure landing pad is properly marked.
h. Check personnel seatbelts, cargo restraints, and helicopter doors.
i. Maintain Unit/Activity Log (ICS Form 214).

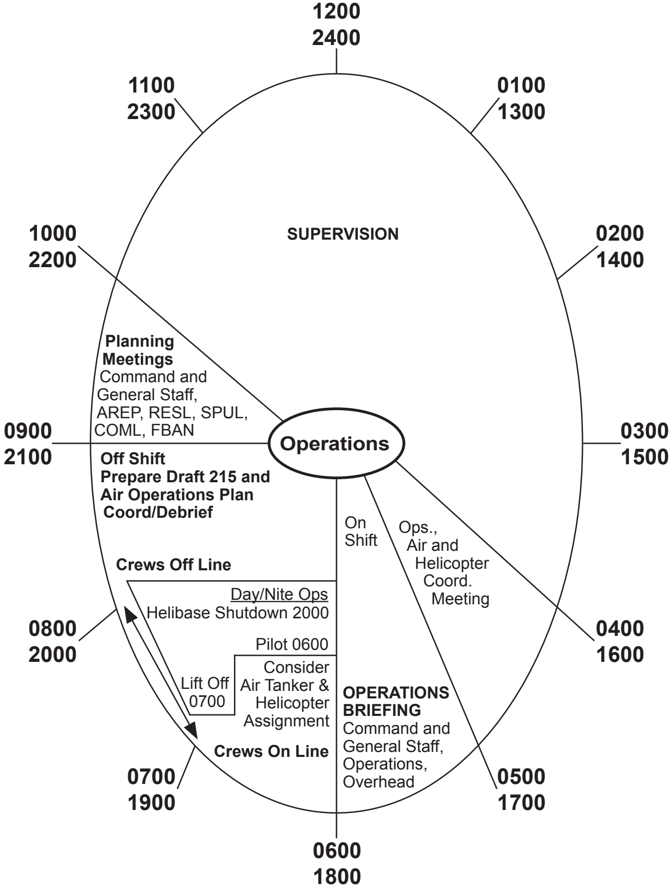
TAKEOFF AND LANDING COORDINATOR – The Takeoff and Landing Coordinator (TOLC) is responsible for providing coordination of arriving and departing helicopters at a Helibase and all helicopter movement on and around the Helibase. The TOLC reports to the Helibase Manager:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain Air Operations Summary (ICS Form 220).
c. Check radio system before commencing operation.
d. Coordinate with Radio Operator on helicopter flight routes and patterns.
e. Maintain communications with all incoming and outgoing helicopters.
f. Maintain constant communications with the Radio Operator.
g. Coordinate with Deck Coordinator and Parking Tender before commencing operation and during operation.
h. Maintain Unit/Activity Log (ICS Form 214).

HELICOPTER TIMEKEEPER – The Helicopter Timekeeper (HETM) is responsible for keeping time on all helicopters assigned to the Helibase. HETM reports to the Radio Operator:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain Air Operations Summary (ICS Form 220).
c. Determine number of helicopters by agency.
d. Determine helicopter time needed by agency.
e. Record operation time of helicopters.
f. Fill out necessary agency time reports.
g. Obtain necessary timekeeping forms.
h. Maintain Unit/Activity Log (ICS Form 214).

OPERATIONS SECTION PLANNING CYCLE


1200
2400
1100
2300
0100
1300
1000
2200
SUPERVISION
0200
1400
Planning Meetings
Command and General Staff, AREP, RESL, SPUL, COML, FBAN
0900
2100
Operations
0300
1500
Off Shift
Prepare Draft 215 and Air Operations Plan
Coord/Debrief
On Shift
Ops., Air and Helicopter Coord. Meeting
Crews Off Line
Day/Nite Ops
Helibase Shutdown 2000
0800
2000
0400
1600
Pilot 0600
Consider Air Tanker & Helicopter Assignment
Lift Off 0700
OPERATIONS BRIEFING
Command and General Staff, Operations, Overhead
Crews On Line
0700
1900
0500
1700
0600
1800

Example Based on 12-Hour Operational Period

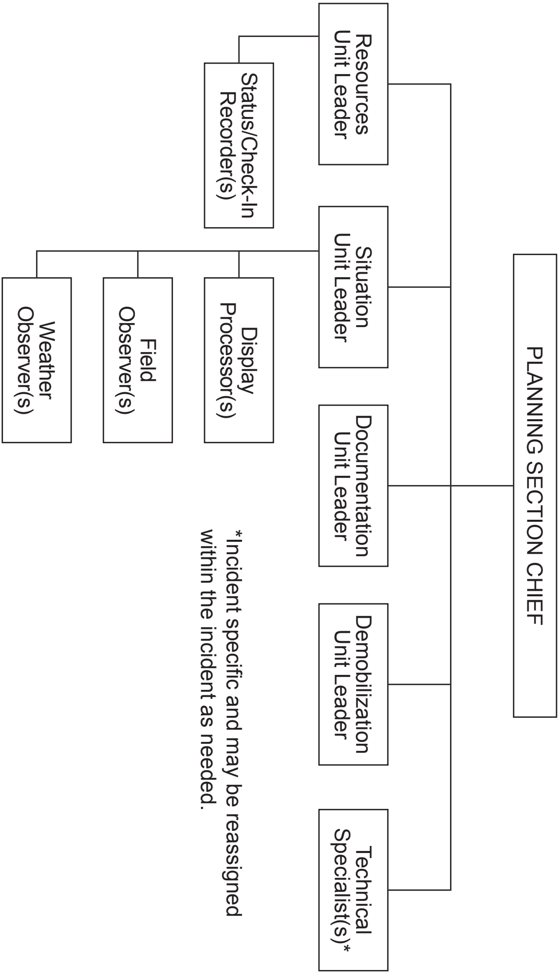
This Page Intentionally Left Blank

CHAPTER 9

PLANNING SECTION

PLANNING ORGANIZATION CHART 9-2
POSITION CHECKLISTS 9-3
    PLANNING SECTION CHIEF 9-3
    RESOURCES UNIT LEADER 9-4
    STATUS/CHECK-IN RECORDER 9-4
    SITUATION UNIT LEADER 9-5
    DISPLAY PROCESSOR 9-6
    FIELD OBSERVER 9-6
    WEATHER OBSERVER 9-7
    DOCUMENTATION UNIT LEADER 9-7
    DEMOBILIZATION UNIT LEADER 9-8
    TECHNICAL SPECIALISTS 9-8
    DAMAGE INSPECTION SPECIALIST 9-9
    ENVIRONMENTAL SPECIALIST 9-10
    FIRE BEHAVIOR ANALYST 9-10
    GEOGRAPHICAL INFORMATION SYSTEM SPECIALIST . . 9-11
    TRAINING SPECIALIST 9-12
    WATER HANDLING SPECIALIST 9-13
PLANNING SECTION PLANNING CYCLE 9-14

PLANNING ORGANIZATION CHART


PLANNING SECTION CHIEF
Resources Unit Leader
Status/Check-In Recorder(s)
Situation Unit Leader
Display Processor(s)
Field Observer(s)
Weather Observer(s)
Documentation Unit Leader
Demobilization Unit Leader
Technical Specialist(s)*

*Incident specific and may be reassigned within the incident as needed.

POSITION CHECKLISTS

PLANNING SECTION CHIEF – The Planning Section Chief (PSC1, PSC2, or PSC3), a member of the Incident Commander's General Staff, is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and status of resources. The Planning Section Chief is responsible for facilitating the Planning Process as described in Chapter 7. The Planning Section Chief is also responsible for ensuring the safety and welfare of all Section personnel. Information is needed to: 1) understand the current situation, 2) predict probable course of incident events, and 3) prepare alternative strategies and control operations for the incident:

a. Review Chapter 1 *Common Responsibilities.*
b. Collect and process situation information about the incident.
c. Supervise preparation of the Incident Action Plan.
d. Provide input to the Incident Commander and Operations Section Chief in preparing the Incident Action Plan.
e. Reassign out-of-service personnel already on-site to ICS organizational positions as appropriate.
f. Establish information requirements and reporting schedules for Planning Section Units (e.g., Resources Unit, Situation Unit).
g. Determine need for any specialized resources in support of the incident.
h. If requested, assemble and disassemble Strike Teams and Task Forces not assigned to Operations.
i. Establish special information collection activities as necessary, (e.g., weather, environmental, toxics).
j. Assemble information on alternative strategies.
k. Provide periodic predictions on incident potential.
l. Report any significant changes in incident status.
m. Compile and display incident status information.

n. Oversee preparation and implementation of Incident Demobilization Plan.
o. Incorporate plans (e.g., Traffic, Medical, Communications, Site Safety) into the Incident Action Plan.
p. Maintain Unit/Activity Log (ICS Form 214).

RESOURCES UNIT LEADER – The Resources Unit Leader (RESL) is responsible for maintaining the status of all assigned resources at an incident. This is achieved by overseeing the check-in of all resources, maintaining a status-keeping system indicating current location and status of all resources, and maintenance of a master list of all resources (e.g., key supervisory personnel, primary and support resources):

a. Review Chapter 1 *Common Responsibilities.*
b. Establish check-in function at incident locations.
c. Prepare Organization Assignment List (ICS Form 203) and Organization Chart (ICS Form 207).
d. Prepare appropriate parts of Assignment Lists (ICS Form 204).
e. Prepare and maintain the Command Post display (to include organization chart and resource allocation and deployment).
f. Maintain and post the current status and location of all resources.
g. Maintain master roster of all resources checked in at the incident.
h. A Status/Check-In Recorder reports to the Resources Unit Leader and assists with the accounting of all incident-assigned resources.
i. Maintain Unit/Activity Log (ICS Form 214).

STATUS/CHECK-IN RECORDER – A Status/Check-In Recorder (SCKN) is needed at each check-in location to ensure that all resources assigned to an incident are accounted for:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain required work materials, including Check-in Lists (ICS Form 211), Resource Status Cards (ICS Form 219), and status display boards.
c. Establish communications with the Communication Center and Ground Support Unit.
d. Post signs so that arriving resources can easily find incident check-in location(s).
e. Record check-in information on Check-in Lists (ICS Form 211).
f. Transmit check-in information to Resources Unit on regular prearranged schedule or as needed.
g. Forward completed Check-in Lists (ICS Form 211) to the Resources Unit.
h. Receive, record, and maintain resource status information on Resource Status Cards (ICS Form 219) for incident-assigned Single Resources, Strike Teams, Task Forces, and Overhead personnel.
i. Maintain files of Check-in Lists (ICS Form 211).
j. Maintain Unit/Activity Log (ICS Form 214).

SITUATION UNIT LEADER – The Situation Unit Leader (SITL) is responsible for the collection, processing, and organizing of all incident information that takes place within the Situation Unit. The Situation Unit may prepare future projections of incident growth, maps and intelligence information:

a. Review Chapter 1 *Common Responsibilities.*
b. Begin collection and analysis of incident data as soon as possible.
c. Prepare, post, or disseminate resource and situation status information as required, including special requests.
d. Prepare periodic predictions or as requested.
e. Prepare the Incident Status Summary (ICS Form 209).
f. Provide photographic services and maps, if required.
g. Maintain Unit/Activity Log (ICS Form 214).

DISPLAY PROCESSOR – The Display Processor (DPRO) is responsible for the display of incident status information obtained from Field Observers, resource status reports, aerial and orthography photographs, and infrared data:

a. Review Chapter 1 *Common Responsibilities.*
b. Determine location of work assignment.
c. Determine numbers, types, and locations of displays required.
d. Determine map requirements for Incident Action Plans.
e. Determine time limits for completion.
f. Obtain information from Situation Unit.
g. Obtain necessary equipment and supplies.
h. Obtain copy of Incident Action Plan for each operational period.
i. Assist Situation Unit Leader in analyzing and evaluating field reports.
j. Develop required displays in accordance with time limits for completion.
k. Maintain Unit/Activity Log (ICS Form 214).

FIELD OBSERVER – The Field Observer (FOBS) is responsible for collecting situation information from personal observations at the incident and for providing this information to the Situation Unit Leader:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain copy of Incident Action Plan for the Operational Period.
c. Obtain necessary equipment and supplies.
d. Identify all facility locations (e.g., Helispots, Division and Branch boundaries).
e. Report information to Situation Unit by established procedure.
f. Report immediately any condition observed that may cause danger and/or safety hazard to personnel.

g. Gather intelligence that will lead to accurate predictions.
h. Maintain Unit/Activity Log (ICS Form 214).

WEATHER OBSERVER – The Weather Observer (WOBS) is responsible for collecting current incident weather information and for providing the information to an assigned meteorologist, Fire Behavior Analyst, or Situation Unit Leader:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain weather data collection equipment.
c. Obtain appropriate transportation to collection site(s).
d. Record and report weather observations at assigned locations on schedule.
e. Turn in equipment at completion of assignment.
f. Demobilize according to Incident Demobilization Plan.
g. Demobilize incident displays in accordance with Incident Demobilization Plan.
h. Maintain Unit/Activity Log (ICS Form 214).

DOCUMENTATION UNIT LEADER – The Documentation Unit Leader (DOCL) is responsible for the maintenance of accurate, up-to-date incident files. The Documentation Unit will also provide duplication services. Incident files will be stored for legal, analytical, and historical purposes:

a. Review Chapter 1 *Common Responsibilities.*
b. Set up work area and begin organization of incident files.
c. Establish duplication service; respond to requests.
d. File all official forms and reports.
e. Review records for accuracy and completeness; inform appropriate units of errors or omissions.
f. Provide incident documentation as requested.
g. Store files for post-incident use.
h. Maintain Unit/Activity Log (ICS Form 214).

DEMOBILIZATION UNIT LEADER – The Demobilization Unit Leader (DMOB) is responsible for developing the Incident Demobilization Plan. On large incidents, demobilization can be quite complex, requiring a separate planning activity. Note that not all agencies require specific demobilization instructions:

a. Review Chapter 1 *Common Responsibilities.*
b. Review incident resource records to determine the likely size and extent of demobilization effort.
c. Based on above analysis, add additional personnel, workspace, and supplies as needed.
d. Coordinate demobilization with Agency Representatives.
e. Monitor ongoing Operations Section resource needs.
f. Identify surplus resources and probable release time.
g. Develop incident checkout function for all units.
h. Evaluate logistics and transportation capabilities to support demobilization.
i. Establish communications with off-incident facilities, as necessary.
j. Develop an Incident Demobilization Plan detailing specific responsibilities and release priorities and procedures.
k. Prepare appropriate directories (e.g., maps, instructions) for inclusion in the Demobilization Plan.
l. Distribute Demobilization Plan (on and off-site).
m. Ensure that all Sections/Units understand their specific demobilization responsibilities.
n. Supervise execution of the Incident Demobilization Plan.
o. Brief Planning Section Chief on demobilization progress.
p. Maintain Unit/Activity Log (ICS Form 214).

TECHNICAL SPECIALISTS – Certain incidents or events may require the use of a Technical Specialist (THSP) who has specialized knowledge and expertise. The THSP may function within the Planning Section or be assigned wherever their services are required. Specific THSP have been identified (e.g., weather, fire behavior) and specific checklists are listed below or in the specific Operational System Description (i.e., US&R). For all THSP not otherwise specified, use the checklist below:

a. Review Chapter 1 *Common Responsibilities.*
b. Check in with the Status/Check-In Recorder.
c. Obtain briefing from supervisor.
d. Obtain personal protective equipment as appropriate.
e. Determine coordination procedures with other sections, units, and local agencies.
f. Establish work area and acquire work materials.
g. Participate in the development of the Incident Action Plan and review the general control objectives including alternative
h. Strategies as appropriate.
i. Obtain appropriate transportation and communications.
j. Keep supervisor informed.
k. Maintain Unit/Activity Log (ICS Form 214).

DAMAGE INSPECTION SPECIALIST – The Damage Inspection Specialist (DINS) is primarily responsible for inspecting damage and/or potential “at-risk” property and natural resources. The DINS usually functions within the Planning Section and may be assigned to the Situation Unit or can be reassigned wherever their services are required. Damage inspection includes loss of environmental resources, infrastructure, transportation, structures, and other real/personal property:

a. Review Chapter 1 *Common Responsibilities.*
b. Establish communications with local government representatives of affected jurisdictions.
c. Determine and order resources.
d. Determine coordination procedures with other sections, units, and local agencies.
e. Establish work area and obtain necessary supplies.

f. Collect information pertaining to incident-caused losses.
g. Participate in Planning Section activities.
h. Prepare documentation as required.
i. Respond to requests for information from approved sources.
j. Prepare final Situation Status Field Inspection Report (SSFIR), and forward to the Documentation Unit Leader.
k. Maintain Unit/Activity Log (ICS Form 214).

ENVIRONMENTAL SPECIALIST – The Environmental Specialist (ENSP) is primarily responsible for assessing the potential impacts of an incident on the environment, determining environmental restrictions, and recommending alternative strategies and priorities for addressing environmental concerns. The ENSP functions within the Planning Section as part of the Situation Unit:

a. Review Chapter 1 *Common Responsibilities.*
b. Participate in the development of the Incident Action Plan and review the general control objectives including alternative strategies.
c. Collect and validate environmental information within the incident area by reviewing pre-attack, land use, and management plans.
d. Determine environmental restrictions within the incident area.
e. Develop suggested priorities for preservation of the environment.
f. Provide environmental analysis information, as requested.
g. Collect and transmit required records and logs to Documentation Unit at the end of each operational period.
h. Maintain Unit/Activity Log (ICS Form 214).

FIRE BEHAVIOR ANALYST – The Fire Behavior Analyst (FBAN) is primarily responsible for establishing a weather data collection system, and for developing required fire behavior predictions based on fire history, fuel, weather, and topography information:

a. Review Chapter 1 *Common Responsibilities.*
b. Establish weather data requirements.
c. Verify dispatch of meteorologist.
d. Confirm that mobile weather station has arrived and is operational.
e. Inform meteorologist of weather data requirements.
f. Forward weather data to Planning Section Chief.
g. Collect, review, and compile fire history data.
h. Collect, review, and compile exposed fuel data.
i. Collect, review, and compile information about topography and fire barriers.
j. Provide weather information and other pertinent information to Situation Unit Leader for inclusion in Incident Status Summary (ICS Form 209).
k. Review completed Incident Status Summary report and Incident Action Plan.
l. Prepare fire behavior prediction information at periodic intervals or upon request and forward to Planning Section Chief.
m. Maintain Unit/Activity Log (ICS Form 214).

GEOGRAPHICAL INFORMATION SYSTEM SPECIALIST – A Geographical Information System Specialist (GISS) is responsible for spatial information collection, display, analysis, and dissemination. The GISS will provide Global Positioning System (GPS) support, integrate infrared data, and incorporate all relevant data to produce map products, statistical data for reports, and/or analyses. GISS usually functions within the Planning Section, or assigned wherever their services are required within the incident organization:

a. Review Chapter 1 *Common Responsibilities.*
b. Check in with the Status/Check-In Recorder.

c. Obtain briefing from appropriate supervisor.
d. Establish communication with local government representatives, of all affected jurisdictions, through the incident Liaison Officer.
e. Determine and order resources needed.
f. Determine coordination procedures with other sections, units, and local agencies.
g. Establish work area, and acquire work materials.
h. Obtain appropriate transportation and communications.
i. Determine the availability of needed GIS support products.
j. Participate in Planning Section activities.
k. Prepare GIS products as determined by supervisor.
l. Keep supervisor informed.
m. Respond to requests from approved sources for additional GIS products.
n. Prepare final GIS summary report consisting of all incident GIS products and forward to Documentation Unit Leader.
o. Maintain Unit/Activity Log (ICS Form 214).

TRAINING SPECIALIST – The Training Specialist (TNSP) coordinates incident training opportunities and activities, ensuring the quality of the training assignments and completing documentation of the incident training. The TNSP organizes and implements the incident training program and analyzes and facilitates training assignments to fulfill individual development needs of trainees:

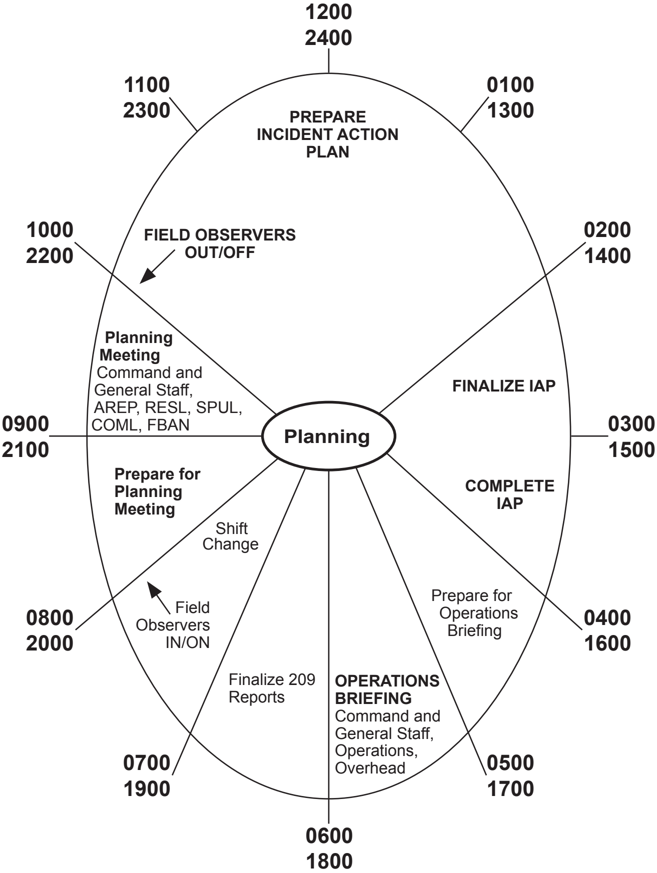
a. Review Chapter 1 *Common Responsibilities.*
b. Inform Planning Section Chief of planned use of trainees.
c. Review trainee assignments and modify if appropriate.
d. Coordinate the assignments of trainees to incident positions with Resources Unit.
e. Brief trainees and trainers on training assignments and objectives.
f. Coordinate use of unassigned trainees.

g. Make follow-up contacts on the job to provide assistance and advice for trainees to meet training objectives as appropriate and with approval of unit leaders.
h. Ensure trainees receive performance evaluation.
i. Monitor operational procedures and evaluate training needs.
j. Respond to requests for information concerning training activities.
k. Give Training Specialist records and logs to Documentation Unit at the end of each operational period.
l. Maintain Unit/Activity Log (ICS Form 214).

WATER HANDLING SPECIALIST – The Water Handling Specialist (WHSP) is primarily responsible to advise incident personnel on the sources of fire suppression water, the capabilities of the water sources, and to assist in the development of additional systems or system capability to meet incident demands:

a. Review Chapter 1 *Common Responsibilities.*
b. Participate in the development of the Incident Action Plan and review general control objectives, including alternative strategies presently in effect.
c. Collect and validate water resource information within the incident area.
d. Prepare information on available water resources.
e. Establish water requirements needed to support fire suppression actions.
f. Compare Incident Control Objectives as stated in the Plan with available water resources, and report inadequacies or problems to Planning Section Chief.
g. Participate in the preparation of Incident Action Plan when requested.
h. Respond to requests for water information.
i. Collect and transmit records and logs to Documentation Unit at the end of each operational period.
j. Maintain Unit/Activity Log (ICS Form 214).

PLANNING SECTION PLANNING CYCLE


1200
2400
1100
2300
0100
1300
PREPARE INCIDENT ACTION PLAN
1000
2200
FIELD OBSERVERS OUT/OFF
0200
1400
Planning Meeting
Command and General Staff, AREP, RESL, SPUL, COML, FBAN
FINALIZE IAP
0900
2100
Planning
0300
1500
Prepare for Planning Meeting
COMPLETE IAP
Shift Change
Field Observers IN/ON
Prepare for Operations Briefing
0800
2000
0400
1600
Finalize 209 Reports
OPERATIONS BRIEFING
Command and General Staff, Operations, Overhead
0700
1900
0500
1700
0600
1800

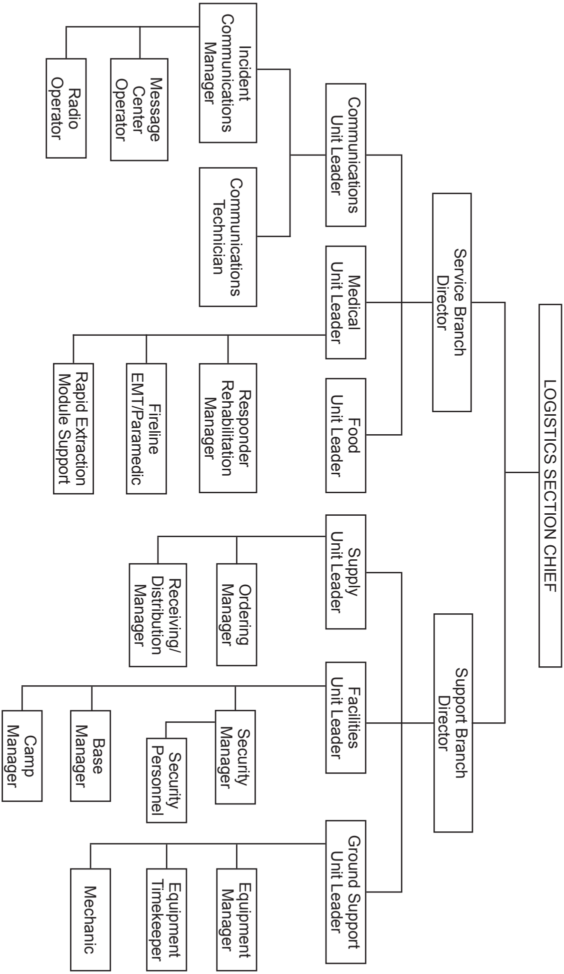
Example Based on 12-Hour Operational Period

CHAPTER 10

LOGISTICS SECTION

LOGISTICS ORGANIZATION CHART 10-2
POSITION CHECKLISTS 10-3
    LOGISTICS SECTION CHIEF 10-3
    SERVICE BRANCH DIRECTOR 10-4
    COMMUNICATIONS UNIT LEADER 10-4
    INCIDENT COMMUNICATIONS MANAGER 10-5
    MEDICAL UNIT LEADER 10-6
    RESPONDER REHABILITATION MANAGER 10-6
    FIRELINE EMERGENCY MEDICAL TECHNICIAN 10-7
    FIRELINE PARAMEDIC 10-9
    RAPID EXTRACTION MODULE SUPPORT 10-11
    FOOD UNIT LEADER 10-12
    SUPPORT BRANCH DIRECTOR 10-13
    SUPPLY UNIT LEADER 10-13
    ORDERING MANAGER 10-14
    RECEIVING AND DISTRIBUTION MANAGER 10-15
    FACILITIES UNIT LEADER 10-15
    FACILITY MAINTENANCE SPECIALIST 10-16
    SECURITY MANAGER 10-16
    BASE/CAMP MANAGER 10-17
    GROUND SUPPORT UNIT LEADER 10-18
    EQUIPMENT MANAGER 10-19
LOGISTICS SECTION PLANNING CYCLE 10-21

LOGISTICS ORGANIZATION CHART


LOGISTICS SECTION CHIEF
Service Branch Director
Support Branch Director
Communications Unit Leader
Medical Unit Leader
Food Unit Leader
Supply Unit Leader
Facilities Unit Leader
Ground Support Unit Leader
Incident Communications Manager
Communications Technician
Message Center Operator
Radio Operator
Responder Rehabilitation Manager
Fireline EMT/Paramedic
Rapid Extraction Module Support
Ordering Manager
Receiving/ Distribution Manager
Security Manager
Security Personnel
Base Manager
Camp Manager
Equipment Manager
Equipment Timekeeper
Mechanic

POSITION CHECKLISTS

LOGISTICS SECTION CHIEF – The Logistics Section Chief (LSC1, LSC2, or LSC3), a member of the General Staff, is responsible for providing facilities, services, and material in support of the incident. The Logistics Section Chief participates in development and implementation of the Incident Action Plan (IAP), activates and supervises assigned Branches/Units, and is responsible for the safety and welfare of Logistics Section personnel:

a. Review Chapter 1 *Common Responsibilities.*
b. Plan organization of Logistics Section.
c. Assign work locations and preliminary work tasks to Section personnel.
d. Notify Unit of Logistics Section Units activated including names and locations of assigned personnel.
e. Assemble and brief Branch Directors and Unit Leaders.
f. Participate in preparation of the IAP.
g. Identify service and support requirements for planned and expected operations.
h. Provide input to and review Communications Plan, Medical Plan, and Traffic Plan.
i. Coordinate and process requests for additional resources.
j. Review IAP and estimate Section needs for next operational period.
k. Advise on current service and support capabilities.
l. Prepare service and support elements of the IAP.
m. Estimate future service and support requirements.
n. Receive Demobilization Plan from Planning Section.
o. Recommend release of unit resources in conformity with Demobilization Plan.
p. Ensure general welfare and safety of Logistics Section personnel.
q. Maintain Unit/Activity Log (ICS Form 214).

SERVICE BRANCH DIRECTOR – The Service Branch Director (SVBD), when activated, is under the supervision of the Logistics Section Chief, and is responsible for the management of all service activities at the incident. The SVBD supervises the operations of the Communications, Medical, and Food Units:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain working materials.
c. Determine level of service required to support operations.
d. Confirm dispatch of Branch personnel.
e. Participate in planning meetings of Logistics Section personnel.
f. Review Incident Action Plan.
g. Organize and prepare assignments for Service Branch personnel.
h. Coordinate activities of Branch Units.
i. Inform Logistics Section Chief of Branch activities.
j. Resolve Service Branch problems.
k. Maintain Unit/Activity Log (ICS Form 214).

COMMUNICATIONS UNIT LEADER – The Communications Unit Leader (COML), under the direction of the Service Branch Director or Logistics Section Chief, is responsible for developing plans for the effective use of incident communications equipment and facilities, installing and testing of communications equipment, supervision of the Incident Communications Center, distribution of communications equipment to incident personnel, and the maintenance and repair of communications equipment:

a. Review Chapter 1 *Common Responsibilities.*
b. Determine Unit personnel needs.
c. Prepare and implement the Incident Radio Communications Plan (ICS Form 205).

d. Ensure the Incident Communications Center and Message Center are established.
e. Establish appropriate communications distribution/ maintenance locations within Base/Camp(s).
f. Ensure communications system components are installed, tested, and maintained.
g. Ensure an equipment accountability system is established.
h. Ensure personal portable radio equipment from cache is distributed per Incident Radio Communications Plan (ICS Form 205).
i. Provide technical information as required.
j. Supervise Communications Unit activities.
k. Maintain records on all communications equipment as appropriate.
l. Recover equipment from relieved or released units.
m. Maintain Unit/Activity Log (ICS Form 214).

INCIDENT COMMUNICATIONS MANAGER – The Incident Communications Manager (INCM) is responsible for receiving and transmitting radio and telephone messages among and between personnel and to provide dispatch services at the incident:

a. Review Chapter 1 *Common Responsibilities.*
b. Ensure adequate staffing.
c. Obtain and review Incident Action Plan to determine incident organization and Incident Radio Communications Plan (ICS Form 205).
d. Set up Incident Radio Communications Center, and check out equipment.
e. Request service on any inoperable or marginal equipment.
f. Set up Message Center location as required.
g. Receive and transmit messages within and external to incident.
h. Maintain General Message files.

i. Maintain a record of unusual incident occurrences.
j. Provide briefing to relief on current activities, equipment status, and any unusual communications situations.
k. Turn in appropriate documents to incident Communications Unit Leader.
l. Demobilize Communications Center in accordance with Incident Demobilization Plan.
m. Maintain Unit/Activity Log (ICS Form 214).

MEDICAL UNIT LEADER – The Medical Unit Leader (MEDL), under the direction of the Service Branch Director or Logistics Section Chief, is primarily responsible for the development of the Medical Plan (ICS Form 206) that is consistent with state and local emergency medical services agency policies, obtaining medical aid and transportation for injured and ill incident personnel, establishment of responder rehabilitation, and preparation of reports and records:

a. Review Chapter 1 *Common Responsibilities.*
b. Participate in Logistics Section/Service Branch planning activities.
c. Establish and staff Medical Unit.
d. Assign EMTF and EMPF (in pairs) to line assignments.
e. Establish Responder Rehabilitation.
f. Prepare the Medical Plan (ICS Form 206).
g. Prepare procedures for major medical emergency.
h. Declare major medical emergency as appropriate.
i. Respond to requests for medical aid, medical transportation, and medical supplies.
j. Prepare and submit necessary documentation.
k. Maintain Unit/Activity Log (ICS Form 214).

RESPONDER REHABILITATION MANAGER – The Responder Rehabilitation Manager reports to the Medical Unit Leader and is responsible for the rehabilitation of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions:

a. Review Chapter 1 *Common Responsibilities.*
b. Designate responder rehabilitation location and have location announced on radio with radio designation "Rehab."
c. Establish assessment criteria with the MEDL for determining when incident personnel require medical treatment.
d. Request necessary medical personnel to evaluate medical condition of personnel being rehabilitated.
e. Request necessary supplies and resources for rehabilitation of personnel (e.g., water, juice, personnel).
f. Request through Food Unit or Logistics Section Chief feeding as necessary for personnel being rehabilitated.
g. Refer treatment and transport needs to the MEDL per the Medical Plan (ICS Form 206).
h. Release rehabilitated personnel to Operations Section or Planning Section for reassignment.
i. Maintain appropriate records and documentation.
j. Maintain Unit/Activity Log (ICS Form 214).

FIRELINE EMERGENCY MEDICAL TECHNICIAN – The Fireline Emergency Medical Technician (EMTF) provides Basic Life Support (BLS) and emergency medical care to personnel operating on the fireline per the EMTF's home Local EMS Agency (LEMSA) scope of practice. The EMTF initially reports to the Medical Unit Leader, if established, or the Logistics Section Chief. Every effort should be made to pair the EMTF with another EMTF or EMPF for safety and accountability while on assignment. The EMTF must establish and maintain liaison with and respond to requests from the Operations Section personnel to whom the EMTF is subsequently assigned:

a. Review Chapter 1 *Common Responsibilities.*
b. Check in and obtain briefing from the Logistics Section Chief or the Medical Unit Leader, if established. Briefing should include anticipated medical needs and local emergency medical system orientation.
c. Receive assignment and assess current situation.
d. Anticipate needs and ensure medical inventory as necessary.
e. Secure/clone portable radio with all incident frequencies consistent with the current Incident Radio Communications Plan (ICS Form 205). Identify appropriate radio designator for use on incident.
f. Obtain and review the current Incident Action Plan emphasizing the Medical Plan (ICS Form 206).
g. Identify the appropriate route to establish medical control communication if such a consultation is desired and communication channels are available as outlined in the Medical Plan (ICS Form 206). If consultation is unavailable, follow home LEMSA protocol.
h. Identify fireline supervisor and confirm your travel route, transportation, and ETA prior to leaving check-in location.
i. Meet with your assigned fireline supervisor, obtain briefing, and confirm you will remain paired with the other EMTF or EMPF assigned with you.
j. Obtain briefing from the EMTFs or EMPFs you are relieving, if applicable.
k. Upon arrival at assigned location, perform a radio check with assigned fireline supervisor, Incident Communications Center and the Medical Unit, if established.
l. Establish and maintain contact with personnel on assignment to assess medical needs and provide assistance.
m. Make requests for transportation of ill and injured personnel through channels as outlined in the Medical Plan (ICS Form 206).

n. Make notifications of incident-related illnesses and injuries as outlined in the Medical Plan (ICS Form 206).
o. At the conclusion of each operational period, advise your fireline supervisor when departing and report to the Medical Unit Leader for debriefing and submission of patient care documentation.
p. Resupply expended materials prior to next operational period.
q. Secure operations and demobilize as outlined in the Demobilization Plan.
r. Complete documentation required by home and/or host LEMSA.
s. Maintain Unit/Activity Log (ICS Form 214).

FIRELINE PARAMEDIC – The Fireline Paramedic (EMPF) provides Advanced Life Support (ALS) and emergency medical care to personnel operating on the fireline as established by the EMPF's home Local EMS Agency (LEMSA) scope of practice. The EMPF initially reports to the Medical Unit Leader, if established, or the Logistics Section Chief. The EMPF must establish and maintain liaison with and respond to requests from the Operations Section personnel to whom the EMPF is subsequently assigned:

a. Review Chapter 1 *Common Responsibilities.*
b. Check in and obtain briefing from the Logistics Section Chief or the Medical Unit Leader, if established. Briefing should include anticipated medical needs and local emergency medical system orientation.
c. Receive assignment and assess current situation with the EMPF or EMTF you may be paired with on the assignment.
d. Anticipate needs and ensure medical inventory as necessary.
e. Secure/clone portable radio with all incident frequencies consistent with the current Incident Radio Communications

Plan (ICS Form 205). Identify appropriate radio designator for use on incident.

f. Obtain and review the current Incident Action Plan (IAP) emphasizing the Medical Plan (ICS Form 206).
g. Identify the appropriate route to establish online medical control if such a consultation is desired and communication channels are available as outlined in the Medical Plan (ICS Form 206). If consultation is unavailable, follow standing, disrupted, or communication failure orders established by your home LEMSA.
h. Identify fireline supervisor and confirm travel route, transportation, and ETA prior to leaving check-in location.
i. Meet with your assigned fireline supervisor and obtain briefing.
j. Obtain briefing from the EMPFs or EMTFs you are relieving, if applicable.
k. Upon arrival at assigned location, perform a radio check with assigned fireline supervisor, Incident Communications Center, and the Medical Unit, if established.
l. Establish and maintain contact with personnel on assignment to assess medical needs and provide assistance.
m. Make requests for transportation of ill and injured personnel through channels as outlined in the Medical Plan (ICS Form 206).
n. Make notifications of incident-related illnesses and injuries as outlined in the Medical Plan (ICS Form 206).
o. At the conclusion of each operational period, advise your fireline supervisor when departing and report to the Medical Unit Leader for debriefing and submission of patient care documentation.
p. Resupply expended materials prior to the next operational period. ALS supplies may not be available through the incident and may need to be replaced through your home agency.

q. Secure operations and demobilize as outlined in the Demobilization Plan.
r. Complete documentation required by home and/or host LEMSA.
s. Maintain Unit/Activity Log (ICS Form 214).

RAPID EXTRACTION MODULE SUPPORT – The Rapid Extraction Module Support (REMS) is a pre-staged rescue team assigned to a wildland fire to provide firefighters a safe, effective, and efficient method of egress off the fireline in the event of injury or illness incurred during firefighting operations. REMS provides incident managers another option to reach incapacitated firefighters, with fully equipped resources, prepared to package and transport injured or ill personnel off the fireline to the appropriate medical care unit. The REMS initially reports to the Medical Unit Leader, if established, or the Logistics Section Chief. The REMS must establish and maintain liaison with and respond to requests from the Operations Section personnel to whom the REMS is subsequently assigned. The two-person REMS should be paired with an engine or hand crew to provide fireline leadership and staffing:

a. Review Chapter 1 *Common Responsibilities.*
b. Check in and obtain briefing from the Logistics Section Chief or the Medical Unit Leader, if established.
c. Receive assignment and assess current situation.
d. Anticipate needs and ensure inventory as necessary.
e. Secure/clone portable radio with all incident frequencies consistent with the current Incident Radio Communications Plan (ICS Form 205). Identify appropriate radio designator for use on incident.
f. Obtain and review the current Incident Action Plan (IAP) emphasizing the Medical Plan (ICS Form 206).
g. Identify fireline supervisor and confirm travel route and ETA prior to leaving check-in location.

h. Meet with your assigned fireline supervisor and obtain briefing.
i. Obtain briefing from the REMS you are relieving, if applicable.
j. Upon arrival at assigned location, perform a radio check with assigned fireline supervisor, Incident Communications Center, and the Medical Unit, if established.
k. Recon assigned area to identify access points, crew locations and, if possible, crew assignments.
l. Review extrication techniques with assigned crew.
m. At the conclusion of each operational period, advise your fireline supervisor when departing and report to the Medical Unit Leader for debriefing.
n. Secure operations and demobilize as outlined in the Demobilization Plan.
o. Maintain Unit/Activity Log (ICS Form 214).

FOOD UNIT LEADER – The Food Unit Leader (FDUL) is responsible for supplying the food needs for the entire incident, including all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments:

a. Review Chapter 1 *Common Responsibilities.*
b. Determine food and water requirements.
c. Determine method of feeding to best fit each facility or situation.
d. Obtain necessary equipment and supplies and establish cooking facilities.
e. Ensure that well-balanced menus are provided.
f. Order sufficient food and potable water from the Supply Unit.
g. Maintain an inventory of food and water.
h. Maintain food service areas, ensuring that all appropriate health and safety measures are being followed.

i. Supervise caterers, cooks, and other Food Unit personnel as appropriate.
j. Maintain Unit/Activity Log (ICS Form 214).

SUPPORT BRANCH DIRECTOR – The Support Branch Director (SUBD), when activated, is under the direction of the Logistics Section Chief and is responsible for development and implementation of logistics plans in support of the Incident Action Plan. The SUBD supervises the operations of the Supply, Facilities, and Ground Support Units:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain work materials.
c. Identify Support Branch personnel dispatched to the incident.
d. Determine initial support operations in coordination with Logistics Section Chief.
e. Prepare initial organization and assignments for support operations.
f. Assemble and brief Support Branch personnel.
g. Determine if assigned Branch resources are sufficient.
h. Monitor assigned units' work progress and inform Logistics Section Chief of activities.
i. Resolve problems associated with requests from Operations Section.
j. Maintain Unit/Activity Log (ICS Form 214).

SUPPLY UNIT LEADER – The Supply Unit Leader (SPUL) is primarily responsible for ordering personnel, equipment, and supplies; receiving and storing all supplies for the incident; maintaining an inventory of supplies; and servicing non-expendable supplies and equipment:

a. Review Chapter 1 *Common Responsibilities.*
b. Participate in Logistics Section/Support Branch planning activities.

c. Determine the type and amount of supplies en route.
d. Review Incident Action Plan for information on operations of the Supply Unit.
e. Develop and implement safety and security requirements.
f. Order, receive, distribute, and store supplies and equipment.
g. Receive and respond to requests for personnel, supplies, and equipment.
h. Maintain inventory of supplies and equipment.
i. Service reusable equipment.
j. Submit reports to the Support Branch Director.
k. Maintain Unit/Activity Log (ICS Form 214).

ORDERING MANAGER – The Ordering Manager (ORDM) is responsible for placing all orders for resources, supplies, and equipment for the incident. The ORDM reports to the Supply Unit Leader:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain necessary order forms.
c. Establish ordering procedures.
d. Establish name and telephone numbers of agency personnel receiving orders.
e. Set up filing system.
f. Get names of incident personnel who have ordering authority.
g. Check on what has already been ordered.
h. Ensure order forms are filled out correctly.
i. Place orders in a timely manner.
j. Consolidate orders when possible.
k. Identify times and locations for delivery of supplies and equipment.
l. Keep Receiving and Distribution Manager informed of orders placed.

m. Submit all ordering documents to Documentation Unit through the Supply Unit Leader before demobilization.
n. Maintain Unit/Activity Log (ICS Form 214).

RECEIVING AND DISTRIBUTION MANAGER – The Receiving and Distribution Manager (RCDM) is responsible for receiving and distribution of all supplies and equipment (other than primary resources) and the service and repair of tools and equipment. The RCDM reports to the Supply Unit Leader:

a. Review Chapter 1 *Common Responsibilities.*
b. Order required personnel to operate supply area.
c. Organize physical layout of supply area.
d. Establish procedures for operating supply area.
e. Set up filing system for receiving and distribution of supplies and equipment.
f. Maintain inventory of supplies and equipment.
g. Develop security requirement for supply area.
h. Establish procedures for receiving supplies and equipment.
i. Submit necessary reports to Supply Unit Leader.
j. Notify Ordering Manager of supplies and equipment received.
k. Provide necessary supply records to Supply Unit Leader.
l. Maintain Unit/Activity Log (ICS Form 214).

FACILITIES UNIT LEADER – The Facilities Unit Leader (FACL) is primarily responsible for the layout and activation of incident facilities (e.g., Base, Camp(s), and Incident Command Post). The Unit provides sleeping and sanitation facilities for incident personnel and manages Base and Camp(s) operations. The FACL reports to the Support Branch Director:

a. Review Chapter 1 *Common Responsibilities.*
b. Receive a copy of the Incident Action Plan.

c. Participate in Logistics Section/Support Branch planning activities.
d. Determine requirements for each facility.
e. Prepare layouts of incident facilities.
f. Notify Unit Leaders of facility layout.
g. Activate incident facilities.
h. Assign Base/Camp Managers.
i. Provide sleeping facilities.
j. Provide security services.
k. Provide facility maintenance services-sanitation, lighting, and cleanup.
l. Maintain Unit/Activity Log (ICS Form 214).

FACILITY MAINTENANCE SPECIALIST – The Facility Maintenance Specialist (FMNT) is responsible for ensuring that proper sleeping and sanitation facilities are maintained, providing shower facilities, maintaining lights and other electrical equipment, and maintaining the Base, Camp(s), and Incident Command Post facilities in a clean and orderly manner:

a. Review Chapter 1 *Common Responsibilities.*
b. Request required maintenance support personnel and assign duties.
c. Obtain supplies, tools, and equipment.
d. Supervise/perform assigned work activities.
e. Ensure that all facilities are maintained in a safe condition.
f. Disassemble temporary facilities when no longer required.
g. Restore area to pre-incident condition.
h. Maintain Unit/Activity Log (ICS Form 214).

SECURITY MANAGER – The Security Manager (SECM) is responsible for providing safeguards needed to protect personnel and property from loss or damage:

a. Review Chapter 1 *Common Responsibilities.*

b. Establish contacts with local law enforcement agencies as required.
c. Contact the Agency Representatives to discuss any special custodial requirements that may affect operations.
d. Request required personnel support to accomplish work assignments.
e. Ensure that support personnel are qualified to manage security problems.
f. Develop Security Plan for incident facilities.
g. Adjust Security Plan for personnel and equipment changes and releases.
h. Coordinate security activities with appropriate incident personnel.
i. Keep the peace, prevent assaults, and settle disputes through coordination with Agency Representatives.
j. Prevent theft of all government and personal property.
k. Document all complaints and suspicious occurrences.
l. Maintain Unit/Activity Log (ICS Form 214).

BASE/CAMP MANAGER – The Base/Camp Manager (BCMG) is responsible for ensuring that appropriate sanitation, security, and facility management services are conducted at all incident facilities. Each facility (Base, Camp) is assigned a manager who reports to the FACL and is responsible for managing the operation of the facility. On large incidents, a Base and one or more Camps may be established by the General Staff to provide better support to operations. Base is the location where the primary logistics functions are coordinated and administered. Camps are typically smaller in nature and more remote. Camps may be in place several days or may be moved depending upon the nature of the incident. Functional unit activities performed at the Base may be performed at the Camp(s). These activities can include Supply Unit, Medical Unit, Ground Support Unit, Food Unit, and Communications Unit, as well as the Facilities Unit functions of facility maintenance and security.

Camp Managers are responsible for providing non-technical coordination for all units operating within the Camp. The General Staff will determine units assigned to Camps. Personnel requirements for units at Camps will be determined by the parent unit based on kind and size of incident and expected duration of Camp operations. The Base/Camp Manager duties include:

a. Review Chapter 1 *Common Responsibilities.*
b. Determine personnel support requirements.
c. Obtain necessary equipment and supplies.
d. Ensure that all sanitation, shower, and sleeping facilities are set up and properly functioning.
e. Make sleeping arrangements.
f. Provide direct supervision for all facility maintenance and security services at Base/Camp(s).
g. Ensure that strict compliance is made with all applicable safety regulations.
h. Ensure that all Base-to-Camp communications are centrally coordinated.
i. Ensure that all Base-to-Camp transportation scheduling is centrally coordinated.
j. Provide overall coordination of all Base/Camp activities to ensure that all assigned units operate effectively and cooperatively in meeting incident objectives.
k. Maintain Unit/Activity Log (ICS Form 214).

GROUND SUPPORT UNIT LEADER – The Ground Support Unit Leader (GSUL) is primarily responsible for support of out-of-service resources; transportation of personnel, supplies, food, and equipment; fueling, service, maintenance, and repair of vehicles and other ground support equipment; and development and implementation of the Incident Traffic Plan:

a. Review Chapter 1 *Common Responsibilities.*

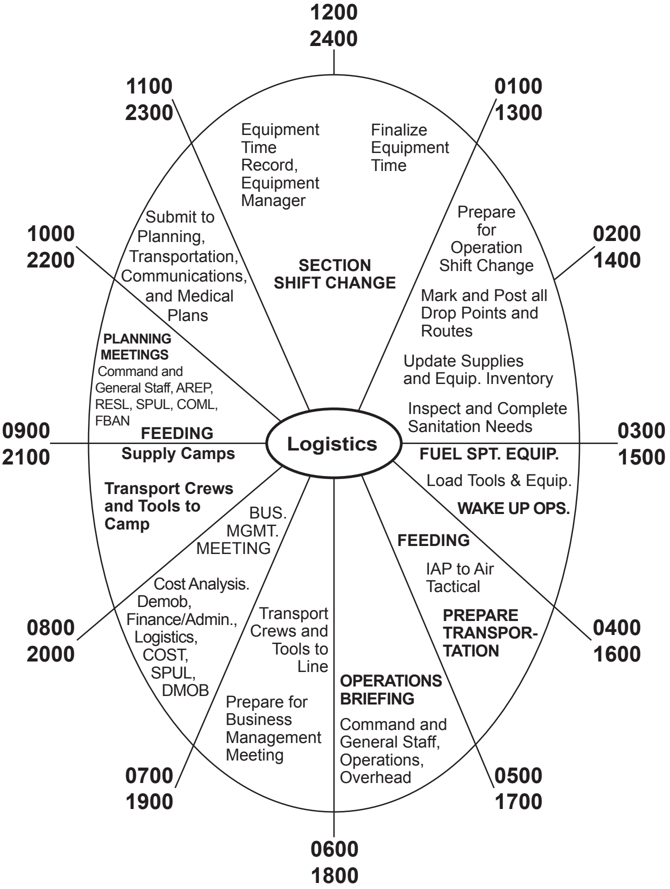
b. Participate in Support Branch/Logistics Section planning activities.
c. Develop and implement Traffic Plan.
d. Support out-of-service resources.
e. Notify Resources Unit of all status changes on support and transportation vehicles.
f. Arrange for and activate fueling, maintenance, and repair of ground resources.
g. Maintain inventory of support and transportation vehicles (Support Vehicle Inventory ICS Form 218).
h. Provide transportation services.
i. Collect use information on rented equipment.
j. Requisition maintenance and repair supplies (e.g., fuel, spare parts).
k. Maintain incident roads.
l. Submit reports to Support Branch Director as directed.
m. Maintain Unit/Activity Log (ICS Form 214).

EQUIPMENT MANAGER – The Equipment Manager (EQPM) provides service, repair, and fuel for all apparatus and equipment; provides transportation and support vehicle services; and maintains records of equipment use and service provided:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain Incident Action Plan to determine locations for assigned resources, Staging Area locations, and fueling and service requirements for all resources.
c. Obtain necessary equipment and supplies.
d. Provide maintenance and fueling according to schedule.
e. Prepare schedules to maximize use of available transportation.
f. Provide transportation and support vehicles for incident use.

g. Coordinate with Agency Representatives on service and repair policies as required.
h. Inspect equipment condition and ensure coverage by equipment agreement.
i. Determine supplies (e.g., gasoline, diesel, oil, and parts needed to maintain equipment in efficient operating condition) and place orders with Supply Unit.
j. Maintain Support Vehicle Inventory (ICS Form 218).
k. Maintain equipment rental records.
l. Maintain equipment service and use records.
m. Check all service repair areas to ensure that all appropriate safety measures are being taken.
n. Maintain Unit/Activity Log (ICS Form 214).

LOGISTICS SECTION PLANNING CYCLE


1200
2400
0100
1300
0200
1400
0300
1500
0400
1600
0500
1700
0600
1800
0700
1900
0800
2000
0900
2100
1000
2200
1100
2300
Logistics
Finalize Equipment Time
Prepare for Operation Shift Change
Mark and Post all Drop Points and Routes
Update Supplies and Equip. Inventory
Inspect and Complete Sanitation Needs
FUEL SPT. EQUIP.
Load Tools & Equip.
WAKE UP OPS.
FEEDING
IAP to Air Tactical
PREPARE TRANSPORTATION
OPERATIONS BRIEFING
Command and General Staff, Operations, Overhead
Prepare for Business Management Meeting
Transport Crews and Tools to Line
BUS. MGMT. MEETING
Cost Analysis. Demob, Finance/Admin., Logistics, COST, SPUL, DMOB
Transport Crews and Tools to Camp
FEEDING
Supply Camps
PLANNING MEETINGS
Command and General Staff, AREP, RESL, SPUL, COML, FBAN
Submit to Planning, Transportation, Communications, and Medical Plans
SECTION SHIFT CHANGE
Equipment Time Record, Equipment Manager

Example Based on 12-Hour Operational Period

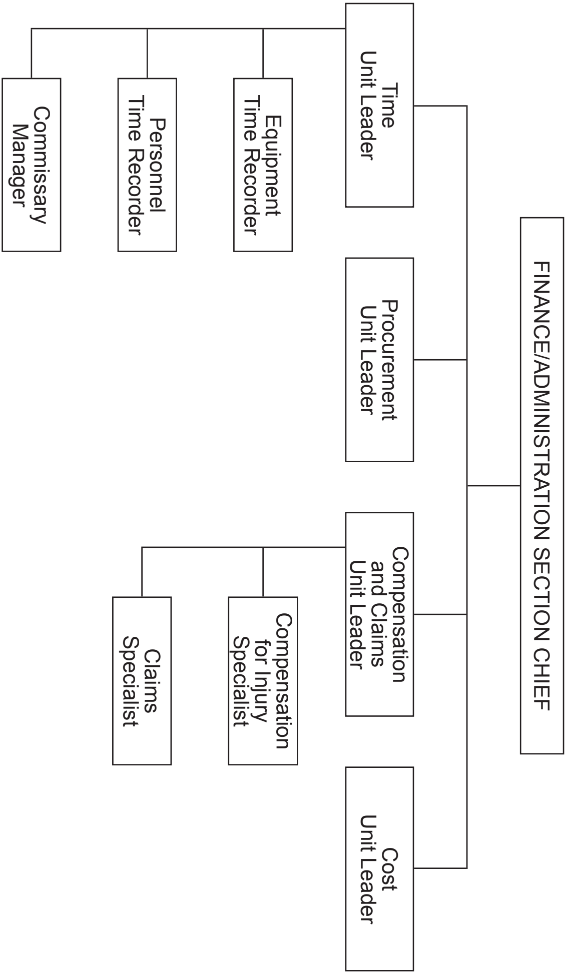
This Page Intentionally Left Blank

CHAPTER 11

FINANCE/ADMINISTRATION SECTION

FINANACE/ADMINISTRATION ORGANIZATION CHART 11-2
POSITION CHECKLISTS 11-3
    FINANCE/ADMINISTRATION SECTION CHIEF 11-3
    TIME UNIT LEADER 11-4
    EQUIPMENT TIME RECORDER 11-4
    PERSONNEL TIME RECORDER 11-5
    COMMISSARY MANAGER 11-6
    PROCUREMENT UNIT LEADER 11-6
    COMPENSATION/CLAIMS UNIT LEADER 11-7
    COMPENSATION FOR INJURY SPECIALIST 11-8
    CLAIMS SPECIALIST 11-9
    COST UNIT LEADER 11-10
FINANCE/ADMIN. SECTION PLANNING CYCLE 11-11

FINANCE/ADMINISTRATION ORGANIZATION CHART


FINANCE/ADMINISTRATION SECTION CHIEF
Time Unit Leader
Equipment Time Recorder
Personnel Time Recorder
Commissary Manager
Procurement Unit Leader
Compensation and Claims Unit Leader
Compensation for Injury Specialist
Claims Specialist
Cost Unit Leader

POSITION CHECKLISTS

FINANCE/ADMINISTRATION SECTION CHIEF – The Finance/Administration Section Chief (FSC1, FSC2, or FSC3) is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section:

a. Review Chapter 1 *Common Responsibilities.*
b. Manage all financial aspects of an incident.
c. Provide financial and cost analysis information as requested.
d. Provide Cost Apportionment/Cost Share methodology and agreements as necessary.
e. Gather pertinent information from briefings with responsible agencies.
f. Develop an operating plan for the Finance/Administration Section; fill supply and support needs.
g. Determine need to set up and operate an incident commissary.
h. Meet with assisting and cooperating Agency Representatives as needed.
i. Maintain daily contact with agency(s) administrative headquarters on Finance/Administration matters.
j. Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.
k. Provide financial input to demobilization planning.
l. Ensure that all obligation documents initiated at the incident are properly prepared and completed.
m. Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving incident.
n. Maintain Unit/Activity Log (ICS Form 214).

TIME UNIT LEADER – The Time Unit Leader (TIME) is responsible for equipment and personnel time recording and for managing the commissary operations:

a. Review Chapter 1 *Common Responsibilities.*
b. Determine incident requirements for time recording function.
c. Contact appropriate agency personnel/representatives.
d. Ensure that daily personnel time recording documents are prepared and in compliance with agency policy.
e. Maintain separate logs for overtime hours.
f. Establish commissary operation on larger or long-term incidents as needed.
g. Submit cost estimate data forms to Cost Unit as required.
h. Maintain records security.
i. Ensure that all records are current and complete prior to demobilization.
j. Release time reports from assisting agency personnel to the respective Agency Representatives prior to demobilization.
k. Brief Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.
l. Maintain Unit/Activity Log (ICS Form 214).

EQUIPMENT TIME RECORDER – Under supervision of the Time Unit Leader, the Equipment Time Recorder (EQTR) is responsible for overseeing the recording of time for all equipment assigned to an incident:

a. Review Chapter 1 *Common Responsibilities.*
b. Set up Equipment Time Recorder function in location designated by Time Unit Leader.
c. Advise Ground Support Unit, Facilities Unit, and Air Support Group of the requirement to establish and

maintain a file for maintaining a daily record of equipment time.

d. Assist units in establishing a system for collecting equipment time reports.
e. Post all equipment time tickets within four hours after the end of each operational period.
f. Prepare a use and summary invoice for equipment (as required) within twelve (12) hours after equipment arrival at incident.
g. Submit data to Time Unit Leader for cost-effectiveness analysis.
h. Maintain current posting on all charges or credits for fuel, parts, services, and commissary.
i. Verify all time data and deductions with owner/operator of equipment.
j. Complete all forms according to agency specifications.
k. Close out forms prior to demobilization.
l. Distribute copies per agency and incident policy.
m. Maintain Unit/Activity Log (ICS Form 214).

PERSONNEL TIME RECORDER – Under supervision of the Time Unit Leader, the Personnel Time Recorder (PTRC) is responsible for overseeing the recording of time for all personnel assigned to an incident:

a. Review Chapter 1 *Common Responsibilities.*
b. Establish and maintain a file for employee time reports within the first operational period.
c. Initiate, gather, or update a time report from all applicable personnel assigned to the incident for each operational period.
d. Ensure that all employee identification information is verified to be correct on the time report.
e. Post personnel travel and work hours, transfers, promotions, specific pay provisions, and terminations to personnel time documents.

f. Post all commissary issues to personnel time documents.
g. Ensure that time reports are signed.
h. Close out time documents prior to personnel leaving the incident.
i. Distribute all time documents according to agency policy.
j. Maintain a log of excessive hours worked and give to Time Unit Leader daily.
k. Maintain Unit/Activity Log (ICS Form 214).

COMMISSARY MANAGER – Under the supervision of the Time Unit Leader, the Commissary Manager (CMSY) is responsible for commissary operations and security:

a. Review Chapter 1 *Common Responsibilities.*
b. Set up and provide commissary operation to meet incident needs.
c. Establish and maintain adequate security for commissary.
d. Request commissary stock through Supply Unit Leader.
e. Maintain complete record of commissary stock including invoices for material received, issuance records, transfer records, and closing inventories.
f. Maintain commissary issue record by crews and submit records to Time Recorder during or at the end of each operational period.
g. Use proper agency forms for all record keeping.
h. Complete forms according to agency specification.
i. Ensure that all records are closed out and commissary stock is inventoried and returned to Supply Unit prior to demobilization.
j. Maintain Unit/Activity Log (ICS Form 214).

PROCUREMENT UNIT LEADER – The Procurement Unit Leader (PROC) is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements:

a. Review Chapter 1 *Common Responsibilities.*
b. Review incident needs and any special procedures with Unit Leaders, as needed.
c. Coordinate with local jurisdiction on plans and supply sources.
d. Obtain Incident Procurement Plan.
e. Prepare and authorize contracts and land use agreements.
f. Draft Memorandum of Understanding.
g. Establish contracts and agreements with supply vendors.
h. Provide for coordination between the Ordering Manager, agency dispatch, and all other procurement organizations supporting the incident.
i. Ensure that a system is in place that meets agency property management requirements. Ensure proper accounting for all new property.
j. Interpret contracts and agreements; resolve disputes within delegated authority.
k. Coordinate with Compensation/Claims Unit for processing claims.
l. Coordinate use of imprest funds as required.
m. Complete final processing of contracts and send documents for payment.
n. Coordinate cost data in contracts with Cost Unit Leader.
o. Brief Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.
p. Maintain Unit/Activity Log (ICS Form 214).

COMPENSATION/CLAIMS UNIT LEADER – The Compensation/Claims Unit Leader (COMP) is responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims-related activities (other than injury) for an incident:

a. Review Chapter 1 *Common Responsibilities.*
b. Establish contact with incident Safety Officer and Liaison Officer, or with Agency Representatives if no Liaison Officer is assigned.
c. Determine the need for Compensation for Injury Specialists and Claims Specialists, and order personnel as needed.
d. Establish a Compensation for Injury work area within or as close as possible to the Medical Unit.
e. Review Incident Medical Plan (ICS Form 206).
f. Review procedures for handling claims with Procurement Unit.
g. Periodically review logs and forms produced by Compensation/Claims Specialists to ensure compliance with agency requirements and policies.
h. Ensure that all Compensation for Injury and Claims logs and forms are complete and routed to the appropriate agency for post-incident processing prior to demobilization.
i. Maintain Unit/Activity Log (ICS Form 214).

COMPENSATION FOR INJURY SPECIALIST – Under the supervision of the Compensation/Claims Unit Leader, the Compensation for Injury Specialist (INJR) is responsible for administering financial matters resulting from serious injuries and fatalities occurring on an incident. Close coordination is required with the Medical Unit:

a. Review Chapter 1 *Common Responsibilities.*
b. Co-locate Compensation for Injury operations with those of the Medical Unit when possible.
c. Establish procedure with Medical Unit Leader on prompt notification of injuries or fatalities.
d. Obtain copy of Incident Medical Plan (ICS Form 206).
e. Provide written authority for persons requiring medical treatment.
f. Ensure that correct agency forms are being used.

g. Provide correct billing forms for transmittal to doctor and/or hospital.
h. Monitor and report on status of hospitalized personnel.
i. Obtain all witness statements from Safety Officer and/or Medical Unit, and review for completeness.
j. Maintain log of all injuries occurring on incident.
k. Coordinate/handle all administrative paperwork on serious injuries or fatalities.
l. Coordinate with appropriate agency(s) to assume responsibility for injured personnel in local hospitals prior to demobilization.
m. Maintain Unit/Activity Log (ICS Form 214).

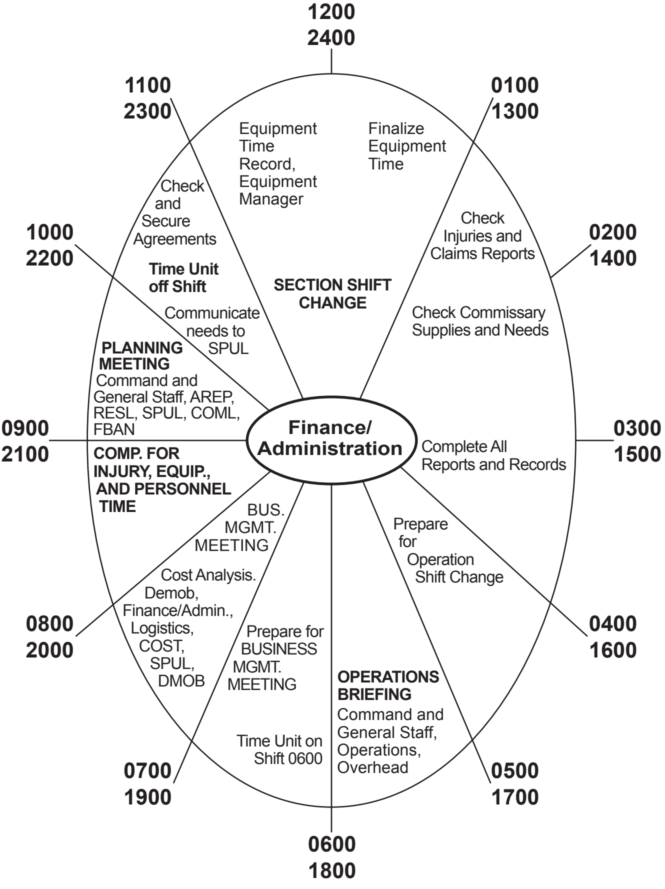
CLAIMS SPECIALIST – Under the supervision of the Compensation/Claims Unit Leader, the Claims Specialist (CLMS) is responsible for managing all claims-related activities (other than injury) for an incident:

a. Review Chapter 1 *Common Responsibilities.*
b. Develop and maintain a log of potential claims.
c. Coordinate claims prevention plan with applicable incident functions.
d. Initiate investigation on all claims other than personnel injury.
e. Ensure that site and property involved in investigation are protected.
f. Coordinate with investigation team as necessary.
g. Obtain witness statements pertaining to claims other than personnel injury.
h. Document any incomplete investigations.
i. Document follow-up action needs by local agency.
j. Keep the Compensation/Claims Unit Leader advised on nature and status of all existing and potential claims.
k. Ensure use of correct agency forms.
l. Maintain Unit/Activity Log (ICS Form 214).

COST UNIT LEADER – The Cost Unit Leader (COST) is responsible for collecting all cost data, performing cost-effectiveness analysis, and providing cost estimates and cost-saving recommendations for the incident:

a. Review Chapter 1 *Common Responsibilities.*
b. Coordinate with agency headquarters on cost reporting procedures.
c. Collect and record all cost data.
d. Develop incident cost summaries.
e. Prepare resources-use cost estimates for the Planning Section.
f. Make cost-saving recommendations to the Finance/ Administration Section Chief.
g. Complete all records prior to demobilization.
h. Maintain Unit/Activity Log (ICS Form 214).

FINANCE/ADMIN. SECTION PLANNING CYCLE


1200
2400
0100
1300
0200
1400
0300
1500
0400
1600
0500
1700
0600
1800
0700
1900
0800
2000
0900
2100
1000
2200
1100
2300
Finance/ Administration
Equipment Time Record, Equipment Manager
Finalize Equipment Time
Check Injuries and Claims Reports
SECTION SHIFT CHANGE
Check Commissary Supplies and Needs
Complete All Reports and Records
Prepare for Operation Shift Change
OPERATIONS BRIEFING
Command and General Staff, Operations, Overhead
Time Unit on Shift 0600
Prepare for BUSINESS MGMT. MEETING
Cost Analysis. Demob, Finance/Admin., Logistics, COST, SPUL, DMOB
BUS. MGMT. MEETING
COMP. FOR INJURY, EQUIP., AND PERSONNEL TIME
PLANNING MEETING
Command and General Staff, AREP, RESL, SPUL, COML, FBAN
Communicate needs to SPUL
Time Unit off Shift
Check and Secure Agreements

Example Based on 12-Hour Operational Period

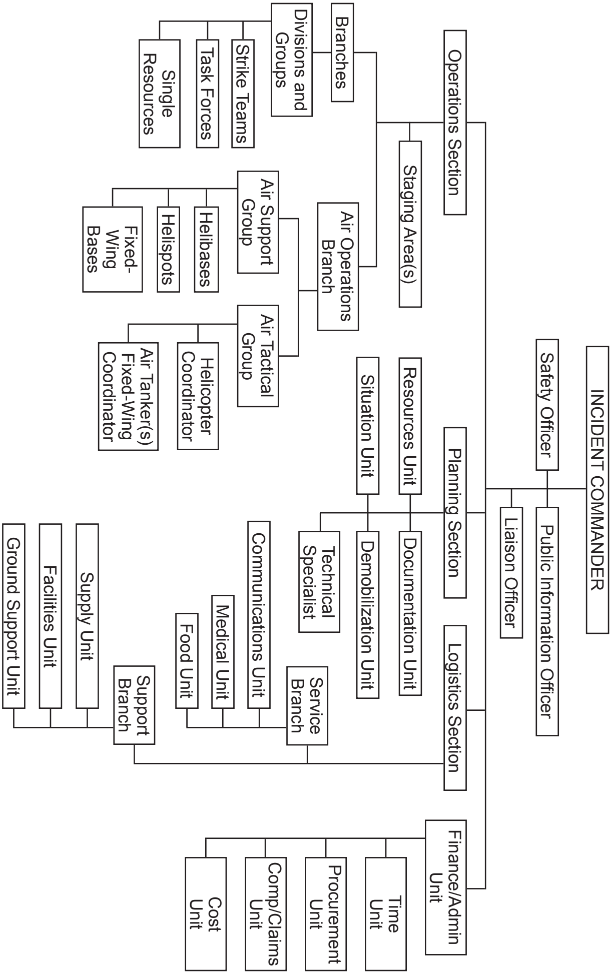
This Page Intentionally Left Blank

CHAPTER 12

ORGANIZATIONAL GUIDES

FULLY ACTIVATED ICS ORGANIZATION 12-2
WILDLAND FIRE ORGANIZATION DEVELOPMENT 12-3
STRUCTURE FIRE ORGANIZATION DEVELOPMENT 12-8
T-CARD COLORS AND USES 12-14
INCIDENT COMMAND SYSTEM FORMS 12-14
ICS MAP DISPLAY SYMBOLOGY 12-15
RESOURCE UNIT FUNCTIONS & INTERACTIONS 12-17
SITUATION UNIT FUNCTIONS & INTERACTIONS 12-18
RESOURCE STATUS CHANGE REPORTING 12-19
STRIKE TEAM LEADER INTERACTIONS 12-20
REASSIGN/RELEASE OF RESOURCES 12-21
CAMP ORG & REPORTING RELATIONSHIPS 12-22

FULLY ACTIVATED ICS ORGANIZATION


INCIDENT COMMANDER
Safety Officer
Public Information Officer
Liaison Officer
Operations Section
Staging Area(s)
Branches
Divisions and Groups
Strike Teams
Task Forces
Single Resources
Air Operations Branch
Air Support Group
Helibases
Helispots
Fixed-Wing Bases
Air Tactical Group
Helicopter Coordinator
Air Tanker(s) Fixed-Wing Coordinator
Planning Section
Resources Unit
Situation Unit
Documentation Unit
Demobilization Unit
Technical Specialist
Logistics Section
Service Branch
Communications Unit
Medical Unit
Food Unit
Support Branch
Supply Unit
Facilities Unit
Ground Support Unit
Finance/Admin Unit
Time Unit
Procurement Unit
Comp/Claims Unit
Cost Unit

WILDLAND FIRE ORGANIZATION DEVELOPMENT

The following series of organization charts depict examples of how the Incident Command System can be used on fires involving wildland (grass, brush, timber fuels). The charts show examples of ICS organizations for initial attack fires through incidents that grow to such size as to require very large organizational structures to manage the personnel and equipment assigned to these incidents.

Certain terms are used to identify the level of resource commitment or organizational structure. The terms associated with these levels are:

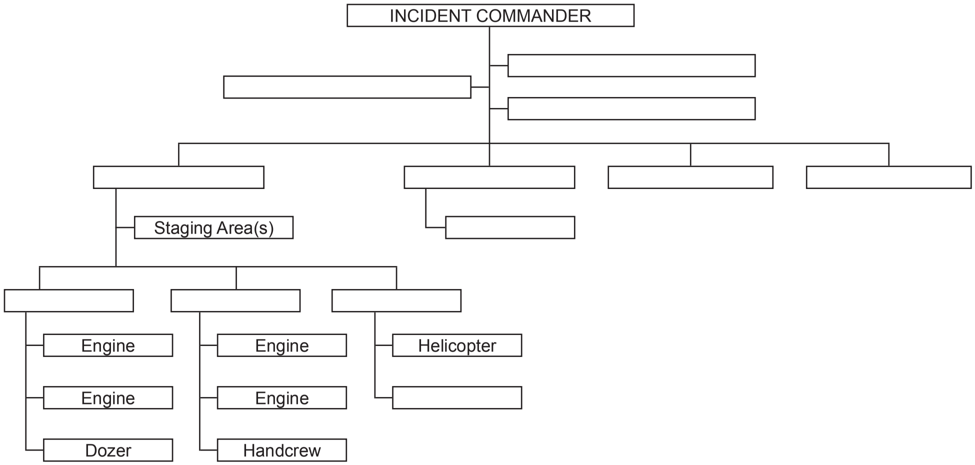
Initial Attack Organization: This example depicts an agency's initial response level (four engines, a bulldozer, a wildland firefighting handcrew, one helicopter and one Command Officer) to a reported wildland fire and how those resources might be organized to handle the situation. At the same time, the organization is designed to rapidly expand if necessitated by fire growth.

Reinforced Response Organization: This example depicts an expansion of the organizational structure to accommodate additional resources.

Extended Attack Organization: This example depicts an organization that may be appropriate for incidents that may require even more resources and an extended period of time to control. The time frames for these incidents may run into multiple operational periods covering many days with enhanced logistics and planning requirements.

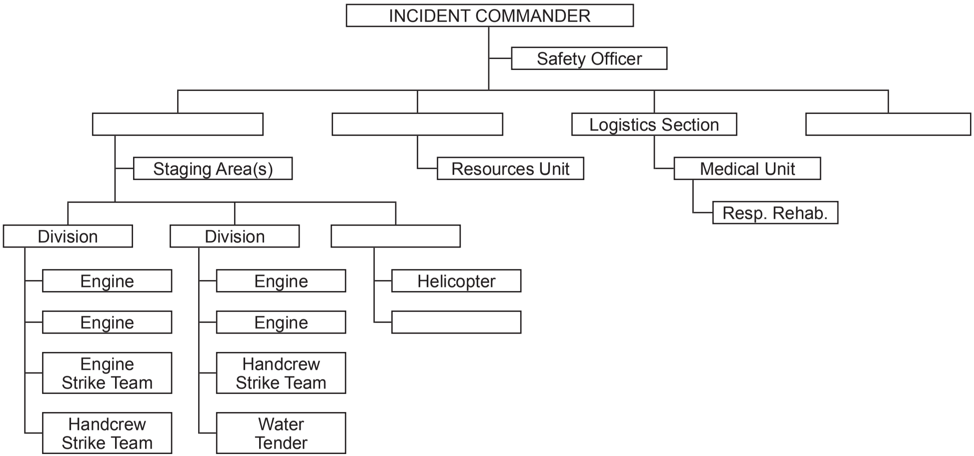
Multi-Branch Response Organization: This example depicts an organization that may be used for wildland incidents that have grown in area to require multiple levels of management to accommodate span of control concerns and increased support for the number of personnel assigned to the incident.

WILDLAND FIRE – INITIAL ATTACK ORGANIZATION



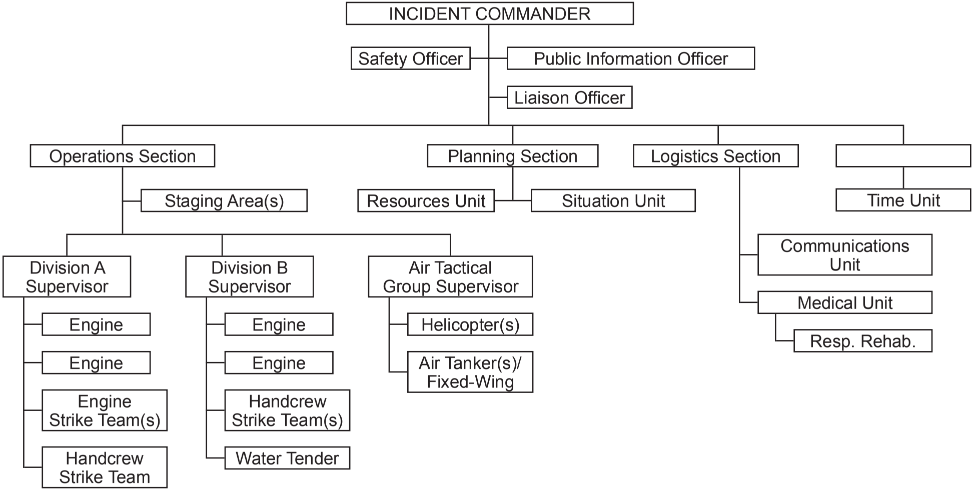
Wildland Fire – Initial Attack Organization: Initial response resources are managed by the initial response Incident Commander (first arriving Company Officer or Command Officer) who will perform all Command and General Staff functions. Many small initial attack fires are controlled and extinguished with resource commitments at or slightly above this level. The span of control for this organization is at six to one, which is within safe guidelines of three-seven to one. Units are deployed to attack the fire with a single helicopter supporting the effort as directed by the Incident Commander. The Incident Commander has identified a Staging Area for use in the event additional resources arrive before tactical assignments for these resources are determined.

WILDLAND FIRE – REINFORCED RESPONSE ORGANIZATION


INCIDENT COMMANDER
Safety Officer
Logistics Section
Staging Area(s)
Resources Unit
Medical Unit
Resp. Rehab.
Division
Division
Engine
Engine
Engine Strike Team
Handcrew Strike Team
Engine
Engine
Handcrew Strike Team
Water Tender
Helicopter

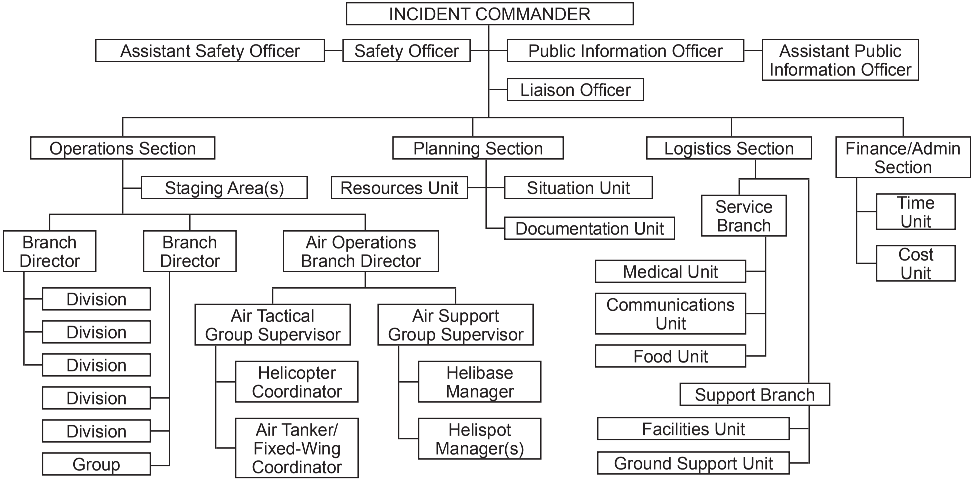
Wildland Fire – Reinforced Response Organization: Additional resources have arrived. Span of control concerns as well as the need for tactical supervision have necessitated that the Incident Commander establish two Divisions with qualified Supervisors assigned. A Safety Officer is assigned to monitor incident operations for safety issues and to ensure corrective steps are taken. A Medical Unit is established to coordinate emergency medical treatment and transportation for incident personnel and to provide responder rehabilitation. The Resources Unit is established to assist the Incident Commander with tracking resources, and a Logistics Section Chief is assigned to begin planning and implementing logistical support for the assigned resources and to plan for the support of additional resources should they be ordered.

WILDLAND FIRE – EXTENDED ATTACK ORGANIZATION


INCIDENT COMMANDER
Safety Officer
Public Information Officer
Liaison Officer
Operations Section
Staging Area(s)
Division A Supervisor
Engine
Engine
Engine Strike Team(s)
Handcrew Strike Team
Division B Supervisor
Engine
Engine
Handcrew Strike Team(s)
Water Tender
Air Tactical Group Supervisor
Helicopter(s)
Air Tanker(s)/ Fixed-Wing
Planning Section
Resources Unit
Situation Unit
Logistics Section
Communications Unit
Medical Unit
Resp. Rehab.
Time Unit

Wildland Fire – Extended Attack Organization: The Incident Commander has requested and received additional resources. Due to the complexity of the incident and the dynamic nature of the suppression activities, the Incident Commander has established the Operations Section Chief position. Additional aviation resources have arrived and are supervised by the Air Tactical Group Supervisor. The Incident Commander has established a Situation Unit to begin collecting incident data (mapping, weather, fire behavior predictions, etc.) to aid in the strategic and tactical planning as the incident progresses. Logistical needs have required upgraded communications support.

WILDLAND FIRE – MULTI-BRANCH RESPONSE ORGANIZATION


INCIDENT COMMANDER
Assistant Safety Officer
Safety Officer
Public Information Officer
Assistant Public Information Officer
Liaison Officer
Operations Section
Staging Area(s)
Branch Director
Division
Division
Division
Branch Director
Division
Division
Group
Air Operations Branch Director
Air Tactical Group Supervisor
Helicopter Coordinator
Air Tanker/ Fixed-Wing Coordinator
Air Support Group Supervisor
Helibase Manager
Helispot Manager(s)
Planning Section
Resources Unit
Situation Unit
Documentation Unit
Logistics Section
Service Branch
Medical Unit
Communications Unit
Food Unit
Support Branch
Facilities Unit
Ground Support Unit
Finance/Admin Section
Time Unit
Cost Unit

Wildland Fire – Multi-Branch Response Organization: This incident required multiple Divisions covering a large geographic area, so Branches were established within the Operations Section. A full Air Operations Branch with Branch Director has been established. The Planning Section is further expanded to begin production of Incident Action Plans for multiple Operational Periods. To ensure that adequate safety measures are taken within the expansive incident, Assistant Safety Officers have been assigned to the Safety Officer. These Assistants can be assigned to individual Branches or Divisions as well as to monitoring activities at the Base. The Command Staff is now complete to assist the Incident Commander with incident information handling and to interface with assisting and cooperating agencies.

STRUCTURE FIRE ORGANIZATION DEVELOPMENT

The following series of organization charts depict examples of how the Incident Command System can be used on fires involving structures. The charts show examples of ICS organizations for initial attack fires through incidents that grow to such size as to require very large organizational structures to manage the personnel and equipment assigned to these incidents.

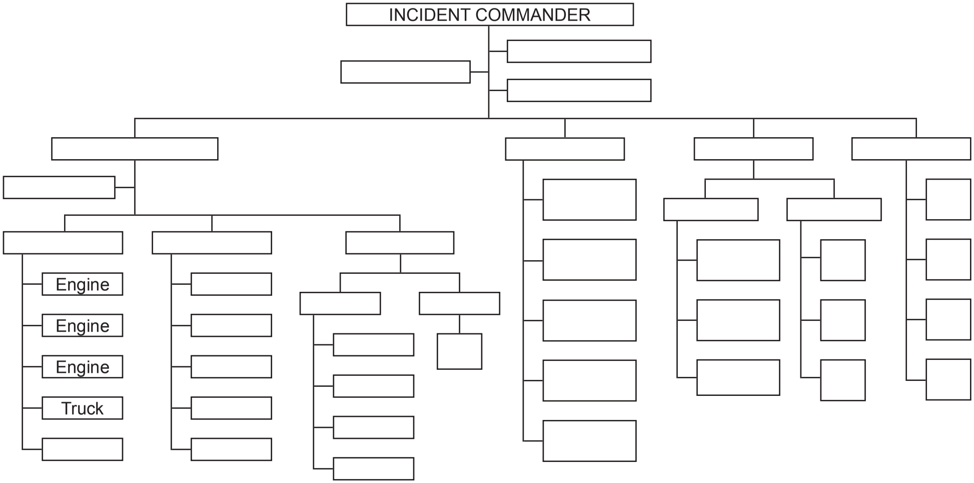
Certain terms are used to identify the level of resource commitment or organizational structure. The terms associated with these levels are:

Initial Attack Organization: This example depicts an agency's initial response level (three Engines, one Truck Company, and a Command Officer) to a reported fire involving a building and how those resources might be organized to handle the situation. At the same time, the organization is designed to rapidly expand if necessitated by fire growth.

Reinforced Response Organization: This example depicts an expansion of the organizational structure to accommodate additional resources. In this case, a second alarm has been ordered and received along with resources to assist the Incident Commander and support the personnel on scene.

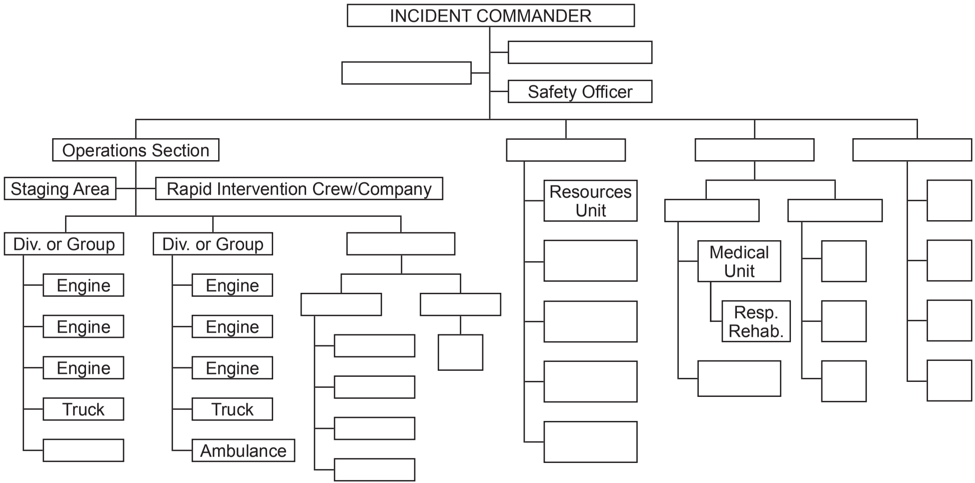
Multi-Branch Response Organization: This example depicts an organization that may be used for incidents that have grown in area to require multiple levels of management to accommodate span of control concerns and increased support for the number of personnel assigned to the incident.

STRUCTURE FIRE – INITIAL ATTACK ORGANIZATION



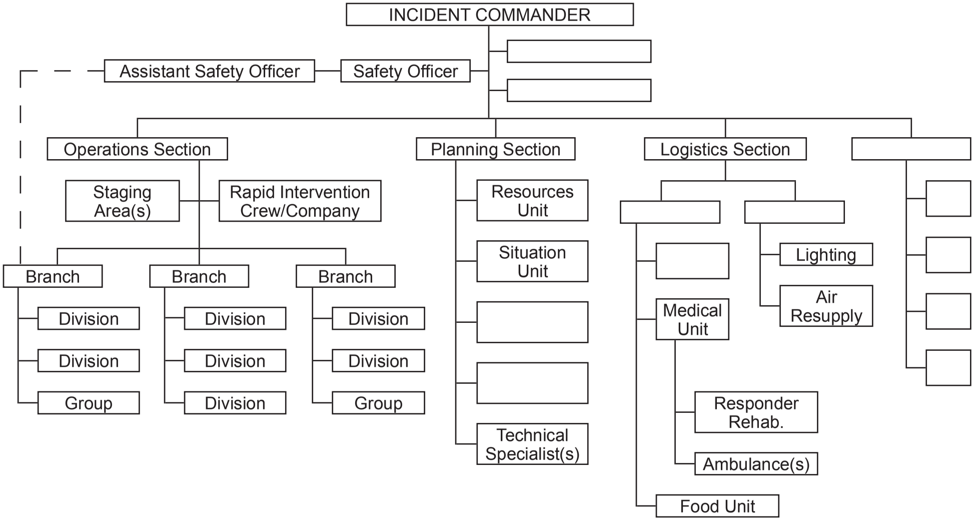
Structure Fire – Initial Attack Organization: This example depicts the assignment of three Engines, a single Truck Company, and a Command Officer on a structural fire. The Incident Commander manages all elements of the response. The only formal ICS position identified is that of Incident Commander. If these resources can handle the incident and no escalation is anticipated, no further ICS development is advised.

STRUCTURE FIRE – REINFORCED RESPONSE ORGANIZATION


INCIDENT COMMANDER
Safety Officer
Operations Section
Staging Area
Rapid Intervention Crew/Company
Div. or Group
Engine
Engine
Engine
Truck
Div. or Group
Engine
Engine
Engine
Truck
Ambulance
Resources Unit
Medical Unit
Resp. Rehab.

Structure Fire – Reinforced Response Organization: Additional suppression resources have arrived and are deployed. An Operations Section Chief is activated to manage the dynamic suppression efforts. Further development of the Operations Section could include either Divisions (Division A, B, C, and D, or Division 1, 2, and Roof for multi-story buildings) or Groups (Attack, Support, Rescue, or Ventilation) or a combination of both (Division 1, 2, and 3 and a Salvage Group may be established). The Incident Commander has activated the Safety Officer position to monitor all incident activities for safety issues and to ensure corrective actions are taken. A Medical Unit is established to coordinate emergency medical treatment and transportation for incident personnel, and to provide responder rehabilitation. In addition, the IC has established a Staging Area and a Rapid Intervention capability. The Resources Unit will assist in resource tracking.

STRUCTURE FIRE – MULTI-BRANCH RESPONSE ORGANIZATION


INCIDENT COMMANDER
Assistant Safety Officer
Safety Officer
Operations Section
Staging Area(s)
Rapid Intervention Crew/Company
Branch
Division
Division
Group
Branch
Division
Division
Division
Branch
Division
Division
Group
Planning Section
Resources Unit
Situation Unit
Technical Specialist(s)
Logistics Section
Medical Unit
Responder Rehab.
Ambulance(s)
Food Unit
Lighting
Air Resupply

Structure Fire – Multi-Branch Response Organization: In this case, the incident is large enough that Branches have been developed and Assistant Safety Officers are assigned to either specific Branches or to individual Divisions. More elements of the Planning Section are activated as well as the Section Chief, the Situation Unit, and Technical Specialists as needed. The Logistics Section is staffed with a Section Chief and elements necessary to support a long-term incident. A Public Information Officer is assigned to deal with inquiries from the media and local citizens.

ICS ORGANIZATION GUIDE

COMMAND

1. Incident Commander - one per incident, unless incident is multi-jurisdictional.
2. Multi-jurisdictional incidents establish Unified Command with each jurisdiction supplying an individual to represent agency in Unified Command Structure.
3. Incident Commander may have Deputy.
4. Command Staff Officer - one per function per incident.
5. Command Staff may have Assistants as needed or as required by statute or standard.
6. Agency Representatives report to Liaison Officer on Command Staff.

INCIDENT BASE RECOMMENDED MINIMUM PERSONNEL REQUIREMENTS
(PER TWELVE-HOUR OPERATIONAL PERIOD)

(If camps are established, the minimum personnel requirements for the Base may be modified or additional personnel may be added to support camps.)

	UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)				
			2	5	10	15
OPERATIONS	Operations Section Chief (OSC*)	One Per Operational Period				
	Branch Director (OPBD)		2	3	4	6
	Division/Group Supervisor (DIVS)	2	5	10	15	25
	Strike Team Leaders	As Needed				
	Task Force Leaders	As Needed				
	Air Operations Branch Director (AOBD)		1	1	1	1
	Air Tactical Group Supervisor (ATGS)	1	1	1	1	1
	Air Tanker/Fixed-Wing Coordinator (ATCO)	As Needed				
	Helicopter Coordinator (HLCO)	As Needed				
	Air Support Group Supervisor (ASGS)	1	1	1	1	1
	Helibase Manager (HEB*)	One Per Helibase				
	Helispot Manager (HESM)	One Per Helispot				
	Staging Area Manager (STAM)	One Per Staging Area				
	Technical Specialist (THSP)	As Needed				
PLANNING	Planning Section Chief (PSC*)	One Per Incident				
	Resources Unit Leader (RESL)	1	1	1	1	1
	Status Recorders (SCKN)	1	2	3	3	3
	Check-In Recorders (SCKN)	As Needed				
	Technical Specialists (THSP)	As Needed				
	Situation Unit Leader (SITL)	1	1	1	1	1
	Field Observer (FOBS)		1	2	2	3
	Weather Observer (WOBS)	As Needed				
	GIS Specialist (GISS)	As Needed				
	Damage Inspection Specialist (DINS)	As Needed				
	Aerial/Ortho Photo Analyst	As Needed				
	Display/Report Processor (DRPO)		1	1	1	2
	IR Equipment Operators	Two If Needed				
	Computer Terminal Operator		1	1	1	1
	Photographer (FOTO)			1	1	1
	Documentation Unit Leader (DOCL)		1	1	1	1
	Demobilization Unit Leader (DMOB)			1	1	1
	(Demobilization Recorders from Resources)	As Needed				

	UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)				
			2	5	10	15
LOGISTICS	Logistics Section Chief (LSC*)	One Per Incident				
	Service Branch Director (SVBD)	As Needed				
	Communications Unit Leader (COML)	1	1	1	1	1
	Incident Communications Manager (INCM)	1	1	1	1	1
	Message Center Operator (MCOP)		1	1	2	2
	Messenger		1	2	2	2
	Communications Technician (COMT)		1	2	4	4
	Medical Unit Leader (MEDL)	1	1	1	1	1
	Medical Unit Assistant(s)	As Needed				
	Fireline EMT/Paramedic (EMTF/EMPF)	As Needed				
	Responder Rehabilitation Manager	As Needed				
	Food Unit Leader (FDUL)		1	1	1	1
	Food Unit Assistant (each camp)	As Needed				
	Mobile Food Service		1	1	1	1
	Support Branch Director (SUBD)	As Needed				
	Supply Unit Leader (SPUL)		1	1	1	1
	Supply Unit Assistant (each camp)	As Needed				
	Ordering Manager (ORDM)			1	1	1
	Receiving/Distribution Manager (RCDM)		1	1	1	1
	Helpers		2	2	2	2
	Facility Unit Leader (FACL)		1	1	1	1
	Base Manager (BCMG)		1	1	1	1
	Camp Manager (each camp) (BCMG)	As Needed				
	Facility Maintenance Specialist (FMNT)		1	1	1	1
	Security Manager (SECM)		1	1	1	1
	Helpers		6	6	12	12
	Ground Support Unit Leader (GSUL)	1	1	1	1	1
	Equipment Manager (EQPM)		1	1	1	1
	Ground Support Assistant(s)	As Needed				
	Equipment Time Recorder (EQTR)		1	1	1	1
	Mechanic(s)	1	1	3	5	7
	Driver(s)	As Needed				
	Operator(s)	As Needed				
FIN/ADMIN	Finance/Administration Section Chief (FSC*)	One Per Incident				
	Time Unit Leader (TIME)		1	1	1	1
	Personnel Time Recorder (PTRC)		1	3	3	5
	Equipment Time Recorder (EQTR)		1	2	2	3
	Procurement Unit Leader (PROC)		1	1	1	1
	Compensation/Claims Unit Leader (COMP)					
	Compensation for Injury Specialist (INJR)	As Needed				
	Claims Specialist (CLMS)	As Needed				
	Cost Unit Leader (COST)		1	1	1	1
	Cost Analyst			1	1	1
	Technical Specialist	As Needed				

* Type 1 or 2 as appropriate

T-CARD COLORS AND USES

Ten different color resource cards (T-cards) are used to denote kind of resources. The card colors and resources they represent are:

KIND OF RESOURCES	CARD COLOR	FORM NUMBER
Engines	Rose	219-3
Handcrews	Green	219-2
Dozers	Yellow	219-7
Aircraft	Orange	219-6
Helicopter	Blue	219-4
Misc. Equip/Task Forces	Tan	219-8
Personnel	White	219-5
Location Labels	Gray	219-1
Property Record	White/Red	219-9
Transfer Tag	White Tag	219-9A

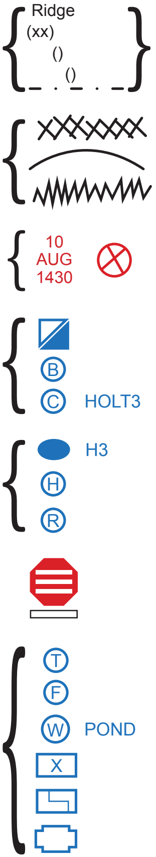
INCIDENT COMMAND SYSTEM FORMS

Forms and records that are routinely used in the ICS are listed below. Those marked with an (*) are commonly used in written Incident Action Plans.

Incident Briefing	ICS Form 201
* Incident Objectives	ICS Form 202
* Organization Assignment List	ICS Form 203
* Organization Assignment List Unified Command	ICS Form 203UC
* Assignment List	ICS Form 204
* Incident Radio Communications Plan	ICS Form 205
* Medical Plan	ICS Form 206
Incident Organization Chart	ICS Form 207
Site Safety and Control Plan	ICS Form 208
Check-In List	ICS Form 211
Incident Demobilization Vehicle Safety Inspection	ICS Form 212
Unit/Activity Log	ICS Form 214
Incident Action Plan Safety Analysis - Generic/Wildland	ICS Form 215 AG/AW
Operational Planning Worksheet - Generic/Wildland	ICS Form 215 G, W
Incident Resource Projection Matrix	ICS Form 215 M
Radio Requirements Worksheet	ICS Form 216
Communications Resource Availability Worksheet	ICS Form 217A
Support Vehicle Inventory	ICS Form 218
Air Operations Summary	ICS Form 220
Demobilization Checkout	ICS Form 221
Tentative Release List	ICS Form 223
Crew Performance Rating	ICS Form 224
Incident Personnel Performance Rating	ICS Form 225
Compensation for Injury Log	ICS Form 226
Claims Log	ICS Form 227
Contractor/Vendor Performance Evaluation	ICS Form 230
WUI Placard	ICS Form 231

ICS MAP DISPLAY SYMBOLOGY

SUGGESTED FOR PLACEMENT ON BASE MAP
MINIMUM RECOMMENDED

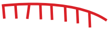
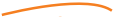
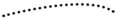
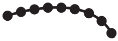
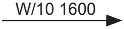
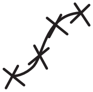
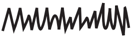


BLACK	Highlighted Geographic or Manmade Features
BLACK	Completed Dozer Line
	* Completed Line
	Line Break Completed
RED	Fire Origin
	*Hazard (Identify Type of Hazard, e.g., Power Lines)
BLUE	* Incident Command Post
	* Incident Base
	* Camp (Identified by Name)
BLUE	* Helispot (Location and Number)
	* Helibase
	* Repeater/Mobile Relay
3 Stripes You're Out	Life Hazard (red octagon [stop sign] with three white horizontal lines & a description of the hazard noted underneath.
BLUE	Telephone
	Fire Station
	Water Source (Identify Type, e.g., Pond, Cistern, Hydrant)
	Mobile Weather Unit
	Mobile Weather Unit
	* First Aid Station

*To be used on Incident Briefing and Action Plan Maps (No Color)

ICS MAP DISPLAY SYMBOLOGY (CONTINUED)

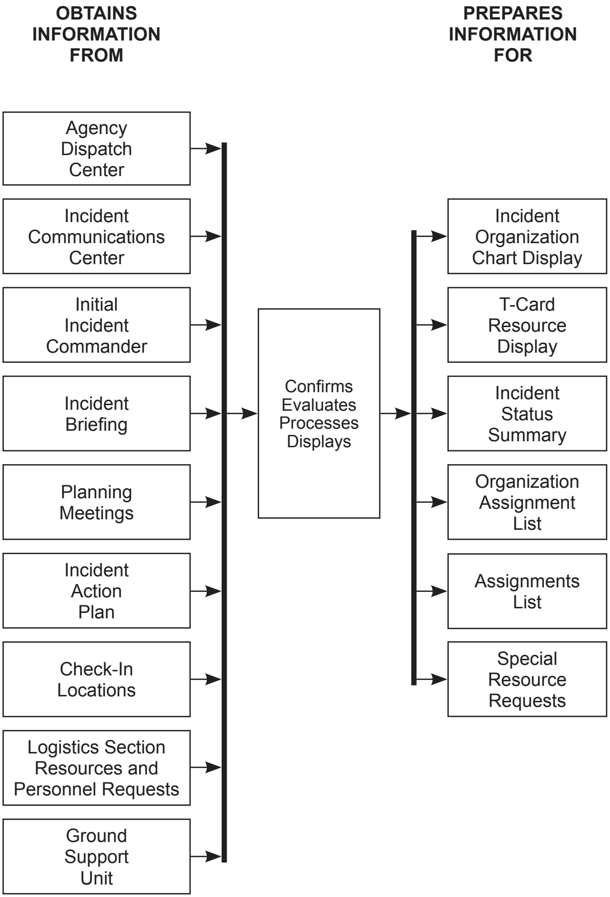
SUGGESTED FOR PLACEMENT ON OVERLAYS

RED	10 AUG 1730 	* Uncontrolled Fire Edge
	10 AUG 1730 	Spot Fire
	10 AUG 1700 	* Hot Spot
ORANGE	 10 AUG 2000	* Fire Spread Prediction
BLACK		* Planned Fire Line
		* Planned Secondary Line
	[I] [II]	* Branches: Initially Number Clockwise from Fire Origin
	W/10 1600 	* Wind Speed and Direction
		* Proposed Dozer Line
		* Fire Break (Planned or Incomplete)
BLUE	REDFERN 	* Staging Area (Identified by Name)

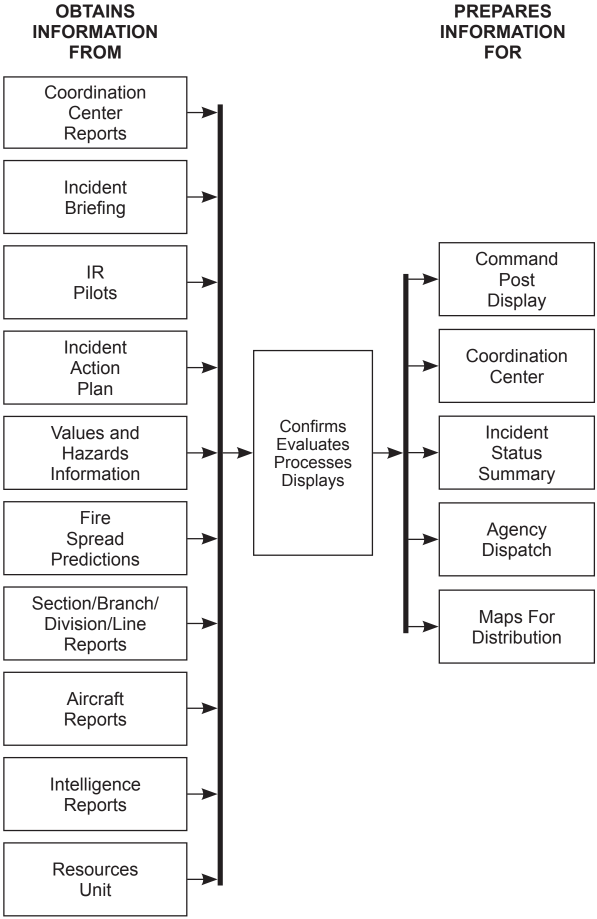
All overlays must contain registration marks. These may consist of identified road intersections, township/range conditions, map corners, etc.

*To be used on Incident Briefing and Action Plan Maps (No Color)

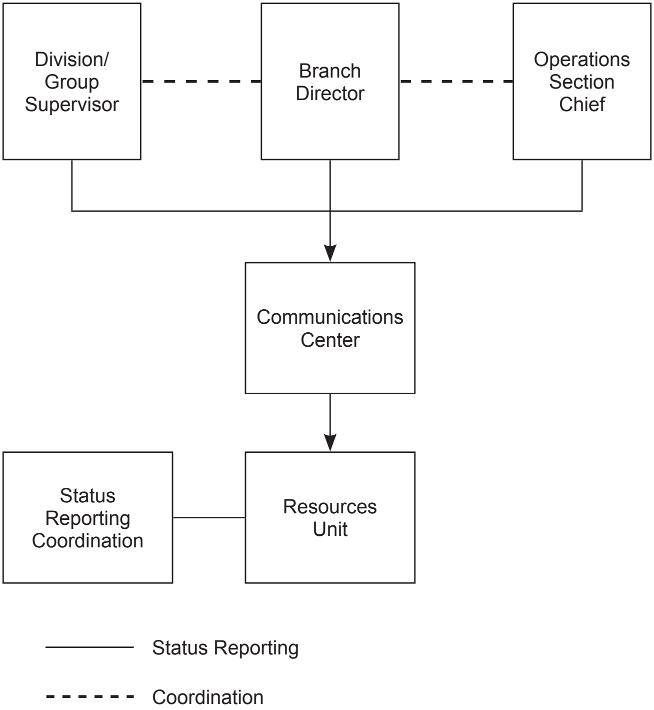
RESOURCE UNIT FUNCTIONS & INTERACTIONS


OBTAINS INFORMATION FROM
PREPARES INFORMATION FOR
Agency Dispatch Center
Incident Communications Center
Initial Incident Commander
Incident Briefing
Planning Meetings
Incident Action Plan
Check-In Locations
Logistics Section Resources and Personnel Requests
Ground Support Unit
Confirms Evaluates Processes Displays
Incident Organization Chart Display
T-Card Resource Display
Incident Status Summary
Organization Assignment List
Assignments List
Special Resource Requests

SITUATION UNIT FUNCTIONS & INTERACTIONS


OBTAINS INFORMATION FROM
PREPARES INFORMATION FOR
Coordination Center Reports
Incident Briefing
IR Pilots
Incident Action Plan
Values and Hazards Information
Fire Spread Predictions
Section/Branch/ Division/Line Reports
Aircraft Reports
Intelligence Reports
Resources Unit
Confirms Evaluates Processes Displays
Command Post Display
Coordination Center
Incident Status Summary
Agency Dispatch
Maps For Distribution

RESOURCE STATUS CHANGE REPORTING

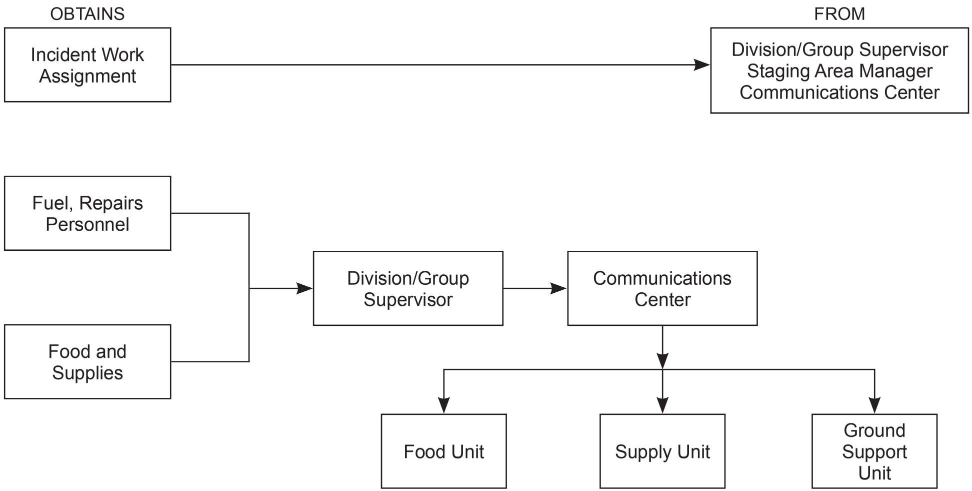

Division/ Group Supervisor
Branch Director
Operations Section Chief
Communications Center
Status Reporting Coordination
Resources Unit
Status Reporting
Coordination

Report:

a. Resource changing status (assigned, available, out of service)
b. Resource moving between Divisions

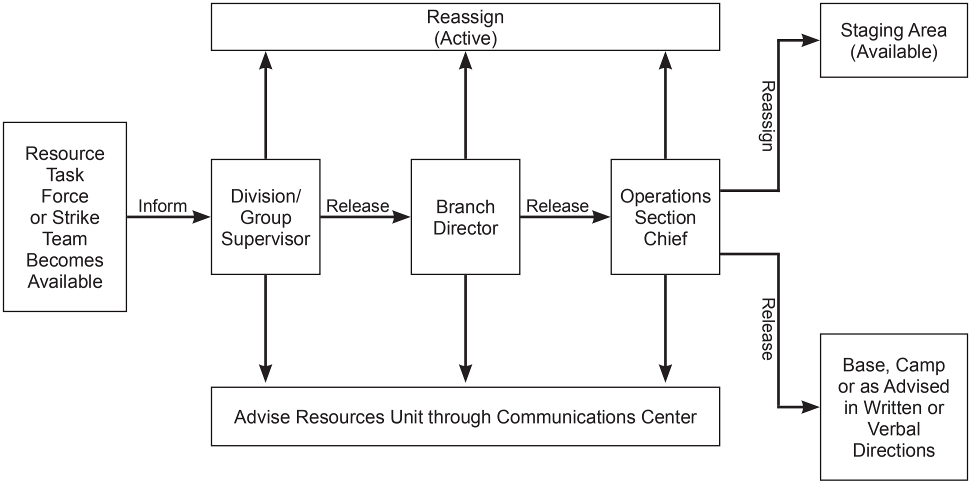
NOTE: Authority who approves the status change is responsible for reporting it to Resources Unit.

STRIKE TEAM LEADER INTERACTIONS


OBTAINS
Incident Work Assignment
FROM
Division/Group Supervisor
Staging Area Manager
Communications Center
Fuel, Repairs Personnel
Food and Supplies
Division/Group Supervisor
Communications Center
Food Unit
Supply Unit
Ground Support Unit

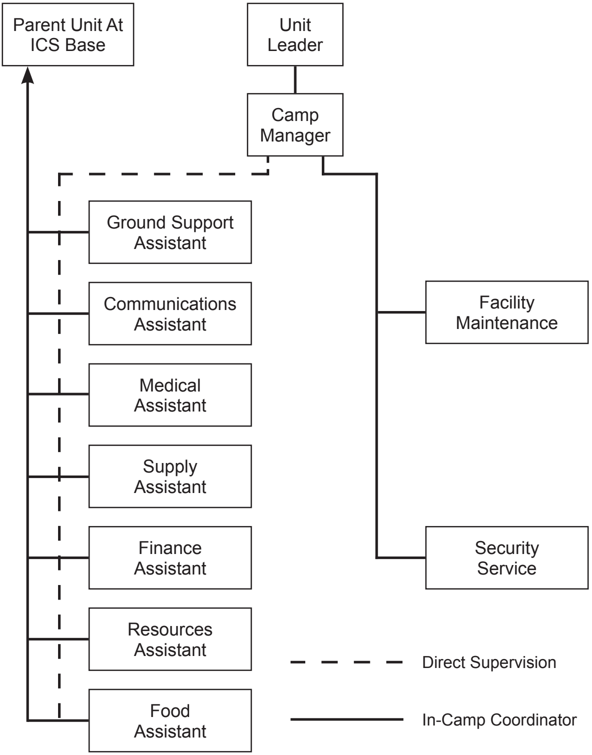
NOTE: Out-of-service resources interact directly with appropriate units for service and support.

REASSIGN/RELEASE OF RESOURCES


Reassign
(Active)
Resource Task Force or Strike Team Becomes Available
Inform
Division/ Group Supervisor
Release
Branch Director
Release
Operations Section Chief
Reassign
Staging Area (Available)
Release
Base, Camp or as Advised in Written or Verbal Directions
Advise Resources Unit through Communications Center

NOTE: Authority that approves the status change is responsible for reporting it to the Resources Center.

CAMP ORG & REPORTING RELATIONSHIPS


Parent Unit At ICS Base
Unit Leader
Camp Manager
Ground Support Assistant
Communications Assistant
Medical Assistant
Supply Assistant
Finance Assistant
Resources Assistant
Food Assistant
Facility Maintenance
Security Service
Direct Supervision
In-Camp Coordinator

The Camp Manager will provide direct supervision for all facility maintenance and security services at the Camp. Several of the functional unit activities that are performed at the Base may also be performed at the Camp(s). These functional units assigned to the Camp(s) will receive their direct supervision from their Unit Leaders at the Base. During the time that a Camp is established, the Camp Manager will be responsible for providing non-technical coordination to all units operating within the Camp in order to ensure orderly and harmonious operation of the Camp and efficient use of all resources and personnel assigned to the Camp.

CHAPTER 13

RESOURCE TYPES AND MINIMUM STANDARDS

PRIMARY MOBILE SUPPRESSION RESOURCES 13-2
SUPPORT RESOURCES 13-5
STRIKE TEAM TYPES & MINIMUM STANDARDS 13-6

For Typing and Minimum Standards for related disciplines, please refer to the appropriate chapter:

US&R .... CH. 16 PAGE 16-19
HAZ MAT .... CH. 17 PAGE 17-18
SF/S&R .... CH. 19 PAGE 19-9

PRIMARY MOBILE SUPPRESSION RESOURCES

RESOURCE	RADIO CALL	COMPONENTS	TYPES						
			1	2	3	4	5	6	7
Engine Company	Engine Telesquirt*	Pump minimum flow GPM	1,000	500	150	50	50	50	10
		Tank minimum capacity Gal. at	300	300	500	750	400	150	50
		rated pressure (psi)	150	150	250	100	100	100	100
		Hose 2.5” Feet	1,200	1,000	-	-	-	-	-
		Hose 1.5” Feet	500	500	1,000	300	300	300	-
		Hose 1” Feet	-	-	500	300	300	300	200
		Ladder per NFPA 1901	Yes	Yes	-	-	-	-	-
		Master Stream 500 Min. GPM	Yes	-	-	-	-	-	-
		Pump and Roll	-	-	Yes	Yes	Yes	Yes	Yes
		Maximum GVWR (lbs)	-	-	-	-	26,000	19,500	14,000
		Personnel minimum	4	3	3	2	2	2	2
* Engine with elevated stream capability, specify when requested									
Truck Company	Truck	Aerial Feet (specify platform or ladder)	75	50					
		Elevated Stream GPM	500	500					
		Ground Ladders Feet	115	115					
		Personnel	4	4					
Tactical Water Tender	Water Tender*	Pump GPM	250	250					
		Water Tank Gal.	2,000	1,000					
		Personnel	2	2					
* Pump and roll capability/foam proportioner must be special ordered									
Medical/Non-Transport	Rescue, Squad, Medic Engine	Non-Transport, capability and personnel determined by local EMS authority	ALS	BLS					
Medical/Transport	Ambulance, Medic	Transport, capability and personnel determined by local EMS authority	ALS	BLS					

PRIMARY MOBILE SUPPRESSION RESOURCES (CONTINUED)

RESOURCE	RADIO CALL	COMPONENTS	TYPES						
			1	2	3	4	5	6	7
Bulldozer	Dozer	Size Horsepower Operator Example(s)	Heavy 200 1 D-7, D-8	Medium 100 1 D-5, D-6	Light 50 1 D-4				
Bulldozer Tender	Dozer Tender	Fuel-100 Gallons							

RESOURCE	RADIO CALL	COMPONENTS	TYPE 1	TYPE 2
Hand Crew	Crew	*Personnel, Equipment, and Transportation	• Highest training level • No use restriction • Fully mobilized • Highest experience level • Fully equipped • Permanently assigned supervision State: CAL FIRE (13), Fly Crew (8) Federal: Hotshot (18), Regular (18), Fly Crew (10) Local Government: Inmate (12), Paid (10), Fly Crew (8), Hotshot (18)	• Minimum training, or • Some use restriction, or • Not fully mobilized, or • Moderate experience, or • Minimum equipment, or • No assigned supervision Federal (Blue Card) (18) State (12)

PRIMARY MOBILE SUPPRESSION RESOURCES (CONTINUED)

RESOURCE	RADIO CALL	COMPONENTS	TYPES			
			1	2	3	4
Fire Boat	Boat	Pumping Capability GPM	5,000	1,000	250	
Foam Tender	Foam	Class B Foam Gal. Specify % Concentrate (1%, 3%, etc)	500	250		
Air Tanker	Tanker	Gallons	3,000	1,800	800	200
		Examples	C-130, P-3	SP2H, P2V	S-2T	SEAT
Helicopters	Copter	Seats, including pilot	16	10	5	3
		Card weight capacity lbs.	5,000	2,500	1,200	600
		Gallons	700	300	100	75
		Examples	Bell 214	Bell 204, 205, 212	Bell 206	Hiller 12E3T
Helitanker	Helitanker	Fixed Tank Air Tanker Board Certified 1,000 Min. Gal. Capacity				
Helicopter Tender	Helitender	Fuel Equipment				
Helitack Crew	Helitack	Personnel (3) Equipment Transportation				
Aircraft Rescue Firefighting (ARFF)	ARFF	Class B Foam w/ proportioner and pump				

SUPPORT RESOURCES

RESOURCE	RADIO CALL	COMPONENTS	TYPES 1	 2	 3
Breathing Apparatus Support	Breathing Support	Filling Capability	Compressor	Cascade	
Crew Transport	Crew Transport	Passengers	30	20	10
Field Mobile Mechanic	Repair	Repair Capability	Heavy Equipment	Light Equipment	
Food Dispenser Unit	Food Dispenser	Servings/Meal	150	50	
Mobile Kitchen Unit	Mobile Kitchen	Servings/Meal	1,000	300	
Fuel Tender	Fuel Tender	Fuel Gal. Specify (Gas, Jet, Fuel, Diesel, etc.)	1,000	100	
Heavy Equipment Transport	Transport	Capacity Examples	Heavy D-7, D-8	Medium D-6	Light D-4
Support Water Tender	Water Tender	Pump GPM Water Tank Gal. Personnel	300 4,000 1	200 2,500 1	200 1,000 1
Illumination Unit	Light	Lighting Units (500 watts each) Extension Cord Feet Specify Mounted or Portable	6 1,000	3 500	

STRIKE TEAM TYPES & MINIMUM STANDARDS

KIND	Strike Team Types	Number Type	Minimum Equipment Standards										Minimum Personnel		
			Pump Capacity GPM	Tank Capacity Gal.	PSI	2.5" Hose Feet	1.5" Hose Feet	1" Hose Feet	Ladder NFPA 1901	Master Stream 500 GPM	Max. GVWR Lbs.	Pump and Roll	Strike Team Leader	Per Single Resource	Total Personnel
ENGINES	A	5-Type 1	1,000	300	150	1,200	500	-	Yes	Yes	-	-	1	4	21
	B	5-Type 2	500	300	150	1,000	500	-	Yes	-	-	-	1	3	16
	C	5-Type 3	150	500	250	-	1,000	500	-	-	-	Yes	1	3	16
	D	5-Type 4	50	750	100	-	300	300	-	-	-	Yes	1	2	11
	E	5-Type 5	50	400	100	-	300	300	-	-	26,000	Yes	1	2	11
	F	5-Type 6	50	150	100	-	300	300	-	-	19,500	Yes	1	2	11
	FF	5-Type 7	10	50	100	-	-	200	-	-	14,000	Yes	1	2	11
CREWS	G	Handcrew combinations consisting of a min. of 26 persons (Do not mix Type 1 and Type 2.)	Type 1 Handcrews have no restrictions on use.										1	-	27
	H		Type 2 Handcrews may have use restrictions.										1	-	27
DOZERS	K	2-Type 1	Heavy Dozer Minimum 200 HP (D-7, D-8, or equivalent)										1	1	4
		1-Dozer Tender												1	-
	L	2-Type 2	Medium Dozer Minimum 100 HP (D-5, D-6, or equivalent)										1	1	4
		1-Dozer Tender												1	
	M	2-Type 3	Light Dozer Minimum 50 HP (D-4 or equivalent)										1	1	4
		1-Dozer Tender												1	

CHAPTER 14

WILDLAND URBAN INTERFACE (WUI) STRUCTURE DEFENSE

INTRODUCTION . . . 14-2
MODULAR DEVELOPMENT . . . 14-3
LEADERS INTENT . . . 14-9
WILDLAND STRUCTURE ENVIRONMENT . . . 14-9
DEFINITIONS . . . 14-10
FIRE BEHAVIOR FORECASTING . . . 14-11
STRUCTURE DEFENSE SIZE-UP . . . 14-12
STRUCTURE TRIAGE CATEGORIES . . . 14-12
STRUCTURE DEFENSE GUIDELINES . . . 14-14
STRUCTURE DEFENSE STRATEGIES . . . 14-16
STRUCTURE DEFENSE TACTICS . . . 14-17
TACTICAL MANEUVER . . . 14-18
STRUCTURE DEFENSE TACTICAL ACTIONS . . . 14-19
    CHECK AND GO . . . 14-19
    PREP AND GO . . . 14-20
    PREP AND DEFEND . . . 14-20
    FIRE FRONT FOLLOWING . . . 14-21
    BUMP AND RUN . . . 14-21
    ANCHOR AND HOLD . . . 14-22
    TACTICAL PATROL . . . 14-23
APPENDIX A: WUI FIRE MANAGEMENT PRINCIPLES . . . 14-25
APPENDIX B: RISK MANAGEMENT PROCESS . . . 14-27
APPENDIX C: LCES CHECKLIST . . . 14-29
APPENDIX D: TACTICAL ENGAGEMENT PROC. (P.A.C.E.) . . . 14-31
APPENDIX E: LEVELS OF ENGAGEMENT (DRAW-D) . . . 14-33
APPENDIX F: STRUCTURE ASSESSMENT CHECKLIST . . . 14-34
APPENDIX G: POWER LINE SAFETY . . . 14-37

INTRODUCTION

Wildland firefighting by itself is very challenging and adding structures and other improvements into the equation greatly increases complexity. Over the last several decades, an expansion of communities, homes, and other improvements into wildland areas has created a significant challenge for the fire service agencies responsible for providing fire protection in those areas.

Wildland Urban Interface (WUI) fires often overtax the local fire agency resulting in the activation of mutual aid and automatic aid agreements to augment jurisdictional resources. Nearly every WUI fire includes responses from a variety of wildland and municipal fire agencies resulting in the need for clear text and common terminology among emergency responders. This chapter on WUI operations and structure defense is designed to provide common terminology and operating principles for statewide responders. It also includes guidelines and checklists to complement and enhance first responders differing levels of training and experience.

This document describes tactical actions that emphasize firefighter safety during structure defense assignments. Successful WUI firefighting operations are accomplished by selecting sound strategies supported by effective tactical actions that keep firefighters safe, protect the public, and minimize property loss.

Firefighters can prepare themselves for structure defense activities by developing a sound understanding of the wildland structure environment, fire behavior and forecasting, the Risk Management process, tactical terms and associated tactical actions. An understanding of all these components will allow firefighters to safely mitigate the fire’s impact upon the values they are charged with protecting.

MODULAR DEVELOPMENT

A series of examples of modular development are included to illustrate one method of expanding the incident organization:

Initial Attack Organization: Initial response resources are managed by the Incident Commander (first arriving Company Officer or Command Officer) who will perform all Command and General Staff functions. The span of control for the organization is within safe guidelines of three-seven to one. Resources are deployed to attack the fire and defend structures with a single helicopter supporting the effort as directed by the Incident Commander. The Incident Commander has identified a Staging Area for use in the event additional resources arrive before tactical assignments for these resources are determined.

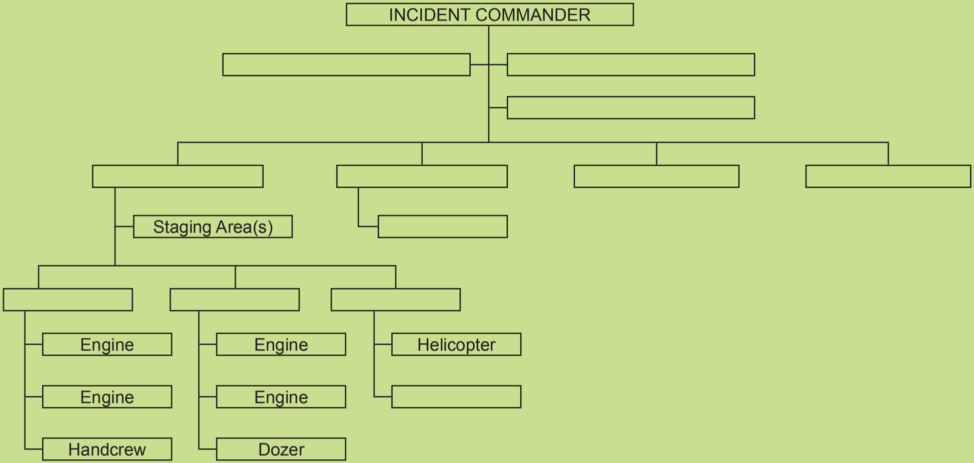
Reinforced Response Organization: Additional resources have arrived. Span of control concerns as well as the need for tactical supervision have necessitated that the Incident Commander establish two Divisions with qualified Supervisors assigned. Division Supervisors are responsible for all objectives within their geographic area, including perimeter control and structure defense. A Safety Officer is assigned to monitor incident operations for safety issues and to ensure corrective steps are taken. The Resources Unit is established to assist the Incident Commander with tracking resources, and a Logistics Section Chief is assigned to begin planning and implementing logistical support for the assigned resources and to plan for the support of additional resources should they be ordered.

Extended Attack Organization: The Incident Commander has requested and received additional resources. Due to the complexity of the incident and the dynamic nature of the suppression activities, the Incident Commander has established a Structure Defense Group and an Operations

Section Chief. As the Structure Defense Group conducts activities within a specific geographic area, the Structure Defense Group Supervisor must coordinate with the respective Divisions. Additional aviation resources have arrived and are supervised by the Air Tactical Group Supervisor. The Incident Commander has established a Situation Unit to begin collecting incident data (mapping, weather, fire behavior predictions, etc.) to aid in the strategic and tactical planning as the incident progresses. Incident complexity has required consideration for establishing the Communications Unit and Medical Unit.

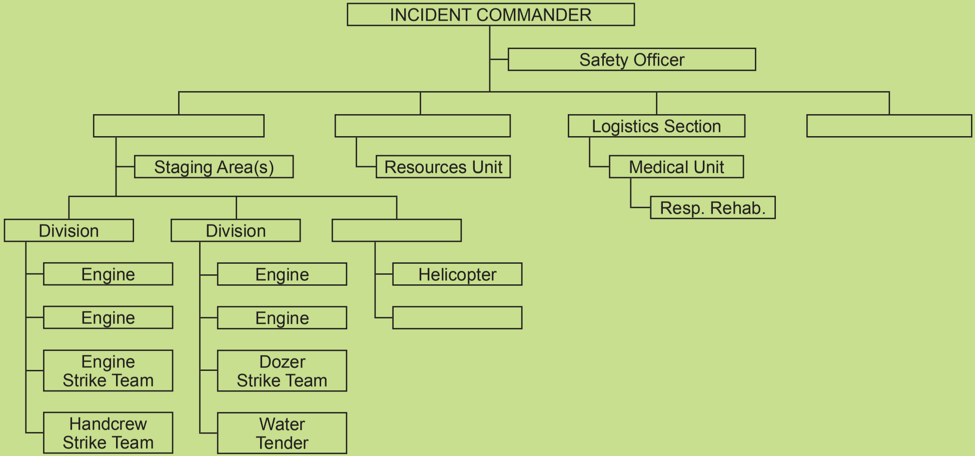
Multi-Branch Response Organization: This incident requires multiple Divisions covering a large geographic area so Branches are established within the Operations Section. One Branch Director has established a Structure Defense Group, while the other Branch Director is handling structure defense with assigned Division resources. A full Air Operations Branch has been established. The Planning Section is further expanded to begin production of Incident Action Plans for multiple Operational Periods. The Command Staff is now complete to assist the Incident Commander with needed information handling and to interface with assisting and cooperating agencies.

WUI SD – INITIAL ATTACK ORGANIZATION


INCIDENT COMMANDER
Staging Area(s)
Engine
Engine
Handcrew
Engine
Engine
Dozer
Helicopter

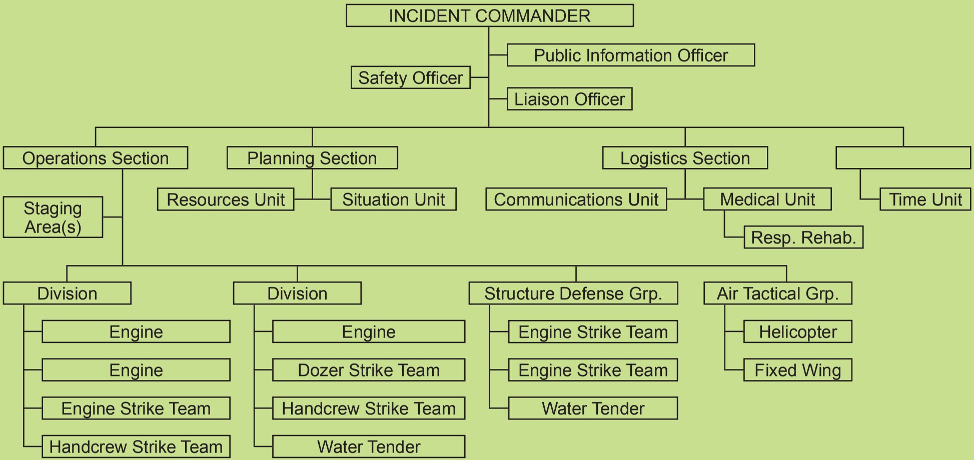
WUI SD - Initial Attack Organization: Initial response resources are managed by the Incident Commander (first arriving Company Officer or Command Officer) who will perform all Command and General Staff functions. The span of control for the organization is within safe guidelines of three-seven to one. Resources are deployed to attack the fire and defend structures with a single helicopter supporting the effort as directed by the Incident Commander. The Incident Commander has identified a Staging Area for use in the event additional resources arrive before tactical assignments for these resources are determined.

WUI SD – REINFORCED RESPONSE ORGANIZATION


INCIDENT COMMANDER
Safety Officer
Staging Area(s)
Resources Unit
Logistics Section
Medical Unit
Resp. Rehab.
Division
Division
Engine
Engine
Engine Strike Team
Handcrew Strike Team
Engine
Engine
Dozer Strike Team
Water Tender
Helicopter

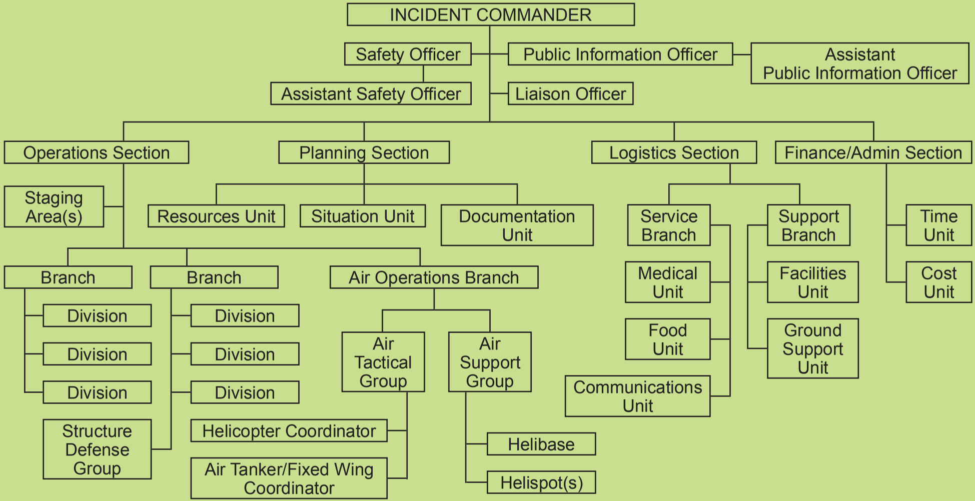
WUI SD - Reinforced Response Organization: Additional resources have arrived. Span of control concerns as well as the need for tactical supervision have necessitated that the Incident Commander establish two Divisions with qualified Supervisors assigned. Division Supervisors are responsible for all objectives within their geographic area, including perimeter control and structure defense. A Safety Officer is assigned to monitor incident operations for safety issues and to ensure corrective steps are taken. A Medical Unit is established to coordinate emergency medical treatment and transportation for incident personnel and to provide responder rehabilitation. The Resources Unit is established to assist the Incident Commander with tracking resources, and a Logistics Section Chief is assigned to begin planning and implementing logistical support for the assigned resources and to plan for the support of additional resources should they be ordered.

WUI SD – EXTENDED ATTACK ORGANIZATION


INCIDENT COMMANDER
Public Information Officer
Safety Officer
Liaison Officer
Operations Section
Planning Section
Logistics Section
Resources Unit
Situation Unit
Communications Unit
Medical Unit
Time Unit
Resp. Rehab.
Staging Area(s)
Division
Engine
Engine
Engine Strike Team
Handcrew Strike Team
Division
Engine
Dozer Strike Team
Handcrew Strike Team
Water Tender
Structure Defense Grp.
Engine Strike Team
Engine Strike Team
Water Tender
Air Tactical Grp.
Helicopter
Fixed Wing

WUI SD - Extended Attack Organization: The Incident Commander has requested and received additional resources. Due to the complexity of the incident and the dynamic nature of the suppression activities, the Incident Commander has established a Structure Defense Group and an Operations Section Chief. As the Structure Defense Group conducts activities within a specific geographic area, the Structure Defense Group Supervisor must coordinate with the respective Divisions. Additional aviation resources have arrived and are supervised by the Air Tactical Group Supervisor. The Incident Commander has established a Situation Unit to begin collecting incident data (mapping, weather, fire behavior predictions, etc.) to aid in the strategic and tactical planning as the incident progresses. Incident complexity has required consideration for establishing the Communications Unit and Medical Unit.

WUI SD – MULTI-BRANCH RESPONSE ORGANIZATION


INCIDENT COMMANDER
Safety Officer
Assistant Safety Officer
Public Information Officer
Assistant Public Information Officer
Liaison Officer
Operations Section
Staging Area(s)
Branch
Division
Division
Division
Branch
Division
Division
Division
Structure Defense Group
Air Operations Branch
Air Tactical Group
Helicopter Coordinator
Air Tanker/Fixed Wing Coordinator
Air Support Group
Helibase
Helispot(s)
Planning Section
Resources Unit
Situation Unit
Documentation Unit
Logistics Section
Service Branch
Medical Unit
Food Unit
Communications Unit
Support Branch
Facilities Unit
Ground Support Unit
Finance/Admin Section
Time Unit
Cost Unit

WUI SD - Multi-Branch Response Organization: This incident requires multiple Divisions covering a large geographic area, so Branches are established within the Operations Section. One Branch Director has established a Structure Defense Group while the other Branch Director is handling structure defense with assigned Division resources. A full Air Operations Branch has been established. The Planning Section is further expanded to begin production of Incident Action Plans for multiple Operational Periods. The Command Staff is now complete to assist the Incident Commander with needed information handling and to interface with assisting and cooperating agencies.

LEADERS INTENT

The first and foremost intent during structure defense is to keep firefighters and the public safe. Secondly, once that safety can be ensured, then we can aggressively work towards keeping the wildland fire away from structures and communities.

The development of all strategies and tactics should utilize the Risk Management process to ensure firefighter safety. Defending structures from a wildland fire will not be possible in every situation. Risk to firefighters, fire behavior and availability of resources will dictate the strategies that will be used.

When there is a need to engage in structure defense, firefighters will ensure that they are taking safe, appropriate, and reasonable tactical actions for which they are trained and equipped.

WILDLAND STRUCTURE ENVIRONMENT

When making decisions on structure defense, you must consider the overall environment where the structures are located. There are two basic structure environments in the wildland.

Interface – a condition where structures abut the wildland.
- There is a clear line of demarcation between the structures and the wildland fuels along roads or back fences.
- Usually identified as housing tracts or developments adjacent to a wildland area.
- There is a greater potential for house-to-house ignition.

Intermix – a condition where structures are scattered throughout a wildland area:
- There is no clear line of demarcation; the wildland fuels are continuous outside of and within the developed area.

- Each structure must be assessed independently.
- Usually more complex to triage than an interface condition.
- Usually more complex to defend than an interface condition.
- Usually requires a higher ratio of engines to structures than an interface condition.

DEFINITIONS

Safety Zone – a preplanned area of sufficient size and suitable location that is expected to protect fire personnel from known hazards without using fire shelters.

Temporary Refuge Area (TRA) – a preplanned area where firefighters can immediately take refuge for temporary shelter and short-term relief without using a fire shelter in the event that emergency egress to an established Safety Zone is compromised. Examples: lee side of structure, inside of structure, large lawn or parking area, cab of apparatus.

Note: Although Safety Zones and viable Escape Routes shall always be identified in the WUI environment, they may not be immediately available should the fire behavior increase unexpectedly. Often a Temporary Refuge Area (TRA) is more accessible in the WUI environment. A TRA will provide temporary shelter and short-term relief from an approaching fire without use of a fire shelter and allow the responders to develop an alternate plan to safely survive the increase in fire behavior.

Always have an exit strategy:

- ☐ Employ tactical maneuver to avoid heat injury, move away from the fire.
- ☐ Move to a Temporary Refuge Area.
- ☐ Withdraw along an Escape Route.
- ☐ Move into a Safety Zone.

FIRE BEHAVIOR FORECASTING

Firefighting and public safety is the first priority in every fire management activity. Using the Standard Firefighting Orders, firefighters are guided to make a fire behavior forecast that considers the fire's potential at the time of contact with the structure. If at any time the risk to firefighters is determined to be too great, an alternative action should be selected.

It is important to remember that fire conditions can change very quickly, so constant observation and reassessment is necessary; the tactic selected may need to change. Tactical maneuver or agility is essential to ensure firefighter safety.

Use standardized references to validate your fire behavior forecast:

- Incident Response Pocket Guide (IRPG)
- Look Up, Look Down, Look Around indicators
- Extreme Fire Behavior indicators (spotting, crowning, rate of spread)
- Campbell Prediction System (CPS)
- Know what the fire is doing at all times in order to maintain an accurate fire behavior forecast.
- Know current weather conditions and forecasts. Consider wind speed, direction, relative humidity, temperatures.
- Observe current burning activity in order to predict flame length and intensity.
- Consider local weather factors and fire history.
- Evaluate for wind shifts, micro-climates, weather indicators and hazards.
- Evaluate surrounding fuels for type, height, continuity, and conditions.

STRUCTURE DEFENSE SIZE-UP

Evaluate the location of the structure and surrounding area with the forecast fire behavior in mind:

- Is the wind and slope in alignment with topography leading to the structure?
- Where is the location of the structure on the slope; canyon bottom, mid-slope, or ridge top?
- Is the structure in or near a chute, chimney, saddle, or other topographic hazard?

STRUCTURE TRIAGE CATEGORIES

Select the appropriate structure triage category based on the forecasted fire behavior, the surrounding area terrain, and any defensible space:

Not Threatened: Safety Zone and TRA are present and construction features or defensible space make it unlikely that the structure will ignite during initial fire front contact.

Threatened Defensible: Safety Zone and TRA are present and construction features, lack of defensible space, or other challenges requires firefighters to implement structure defense tactics during fire front contact.

Threatened Non-Defensible: Either there is no Safety Zone or TRA present and/or the structure has challenges that do not allow firefighters to safely commit to stay and defend the structure during fire front contact.

STRUCTURE TRIAGE GUIDELINES

Consider the following factors during structure triage:

- Forecasted fire behavior and intensity – the greater the intensity, the greater the defensible space required.
- Safety Zones should be identified and designated based upon forecasted fire behavior.
- Temporary Refuge Areas (TRA) should be preplanned and identified in the event that emergency egress to an established Safety Zone is compromised.
- Is there adequate space to park your apparatus safely based upon forecasted fire behavior?
- Do you have adequate lookout and communication capability?
- Evaluate the proximity of the fuels and forecasted flame lengths in relation to the structure; is there defensible space?
  - What is the position of the structure on the slope relative to fire spread?
  - Avoid narrow canyon bottoms, mid-slopes with fire below, or narrow ridges near chimneys and saddles.
- Are there narrow roads, unknown bridge limits, and septic tank hazards?
- Are there ornamental plants and combustible debris next to the structure?
- Is there an adequate water supply to support the necessary flow rates and GPM output?
- Did the property owners remain on-site?
- Does the structure have a flammable roof and/or siding (Wood roof and siding and/or vinyl siding, along with inadequate defensible space, may make the structure impossible to defend.)?
- Is there adequate time and available resources to defend the structure (If you do not have time to position resources

or there are a lack of resources, then it may be impractical to defend the structure.)?

- Utilize the WUI Placard ICS 231 found on:
www.firescope.org

STRUCTURE DEFENSE GUIDELINES

Personal Protective Equipment (PPE):

- Structure defense tactics can be undertaken utilizing standard wildland PPE.
- If the structure becomes involved in fire, and a decision is made to extinguish the fire, utilize the appropriate Structure Fire PPE, including SCBA as required.
- **DO NOT** enter a structure to extinguish a fire inside unless you are trained, equipped, and authorized.
- **DO NOT** base your decision to remain at a structure and/or safety of your personnel on the use of SCBA.

Equipment Placement:

- Identify Escape Routes, Safety Zones and TRAs and make them known to all personnel.
- STAY MOBILE and wear all of your PPE.
- Back equipment in for a quick escape.
- Park in a clear area (watch for overhead hazards).
- Protect your equipment (park behind the structure, placing the structure between equipment and fire front; be aware of spot fires occurring behind you).
- Watch for hazards (drop-offs, pot holes, above-ground fuel storage, chemicals, and septic tanks).
- Keep egress routes clear.
- Have an engine/personnel protection line charged and readily available.
- Avoid long hose lays.
- Try to keep sight contact with all personnel.

Water Use Guidelines:

- Keep at least 100 gallons of water reserve in your tank.
- Top off your tank at every opportunity, use a garden hose.
- Draft from a swimming pool, hot tub, or fishpond.
- Stay mobile. Be aware that hydrants may not always work if the system is electrically powered and power is lost in the area.
- Conserve water, avoid wetting down an area.
- Apply water only if it controls fire spread or significantly reduces the heating of the structure being defended.
- Keep fire out of the heavier fuels.
- Extinguish fire at its lowest intensity, not when it is flaring up.
- Have enough water to last for the duration of the main heat wave and to protect personnel.

Class A Foam/Gel Use Guidelines:

- Direct Attack with Class A Foam - apply to base of flame.
- Apply Class A Foam to structure (roof and siding) 10-15 minutes before fire arrives.
- Foam or gel the structure and the vegetation immediately surrounding the structure.

Preparing the Structure:

- Determine if residents are home. If so, advise them to leave.
- For roof access, place the owner’s ladder at a corner of the structure on the side with the least fire threat and away from the power drop.
- Clear the area around above-ground fuel tanks, shutting off tanks.
- Place combustible outside furniture inside the structure.
- Close windows and doors, including garage, leaving unlocked.

- Remove combustibles immediately next to the structure and scatter firewood.
- Construct a fire line around out-buildings, power poles and fuel tanks.
- Remove vegetation from the immediate area of the structure.
- Have garden hose(s) charged and placed strategically around structure for immediate use.
- MAY USE THE STRUCTURE AS A TEMPORARY REFUGE AREA (TRA).

STRUCTURE DEFENSE STRATEGIES

The IC or Operations Section Chief (when assigned) is responsible for establishing the strategy. The strategy should reflect a “general” plan that is broad in scope and provides direction for accomplishing the incident objectives. For example, the strategy for defending structures on the right flank of a WUI fire may be to keep the fire away from homes using a coordinated direct attack with aircraft, dozers and crews. At the same time the strategy for controlling the left flank on the same fire may be to develop an indirect attack, utilizing a small Task Force to burn out along a series of small dirt roads and create a line that will stop the fire from spreading. The strategy must reflect a realistic approach for meeting the objectives for all portions of the fire.

The strategy must take into consideration the numbers and types of resources necessary to accomplish the incident objectives and the reflex time it will take to have them in position. A strategy that requires a large number of resources to execute the plan will fail if the needed resources cannot arrive in a timely fashion.

The strategy is also subject to change due to changes in weather, fire behavior, resource availability and any change with the objectives. For example, firefighters planning to burnout from a road system a mile from the fire front may be forced to change to a direct suppression strategy if a forecast calling for cool weather with accompanying moisture is predicted to arrive before the burnout can be executed.

STRUCTURE DEFENSE TACTICS

Where the strategy gives firefighters a general plan, tactics are the specific actions firefighters will take to accomplish the incident objectives. The choice of which tactic to use can come in the form of direction from the IC or the Operations Section Chief or it may be a decision made by the unit or resource supervisor.

The chosen tactical action must be capable of stopping the advance of the fire or preventing the fire from damaging property and doing so without incurring injuries to firefighting personnel. This means that when choosing a tactical action or when making a tactical plan, it is very important to know what the fire behavior will be at the time firefighters engage the fire.

Making an accurate fire behavior forecast in advance of the fire's arrival is the wildland firefighter’s greatest challenge. An accurate fire behavior forecast is difficult to make with absolute certainty, but it serves as the basis for determining if a tactical action will be effective and safe.

Recognizing that there is always the potential for error in our fire behavior forecast means that we must compensate for the uncertainties by having alternative actions (tactical maneuver) built into the plan. The key point here is to never get locked into a single plan of action.

TACTICAL MANEUVER

Tactical maneuver implies movement or purposeful reaction to change. Tactical maneuver builds *agility* into a tactical plan by allowing resources to work and move around in a hazardous environment without injury, while remaining effective. Tactical maneuver is most effective when potential changes to the primary plan have been identified and firefighters reactions to those changes are planned out.

Firefighters must prepare to utilize tactical maneuver when changing from structure defense mode (defensive) to suppression mode (offensive) when fire behavior allows. It is imperative to take advantage of situations that allow for firefighters to take perimeter control actions and suppress the fire.

Tactical planning must be developed in conjunction with anticipated changes in the fire environment, or fire behavior. Tactical maneuver (*agility*) is essential to ensure firefighter safety since legitimate Safety Zones are not always immediately present in the WUI. Firefighters should focus on *agile tactical solutions* to unanticipated changes as opposed to a rigid and inflexible plan. The tactic selected may need to change to compensate for a change in the fire's behavior. Always have a way out!

Tactical maneuver can be an offensive or defensive action. Be prepared to move decisively during lulls in fire activity or take shelter in Temporary Refuge Areas or Safety Zones when the fire is active. Examples of tactical maneuver would be an engine crew going from one structure to another, moving with the fire, or staying behind a house when the fire is hitting hard and moving into full suppression mode when the fire subsides. This requires a continuous assessment of the fire and its potential. Crews must continually identify Temporary Refuge Areas and Routes to Safety Zones.

STRUCTURE DEFENSE TACTICAL ACTIONS

After making a fire behavior forecast and triage of the assigned structures, responders must now implement the necessary tactics to defend the structure(s) from the advancing fire front. Supervisors must keep in close communication with those they supervise and adjoining forces in the area. The following are the seven tactical actions available to structure defense resources:

- Check and Go
- Prep and Go
- Prep and Defend
- Fire Front Following
- Bump and Run
- Anchor and Hold
- Tactical Patrol

CHECK AND GO

Check and Go is a rapid evaluation to check for occupants requiring removal or rescue:

- Structure Triage Category – Threatened Non-Defensible
- This tactic is most appropriate when there is no Safety Zone or TRA present and the forecasted fire spread, intensity, and the projected impact time of the fire front prohibit resources from taking preparation action to defend the structure.
- Complete a rapid evaluation to check for occupants at a structure, evaluate life threatened and assist in evacuation.
- Used when fire spread, intensity, lack of time or inadequate defensible space prohibit firefighting resources from safely taking action to defend the home when the fire front arrives.

- Evaluate the structure for follow-up action when additional resources become available, the fire front passes, or fire behavior intensity is reduced.

PREP AND GO

Prep and Go implies that some preparation of the structure may be safely completed prior to resources leaving the area:

- Structure Triage Category – Threatened Non-Defensible
- A tactic used when a Safety Zone and TRA are not present and/or when fire spread and intensity are too dangerous to stay in the area when the fire front arrives, but there is adequate time to prepare a structure for defense ahead of the fire front.
- Utilized for structures where potential fire intensity makes it too dangerous for fire resources to stay when the fire front arrives.
- There is some time to prepare a structure ahead of the fire; resources should engage in rapid, prioritized fire defense preparations and foam the structure prior to leaving.
- Resources should leave with adequate time to avoid the loss of Escape Routes.
- Advise residents to leave and notify supervisors of any residents who choose to stay so that you can follow-up on their welfare after the fire front passes.
- As with Check and Go, Prep and Go is well suited for engine strike teams and task forces.

PREP AND DEFEND

Prep and Defend is a tactic used when a Safety Zone and TRA are present and adequate time exists to safely prepare a structure for defense prior to the arrival of the fire front:

- Structure Triage Category – Threatened Defensible
- An ideal multiple resource tactic especially common in neighborhoods where efforts may be coordinated over a wide area. A tactic used when it is possible for fire resources to stay when the fire front arrives. Fire behavior MUST be such that it is safe for firefighters to remain and engage the fire.
- Adequate Escape Routes to a Safety Zone must be identified. A Safety Zone or TRA must exist on site.
- Firefighters must be vigilant to sudden changes in the fire intensity and be prepared to move to the TRA or withdraw along the Escape Route to the Safety Zone.
- Adequate time must exist to safely prepare the structure for defense prior to the arrival of the fire front.

FIRE FRONT FOLLOWING

Fire Front Following is a follow-up tactic employed when Check and Go, Prep and Go, or Bump and Run tactics are initially used:

- A tactic used to come in behind the fire front.
- This action is taken when there is insufficient time to safely set up ahead of the fire, or the intensity of the fire would likely cause injury to personnel located in front of the fire.
- The goal of “Fire Front Following” is to search for victims, effect perimeter control, extinguish spot fires around structures, control hot spots and reduce ember production.

BUMP AND RUN

Bump and Run is a tactic where resources typically move ahead of the fire front in the spotting zone to extinguish spot fires and hot spots, and to defend as many structures as possible:

- Bump and Run may be effective in the early stages of an incident when the resource commitment is light and structure defense is the priority.
- Bump and Run may also be used on fast moving incidents when there are adequate resources available, but where an effort must be made to control or steer the head and shoulders of the fire to a desired end point.
- Perimeter control and structure defense preparation are secondary considerations with the Bump and Run tactic.
- Resources must remain mobile during Bump and Run and must constantly identify Escape Routes to Safety Zones and Temporary Refuge Areas as they move with the fire front.
- Bump and Run is a defensive tactic when the fire front impact in the WUI is imminent and there are not enough resources to effectively take perimeter control action. It is an offensive tactic when resources are steering the head of the fire to a desirable end point.
- The tactic is useful when terrain and fuels are suitable for mobile attack.
- Front line supervisors and Strike Team/Task Force Leaders must realize that Bump and Run places resources in front of the advancing fire front and that extreme caution should be exercised.
- Control lines in front of the fire should be identified and prepared with dozers and fire crews enabling the Bump and Run resources to direct the fire to logical end point. This is a frontal attack strategy and a Watch Out Situation. Control lines in front of the main fire must be reinforced with retardant drops, coordinated firing operations and engine support.

ANCHOR AND HOLD

Anchor and Hold is a tactic utilizing control lines and large water streams from fixed water supplies in an attempt to stop fire spread. The goal is to extinguish structure fires, defend exposures, and reduce ember production:

- Anchor and Hold can be referred to as taking a stand to stop the progression of the fire.
- Anchor and Hold tactics are more effective in urban neighborhoods where the fire is spreading from house to house.
- Establishing an Anchor and Hold line requires considerable planning and effort and utilizes both fixed and mobile resources:
    - Fixed engines should be spotted in safe areas where they can safely withstand any fire situation.
    - Mobile engines or task forces can engage in individual structure defense actions or perimeter control and re-supply from fixed water source.
    - Mobile engines should be prepared to re-deploy to other areas should the fire escape the Anchor and Hold line.
- Ground resources, such as engine crews and hand crews should staff hose lines and be prepared to extinguish hot spots, fire perimeter, and structures.
    - Handcrew Strike Teams should be deployed to construct fire control lines wherever needed and conduct firing operations.

TACTICAL PATROL

Tactical Patrol is a tactic where the key element is mobility and continuous monitoring of an assigned area:

- Tactical Patrol can either be initiated:
    - After the main fire front has passed and flames have subsided but when the threat to structures remains.
        - Patrol areas where the fire has been passed but the risk to structures remains from fire brands

        smoldering in void spaces, on roofs, in rain gutters and stored material near buildings.
    - In neighborhoods away from the interface where there is predicted to be significant ember cast and accumulated ornamental vegetation.
        - The goal is to patrol areas downwind of potential ember showers.
        - The tactic should be used to extinguish hot spots or secondary structure ignitions, and address safety issues such as power lines, weakened trees, and other hazards.
    - Vigilance, situational awareness and active suppression actions are a must.

APPENDIX A: WUI FIRE MANAGEMENT PRINCIPLES

1. The first priority for all-risk decisions is human survival, both firefighters and the public.
2. Incident containment strategies specifically address and integrate protection of defensible improved property and wildland values.
3. Direct defense of improved property is undertaken when it is safe to do so, where there is sufficient time and appropriate resources available, and when the action directly contributes to achieving the overall incident objectives.
4. The firefighter's decision to accept direction to engage in structure defense actions is based on the determination that the property is defendable, and the risk to firefighters can be safely mitigated under the current or potential fire conditions.
5. A decision to delay or withdraw from structure defense operations is the appropriate course of action when made in consideration of firefighter safety, current or potential fire behavior, or lack of defensibility of the structure or groups of structures.
6. Firefighters at all levels are responsible for making risk decisions appropriate to their individual knowledge, experience, training, and situational awareness.
7. Every firefighter is responsible for awareness of the factors that affect their judgment and the decision-making process, including: a realistic perception of their own knowledge, skills, and abilities, the presence of life threat or structures, fire behavior, availability of resources, social/political pressures, mission focus, and personal distractions such as home, work, health, and fatigue.
8. An individual's ability to assimilate all available factors affecting situational awareness is limited in a dynamic wildland and urban interface environment. Every firefighter is responsible to understand and recognize these limitations, and to decide, and act in preparation for the "worst case."

9. It is the responsibility of every firefighter to participate in the flow of information with supervisors, subordinates and peers. Clear and concise communication is essential to overcome limitations in situational awareness.

APPENDIX B: RISK MANAGEMENT PROCESS

STEP 1 – SITUATION AWARENESS

Gather Information
Objectives
Previous Fire Behavior
Communication
Weather Forecast
Who's in Charge?
Local Factors
Scout the Fire

STEP 2 – HAZARD ASSESSMENT

Estimate Potential Fire Behavior Hazards
Look Up/Down/Around Indicators
Identify Tactical Hazards
Watch Outs
What other safety hazards exist?
Consider severity vs. probability

STEP 3 – HAZARD CONTROL

Firefighting Orders
LCES Checklist – **MANDATORY**
Anchor Point
Downhill Checklist (if applicable)
What other controls are necessary?

STEP 4 – DECISION POINT

Are controls in place for identified hazards?
NO – Reassess situation
YES – Next question

Are selected tactics based on expected fire behavior?
NO – Reassess situation
YES – Next question

Have instructions been given and understood?
NO – Reassess situation
YES – Initiate action

STEP 5 – EVALUATE
Personnel: Low experience level with local factors
Distracted from primary tasks
Fatigue or stress reaction
Hazardous attitude
The Situation: What is changing?
Are strategy and tactics working?

APPENDIX C: LCES CHECKLIST

LCES must be established and known to ALL firefighters BEFORE it's needed.

LOOKOUT(S)

- Experienced/Competent/Trusted
- Enough lookouts at good vantage points
- Knowledge of crew locations
- Knowledge of escape and safety locations
- Knowledge of trigger points
- Map/Weather Kit/Watch/IAP

COMMUNICATION(S)

- Radio frequencies confirmed
- Backup procedures and check-in times established
- Provide updates on any situation change
- Sound alarm early, not late

ESCAPE ROUTE(S)

- More than one Escape Route
- Avoid steep uphill Escape Routes
- Scouted: Loose Soils/Rocks/Vegetation
- Timed: Slowest Person/Fatigue and Temperature Factors
- Marked: Flagged for day or night
- Evaluate: Escape Time vs. Rate of Spread
- Vehicles parked for escape

SAFETY ZONE(S)

- Survivable without a fire shelter
- Back into clean burn
- Natural Features: Rock Areas/Water/Meadows
- Constructed Sites: Clear Cuts/Roads/Helispots
- Scouted for size and hazards

- Upslope?
- Downwind?
- Heavy Fuels?
- Escape time and Safety Zone size requirements
- Will change as fire behavior changes
- More heat impact = Larger Safety Zone

APPENDIX D: TACTICAL ENGAGEMENT PROC. (P.A.C.E.)

Structure defense firefighting in the WUI is inherently dangerous because it is primarily associated with *indirect* firefighting. An approaching fire is a dynamic event and subject to sudden changes that can be very difficult to anticipate. Structure defense should start with a determination of the exit strategy.

Indirect firefighting safety mitigations depend on fire behavior forecasts made in advance of the fires arrival. Accurate fire behavior forecasts are difficult to make with absolute certainty and at the same time these forecasts are the crux for determining effective safety mitigations (Temporary Refuge Areas, Escape Routes, and Safety Zones).

With firefighter safety hanging in the balance of accurate fire behavior estimates that cannot be assured, it is imperative that a multi-step safety plan be established to compensate for the uncertainties.

Firefighters must anticipate the unexpected and build agility (Tactical Maneuver) into their plan with *contingency planning*. The lexicon for contingency planning is P.A.C.E:

Primary Plan [Offense]

- Is focused on firefighter safety
- Is focused on mission objectives
- Yields the most desirable results
- (Staffing hose lines to suppress the fire around a structure)

Alternate Plan [Offense]

- A fall back plan that closely supports the Primary Plan
- The results may be less desirable but still supports the Primary Plan

- (Retreating into or behind the structure until fire intensity diminishes)

Contingency Plan [Defense]

- A plan totally focused on the firefighter's safety
- Move to a Temporary Refuge Area (an area that provides short-term relief) or withdraw along the Escape Route
- Move into a Safety Zone

Emergency Plan [Defense]

- A plan totally focused on individual survival
- When threatened by fire, firefighters should get into their fire shelter

ALWAYS HAVE A DEPLOYMENT SITE IDENTIFIED

Implement P.A.C.E. prior to engaging in any Structure Defense action:

P – Primary
A – Alternate
C – Contingency
E – Emergency

APPENDIX E: LEVELS OF ENGAGEMENT (DRAW-D)

As with military operations, there are FIVE Levels of Engagement in firefighting – DRAW-D. These actions apply to all aspects of wildland firefighting from the incident strategy to the individual line assignments and structure defense. They identify a thoughtful and mindful approach to choosing the appropriate tactical action. Use of DRAW-D as Levels of Engagement incorporates a “can do” attitude in every Level of Engagement and every Level of Engagement is equal in value to the overall effort as the other.

Defend – Holding Actions, defending priority areas

- Defend the structures
- Hold and improve the line

Reinforce – Bring more resources to bear

- Add resources necessary to *advance* or *defend*

Advance – Anchor and Flank

- Direct or indirect attack
- Active burnout operations

Withdraw – Cease current activities until conditions modify

- Abandon an established position or constructed line in response to an increase in fire intensity.
- Not a stigma, but a decision to move away from a threat

Delay – Wait until the situation has modified sufficiently to allow a different Level of Engagement

- Waiting for conditions to meet identified triggers necessary to *advance* or *defend*
- Not a lack of effort, but a conscious decision to maximize long-term effectiveness

APPENDIX F: STRUCTURE ASSESSMENT CHECKLIST

Address/Property Name

- Numerical street address, ranch name, etc.
- Number of residents on site

Road Access

- Road surface (e.g., paved, gravel, unimproved, dirt)
- Adequate width, vegetation clearance and Safety Zones along road
- Undercarriage problems (4x4 access only)
- Turnouts and turnarounds
- Bridges (load limits)
- Stream crossings (e.g., approach angle, crossing depth and surface)
- Terrain (e.g., road slope, location on slope, near chimneys, saddles, canyon bottom)
- Grade (greater than 15%)

Structure/Building

- Single residence or multi-complex, out building (barn storage)
- Does building have unknown or hazardous materials?
- Exterior walls (e.g., stucco or other non-combustible, wood frame, vinyl, wood shake)
- Large unprotected windows facing heat source - Proximity of any above-ground fuel tanks (e.g., LPG, propane)
- Roof material (e.g., wood shake, asphalt, non-combustible)
- Eaves (covered with little overhang, exposed with large overhang)
- Other features (wood deck, wood patio cover and furniture, wood fencing)

Clearances/Exposures/Defensible Space

- Structure location (e.g., narrow ridge, canyon, mid-slope, chimney)
- Adequate clearance around structure, minimum 100 feet (steeper the slope the more clearance required)
- Surrounding fuels (the larger, denser the fuels, the more clearance required)
- Flammable fuels (e.g., trees, ladder fuel, shrubs) adjacent to structure. (Is there time for removing these fuels?)
- Other combustibles near structure (e.g., wood piles, furniture, fuel tanks)
- Is there adequate clearance around fuel tank?
- Power lines or transformers (**DO NOT** park under power lines)

Hazardous Materials

- Chemicals (Look for DOT/NFPA/UN symbols)
- Pesticides and herbicides
- Petroleum products
- Paint products

Water Sources

- Hydrant/standpipe (When connecting with hydrant, be aware of the flow rate and GPM output, size and venting capability of engine or water tender may not be able to handle hydrants with high flow and GPM rates.)
- Storage tank
- Swimming pool
- Hot tub
- Fish pond
- Irrigation ditch

Evacuation

- Is safe evacuaton possible? (Identify safe refuge for those who cannot be evacuated.)

- Coordinate with on-scene law enforcement and emergency services personnel.

Estimated Resources for Protection

- Number(s) and type(s) of engines, water tenders, crews, dozers (General Guidelines: one engine per structure, one additional engine for every four structures to be used as “backup” and for patrol. For structures that are close together (50 feet or less), one engine may be adequate to defend two structures.)
- Type and number of aircraft available

APPENDIX G: POWER LINE SAFETY

- If there is a downed conducter on the vehicle, stay in the vehicle until the power company arrives. If the vehicle is on fire or fire is near, jump clear, keep feet together and don't hang on.
- Smoke, water, and retardant are all good conductors and can cause power line-to-ground arc.
- Do not operate heavy equipment under power lines.
- Do not use right-of-ways as a jump or cargo drop spot.
- Do not drive with long antennas under power lines.
- Do not fuel vehicles under power lines.
- Do not stand near power lines during retardant drops.
- Do not park under power lines.
- Do not apply straight stream to power lines.
- Maintain a 35-foot distance from transmission lines.
- Spot fires or low ground fires can be fought with hose lines if heavy smoke or flame is not within 100 feet of the power lines.
- If safe, extinguish wood poles burning at the base to prevent downed wire hazards later.
- Utilize the "Three Stripes, You're Out" Life Hazard Zone identification measures.

This Page Intentionally Left Blank

CHAPTER 15

MULTI-CASUALTY

INTRODUCTION 15-2
MODULAR DEVELOPMENT 15-2
POSITION CHECKLISTS 15-8
  MEDICAL BRANCH DIRECTOR 15-8
  MEDICAL GROUP SUPERVISOR 15-8
  TRIAGE UNIT LEADER 15-9
  MORGUE MANAGER 15-10
  TREATMENT UNIT LEADER 15-10
  PATIENT LOADING COORDINATOR 15-11
  IMMEDIATE TREATMENT AREA MANAGER 15-12
  DELAYED TREATMENT AREA MANAGER 15-12
  MINOR TREATMENT AREA MANAGER 15-13
  PATIENT TRANSPORTATION UNIT LEADER 15-13
  MEDICAL COMMUNICATIONS COORDINATOR 15-14
  GROUND AMBULANCE COORDINATOR 15-15
  AIR AMBULANCE COORDINATOR 15-16
  MEDICAL SUPPLY COORDINATOR 15-17

INTRODUCTION

The Medical Branch structure is designed to provide the Incident Commander with a basic, expandable system to manage a large number of patients during an incident. If incident conditions warrant, Medical Groups may be established under the Medical Branch Director. The degree of implementation will depend upon the complexity of the incident.

MODULAR DEVELOPMENT

A series of examples for the modular development of the Medical Branch within an incident involving mass casualties is included to illustrate one possible method of expanding the incident organization:

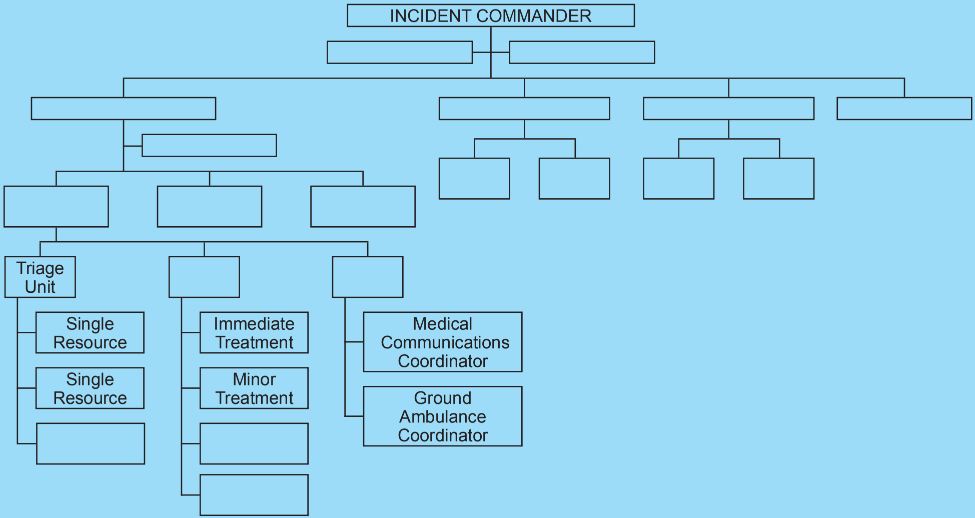
Initial Response Organization: The Incident Commander manages initial response resources as well as all Command and General Staff responsibilities. The Incident Commander assigns a resource with the appropriate communications capability as the Medical Communications Coordinator to establish communications with the appropriate hospital or other coordinating facility. In addition, the Incident Commander assigns a Triage Unit Leader, establishes treatment areas, and assigns a Ground Ambulance Coordinator.

Reinforced Response Organization: In addition to the initial response, the Incident Commander establishes a Safety Officer, a Treatment Unit Leader, and a Patient Transportation Unit Leader. An Air Ambulance Coordinator is established based on the complexity of the air ambulance operation, and a Helispot Manager is established to manage the designated Helispot. Immediate, Delayed, and Minor Treatment Areas are established and staffed. Ambulance Strike Teams may be requested through the local EMS system to support local resources.

Multi-Division/Group Response Organization: All positions within the Medical Group are now filled. A Rescue Group is established to free entrapped victims. A Fire Suppression Group is established to control any hazardous conditions. A Medical Unit and Responder Rehabilitation are established to support incident personnel.

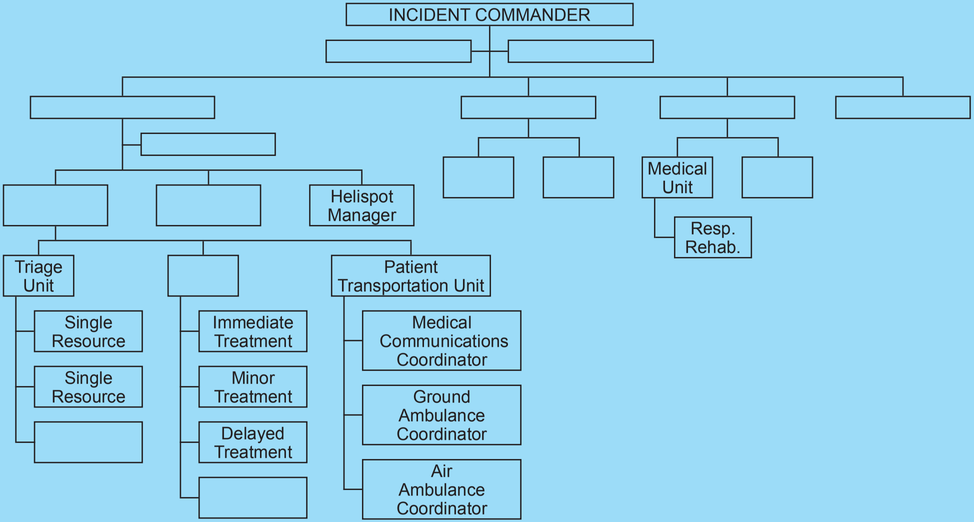
Multi-Branch Response Organization: The complete incident organization shows the Medical Branch and other Branches. The Medical Branch has multiple Medical Groups due to incident complexity but only one Patient Transportation Group. This is because all patient transportation must be coordinated through one point to avoid overloading hospitals or other medical facilities. The Air Operations Branch is shown to illustrate the coordination between the Patient Transportation Unit and the Air Operations Branch.

MULTI-CASUALTY – INITIAL RESPONSE ORGANIZATION


INCIDENT COMMANDER
Triage Unit
Single Resource
Single Resource
Immediate Treatment
Minor Treatment
Medical Communications Coordinator
Ground Ambulance Coordinator

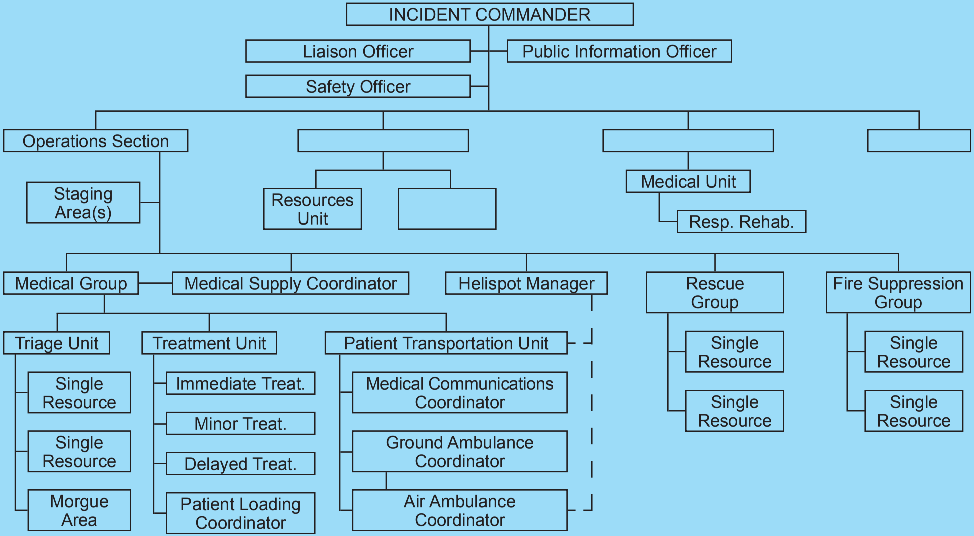
Multi-Casualty – Initial Response Organization: The Incident Commander manages initial response resources as well as all Command and General Staff responsibilities. The Incident Commander assigns a resource with the appropriate communications capability as the Medical Communications Coordinator to establish communications with the appropriate hospital or other coordinating facility. In addition, the Incident Commander assigns a Triage Unit Leader, establishes treatment areas, and assigns a Ground Ambulance Coordinator.

MULTI-CASUALTY – REINFORCED RESPONSE ORGANIZATION


INCIDENT COMMANDER
Helispot Manager
Medical Unit
Resp. Rehab.
Triage Unit
Patient Transportation Unit
Single Resource
Single Resource
Immediate Treatment
Minor Treatment
Delayed Treatment
Medical Communications Coordinator
Ground Ambulance Coordinator
Air Ambulance Coordinator

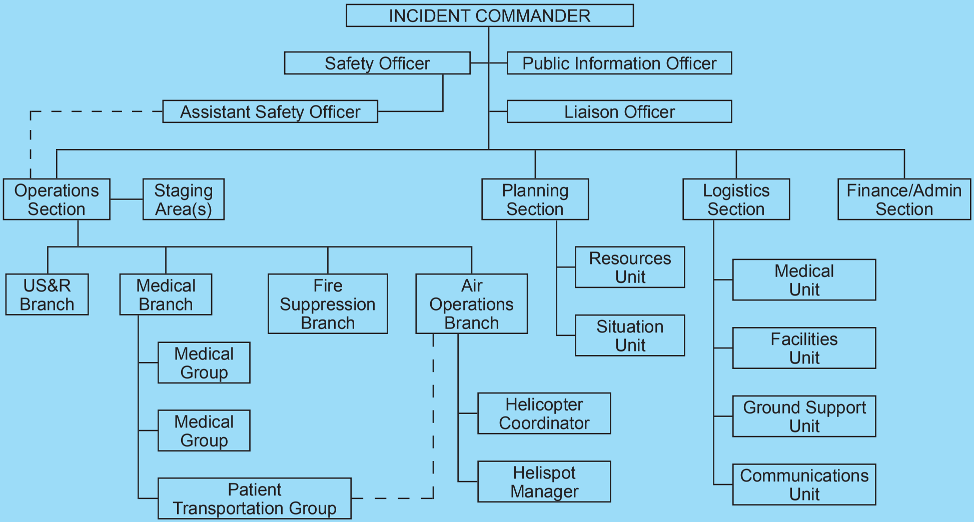
Multi-Casualty – Reinforced Response Organization: In addition to the initial response, the Incident Commander establishes a Safety Officer, a Medical Unit Leader, a Treatment Unit Leader, and a Patient Transportation Unit Leader. An Air Ambulance Coordinator is established based on incident complexity. A Helispot Manager is established to manage the designated Helispot. Immediate, Delayed, and Minor Treatment Areas are established and staffed. Ambulance Strike Teams may be requested through the local EMS system to support local resources.

MULTI-CASUALTY – MULTI-DIVISION/GROUP RESPONSE ORGANIZATION


INCIDENT COMMANDER
Liaison Officer
Public Information Officer
Safety Officer
Operations Section
Staging Area(s)
Resources Unit
Medical Unit
Resp. Rehab.
Medical Group
Medical Supply Coordinator
Helispot Manager
Rescue Group
Fire Suppression Group
Triage Unit
Single Resource
Single Resource
Morgue Area
Treatment Unit
Immediate Treat.
Minor Treat.
Delayed Treat.
Patient Loading Coordinator
Patient Transportation Unit
Medical Communications Coordinator
Ground Ambulance Coordinator
Air Ambulance Coordinator
Single Resource
Single Resource
Single Resource
Single Resource

Multi-Casualty - Multi-Division/Group Response Organization: All positions within the Medical Group are now filled. The Air Operations Branch is shown to illustrate the coordination between the Patient Transportation Unit and the Air Operations Branch. A Rescue Group is established to free entrapped victims. A Fire Suppression Group is established to control any hazardous conditions. A Medical Unit and Responder Rehabilitation are established to support incident personnel.

MULTI-CASUALTY – MULTI-BRANCH RESPONSE ORGANIZATION


INCIDENT COMMANDER
Safety Officer
Public Information Officer
Assistant Safety Officer
Liaison Officer
Operations Section
Staging Area(s)
Planning Section
Logistics Section
Finance/Admin Section
US&R Branch
Medical Branch
Fire Suppression Branch
Air Operations Branch
Resources Unit
Situation Unit
Medical Unit
Facilities Unit
Ground Support Unit
Communications Unit
Medical Group
Medical Group
Patient Transportation Group
Helicopter Coordinator
Helispot Manager

Multi-Casualty - Multi-Branch Response Organization: The complete incident organization shows the Medical Branch and other Branches. The Medical Branch has multiple Medical Groups due to incident complexity but only one Patient Transportation Group. This is because all patient transportation must be coordinated through one point to avoid overloading hospitals or other medical facilities. The Air Operations Branch is shown to illustrate the coordination between the Patient Transportation Unit and the Air Operations Branch.

POSITION CHECKLISTS

MEDICAL BRANCH DIRECTOR – The Medical Branch Director is responsible for the implementation of the Incident Action Plan within the Medical Branch. The Branch Director reports to the Operations Section Chief and supervises the Medical Group(s) and the Patient Transportation function (Unit or Group). Patient Transportation may be upgraded from a Unit to a Group based on the size and complexity of the incident:

a. Review Chapter 1 *Common Responsibilities.*
b. Review Group Assignments for effectiveness of current operations and modify as needed.
c. Provide input to Operations Section Chief for the Incident Action Plan.
d. Supervise Branch activities and confer with Safety Officer to assure safety of all personnel using effective risk analysis and management techniques.
e. Report to Operations Section Chief on Branch activities.
f. Maintain Unit/Activity Log (ICS Form 214).

MEDICAL GROUP SUPERVISOR – The Medical Group Supervisor reports to the Medical Branch Director and supervises the Triage Unit Leader, Treatment Unit Leader, Patient Transportation Unit Leader, and Medical Supply Coordinator. The Medical Group Supervisor establishes command and controls the activities within a Medical Group:

a. Review Chapter 1 *Common Responsibilities.*
b. Participate in Medical Branch/Operations Section planning activities.
c. Establish Medical Group with assigned personnel and request additional personnel and resources sufficient to handle the magnitude of the incident.
d. Designate Unit Leaders and Treatment Area locations as appropriate.

e. Isolate Morgue and Minor Treatment Areas from Immediate and Delayed Treatment Areas.
f. Request law enforcement for security, traffic control, and access for the Medical Group areas.
g. Determine amount and types of additional medical resources and supplies needed to handle the magnitude of the incident (medical caches, backboards, litters, and cots).
h. Ensure activation or notification of appropriate hospital or other coordinating facility/agency.
i. Coordinate with assisting agencies such as law enforcement, Coroner, Public Health, Mental Health, and private ambulance providers. Law enforcement/Coroner shall have responsibility for crime scene and decedent management.
j. Coordinate with agencies such as Red Cross and utilities.
k. Ensure adequate patient decontamination and proper notifications are made (if applicable).
l. Consider responder rehabilitation.
m. Maintain Unit/Activity Log (ICS Form 214).

TRIAGE UNIT LEADER – The Triage Unit Leader (MCTL) reports to the Medical Group Supervisor and supervises triage personnel/litter bearers and the Morgue Manager. The Triage Unit Leader assumes responsibility for providing triage management and movement of patients from the Triage Area. When triage has been completed and all the patients have been moved to the treatment areas, the Triage Unit Leader may be reassigned as needed:

a. Review Chapter 1 *Common Responsibilities.*
b. Develop organization sufficient to handle assignment.
c. Inform Medical Group Supervisor of resource needs.
d. Implement triage process.
e. Coordinate movement of patients from the Triage Area to the appropriate Treatment Area.

f. Ensure adequate patient decontamination and proper notifications are made (if applicable).
g. Assign resources as triage personnel/litter bearers.
h. Give periodic status reports to Medical Group Supervisor.
i. Maintain security and control of the Triage Area.
j. Establish a temporary Morgue Area in coordination with law enforcement/Coroner if necessary.
k. Maintain Unit/Activity Log (ICS Form 214).

MORGUE MANAGER – The Morgue Manager (MCMM) reports to the Triage Unit Leader and assumes responsibility for Morgue Area. Coordinates the handling of decedents and their personal belongings with law enforcement and Coroner:

a. Review Chapter 1 *Common Responsibilities.*
b. Assess resource/supply needs and order as needed.
c. Coordinate all Morgue Area activities with investigative authorities.
d. Keep area separated and off limits to all but authorized personnel.
e. Keep identity of deceased persons confidential.
f. Maintain appropriate records.
g. Maintain Unit/Activity Log (ICS Form 214).

TREATMENT UNIT LEADER – The Treatment Unit Leader (MCUL) reports to the Medical Group Supervisor and supervises Treatment Area Managers and the Patient Loading Coordinator. The Treatment Unit Leader assumes responsibility for treatment, preparation for transport, and the movement of patients to loading location(s):

a. Review Chapter 1 *Common Responsibilities.*
b. Develop organization sufficient to handle assignment.
c. Direct and supervise Immediate, Delayed, and Minor Treatment Areas and Patient Loading Coordinator.

d. Ensure adequate patient decontamination and that proper notifications are made, if applicable.
e. Ensure continued assessment of patients and re-assess/re-locate as necessary throughout Treatment Areas.
f. Coordinate movement of patients from Triage Area to Treatment Areas with Triage Unit Leader.
g. Assign incident personnel to be treatment personnel/litter bearers.
h. Request sufficient medical caches and supplies including DMSU or support trailers.
i. Establish communications and coordination with Patient Transportation Unit Leader.
j. Responsible for the movement of patients to ambulance loading areas.
k. Give periodic status reports to Medical Group Supervisor.
l. Request specialized medical resources as needed.
m. Maintain Unit/Activity Log (ICS Form 214).

PATIENT LOADING COORDINATOR – The Patient Loading Coordinator reports to the Treatment Unit Leader and is responsible for coordinating with the Patient Transportation Unit Leader (or Group Supervisor if established), the transportation of patients out of the Treatment Areas:

a. Review Chapter 1 *Common Responsibilities.*
b. Establish communications with the Immediate, Delayed, and Minor Treatment Managers.
c. Establish communications with the Patient Transportation Unit Leader.
d. Verify that patients are prioritized for transportation.
e. Advise Medical Communications Coordinator of patient readiness and priority for transport.
f. Coordinate transportation of patients with Medical Communications Coordinator.
g. Ensure that appropriate patient tracking information is recorded.

h. Coordinate ambulance loading with the Treatment Managers and ambulance personnel.
i. Maintain Unit/Activity Log (ICS Form 214).

IMMEDIATE TREATMENT AREA MANAGER – The Immediate Treatment Area Manager (MCIM) reports to the Treatment Unit Leader and is responsible for treatment and re-triage of patients assigned to Immediate Treatment Area:

a. Review Chapter 1 *Common Responsibilities.*
b. Assign treatment personnel to patients.
c. Provide assessment of patients and re-assess/re-locate as necessary.
d. Ensure appropriate level of treatment is provided to patients.
e. Ensure that patients are prioritized for transportation.
f. Coordinate transportation of patients with Patient Loading Coordinator.
g. Notify Patient Loading Coordinator of patient readiness and priority for transportation.
h. Ensure that appropriate patient information is recorded.
i. Maintain Unit/Activity Log (ICS Form 214).

DELAYED TREATMENT AREA MANAGER – The Delayed Treatment Area Manager (MCDM) reports to the Treatment Unit Leader and is responsible for treatment and re-triage of patients assigned to Delayed Treatment Area:

a. Review Chapter 1 *Common Responsibilities.*
b. Assign treatment personnel to patients.
c. Provide assessment of patients and re-assess/relocate as necessary.
d. Ensure appropriate level of treatment is provided to patients.
e. Ensure that patients are prioritized for transportation.

f. Coordinate transportation of patients with Patient Loading Coordinator.
g. Notify Patient Loading Coordinator of patient readiness and priority for transportation.
h. Ensure that appropriate patient information is recorded.
i. Maintain Unit/Activity Log (ICS Form 214).

MINOR TREATMENT AREA MANAGER – The Minor Treatment Area Manager (MCMT) reports to the Treatment Unit Leader and is responsible for treatment and re-triage of patients assigned to Minor Treatment Area:

a. Review Chapter 1 *Common Responsibilities.*
b. Assign treatment personnel to patients.
c. Provide assessment of patients and re-assess/relocate as necessary.
d. Ensure appropriate level of treatment is provided to patients.
e. Ensure that patients are prioritized for transportation.
f. Coordinate transportation of patients with Patient Loading Coordinator.
g. Notify Patient Loading Coordinator of patient readiness and priority for transportation.
h. Ensure that appropriate patient information is recorded.
i. Maintain Unit/Activity Log (ICS Form 214).

PATIENT TRANSPORTATION UNIT LEADER – The Patient Transportation Unit Leader reports to the Medical Group Supervisor and supervises the Medical Communications Coordinator, the Ground Ambulance Coordinator, and the Air Ambulance Coordinator. The Patient Transportation Unit Leader is responsible for the coordination of patient transportation and maintenance of records relating to the patient's identification, condition, and destination. The Patient Transportation function may be initially established as a Unit and upgraded to a Group based on incident size or complexity:

a. Review Chapter 1 *Common Responsibilities.*
b. Ensure the establishment of communications with the appropriate hospital or other coordinating facility/agency.
c. Designate Ambulance Staging Area(s).
d. Direct the off-incident transportation of patients as determined by the Medical Communications Coordinator.
e. Ensure that patient information and destinations are recorded.
f. Establish communications with the Ground Ambulance Coordinator, the Air Ambulance Coordinator (if established), and the Helispot Manager.
g. Request additional medical transportation resources (air/ground) as required.
h. Notify the Ground Ambulance Coordinator and the Air Ambulance Coordinator of ambulance requests.
i. Coordinate the establishment of the Helispot(s) with the Medical Group Supervisor, the Air Ambulance Coordinator, and the Helispot Manager.
j. Maintain Unit/Activity Log (ICS Form 214).

MEDICAL COMMUNICATIONS COORDINATOR – The Medical Communications Coordinator (MCCC) reports to the Patient Transportation Unit Leader, and establishes communications with the appropriate hospital or other coordinating facility/agency to maintain status of available hospital beds to ensure proper patient destination:

a. Review Chapter 1 *Common Responsibilities.*
b. Establish communications with the appropriate hospital or other coordinating facility/agency. Provide pertinent incident information and periodic updates.
c. Determine and maintain current status of hospital/medical facility availability and capability.
d. Receive basic patient information and condition from Treatment Area Managers and/or Patient Loading Coordinator.

e. Coordinate patient destination with the appropriate hospital or other coordinating facility/agency.
f. Communicate patient ground transportation needs to the Ground Ambulance Coordinator based on requests from the Treatment Area Managers and/or Patient Loading Coordinator.
g. Communicate patient air transportation needs to the Air Ambulance Coordinator based on requests from the Treatment Area Managers and/or Patient Loading Coordinator.
h. Maintain records as required and Unit/Activity Log (ICS Form 214).

GROUND AMBULANCE COORDINATOR – The Ground Ambulance Coordinator reports to the Patient Transportation Unit Leader, manages the Ambulance Staging Area(s), and dispatches ambulances as requested:

a. Review Chapter 1 *Common Responsibilities.*
b. Establish appropriate Staging Area for ambulances.
c. Establish routes of travel for ambulances for incident operations.
d. Establish and maintain communications with Air Ambulance Coordinator and the Helispot Manager regarding air transportation assignments.
e. Establish and maintain communications with the Medical Communications Coordinator and Patient Loading Coordinator.
f. Provide ambulances upon request from the Medical Communications Coordinator.
g. Ensure that necessary equipment is available in the ambulance for patient needs during transportation.
h. Establish contact with ambulance providers at the scene.
i. Request additional ground transportation resources as appropriate.

j. Consider the use of alternate transportation resources such as buses or vans based on local policy.
k. Provide an inventory of medical supplies available at Ambulance Staging Area for use at the scene.
l. Maintain records as required and Unit/Activity Log (ICS Form 214).

AIR AMBULANCE COORDINATOR – The Air Ambulance Coordinator reports to the Patient Transportation Unit Leader; communicates with the Medical Communications Coordinator, Patient Loading Coordinator and Ground Ambulance Coordinator; and coordinates patient air transportation needs with the Helispot Manager:

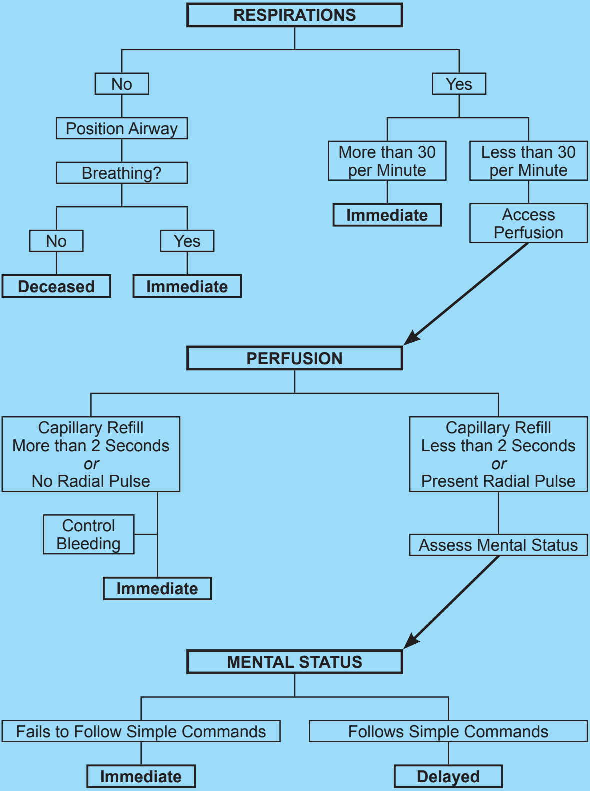
a. Review Chapter 1 *Common Responsibilities.*
b. Coordinate ambulance staging and patient loading procedures at the Helispot with the Helispot Manager.
c. Establish and maintain communications with the Medical Communications Coordinator and Patient Transportation Unit Leader to determine hospital/medical facility destinations.
d. Confirm the type of air resources and patient capacities with the Helispot Manager, and provide this information to the Medical Communications Coordinator and Patient Transportation Unit Leader.
e. Confirm the patient destination with the air ambulance crew, and relay any diversions to the Medical Communications Coordinator and Patient Transportation Unit Leader.
f. Monitor patient care and status at the Helispot when patients are waiting for air transportation.
g. Maintain records as required and Unit/Activity Log (ICS Form 214).

MEDICAL SUPPLY COORDINATOR – The Medical Supply Coordinator reports to the Medical Group Supervisor and acquires and maintains control of appropriate medical equipment and supplies from units assigned to the Medical Group:

a. Review Chapter 1 *Common Responsibilities.*
b. Acquire, distribute, and maintain status of medical equipment and supplies within the Medical Group.*
c. Request additional medical supplies.*
d. Distribute medical supplies to Treatment and Triage Units.
e. Consider the utilization of a Disaster Medical Support Unit (DMSU) or incident support trailers.
f. Maintain Unit/Activity Log (ICS Form 214).

* If the Logistics Section is established, this position will coordinate with the Logistics Section Chief or Supply Unit Leader.

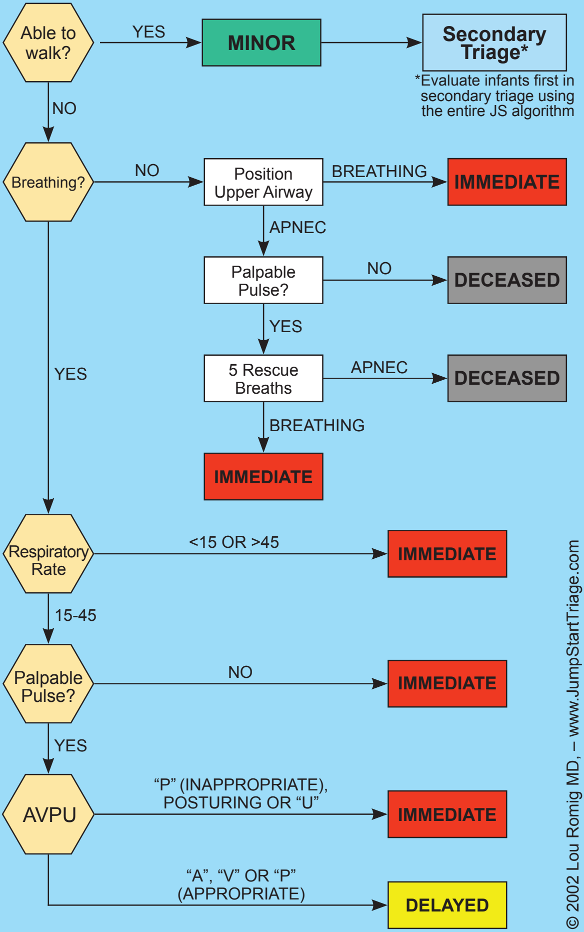
START FLOWCHART


RESPIRATIONS
No
Position Airway
Breathing?
No
Deceased
Yes
Immediate
Yes
More than 30 per Minute
Immediate
Less than 30 per Minute
Access Perfusion
PERFUSION
Capillary Refill More than 2 Seconds *or* No Radial Pulse
Control Bleeding
Immediate
Capillary Refill Less than 2 Seconds *or* Present Radial Pulse
Assess Mental Status
MENTAL STATUS
Fails to Follow Simple Commands
Immediate
Follows Simple Commands
Delayed

NOTE: Once a patient reaches a triage level indicator in the algorithm (i.e., IMMEDIATE box), triage of this patient should stop, and the patient should be tagged accordingly.

At the completion of START Triage, patients must be re-triaged as time and resources permit using chief complaint, vital signs, and other diagnostic information.

JumpSTART PEDIATRIC MCI TRIAGE©


Able to walk?
YES
MINOR
Secondary Triage*
NO
Breathing?
NO
Position Upper Airway
BREATHING
IMMEDIATE
APNEC
Palpable Pulse?
NO
DECEASED
YES
5 Rescue Breaths
APNEC
DECEASED
BREATHING
IMMEDIATE
YES
Respiratory Rate
<15 OR >45
IMMEDIATE
15-45
Palpable Pulse?
NO
IMMEDIATE
YES
AVPU
"P" (INAPPROPRIATE), POSTURING OR "U"
IMMEDIATE
"A", "V" OR "P" (APPROPRIATE)
DELAYED

*Evaluate infants first in secondary triage using the entire JS algorithm

© 2002 Lou Romig MD, – www.JumpStartTriage.com

This Page Intentionally Left Blank

CHAPTER 16

URBAN SEARCH AND RESCUE (US&R)

INTRODUCTION 16-2
MODULAR DEVELOPMENT 16-4
POSITION CHECKLISTS 16-11
    US&R BRANCH DIRECTOR 16-11
    US&R GROUP SUPERVISOR 16-11
    RESCUE TEAM LEADER 16-13
    SEARCH TEAM LEADER 16-13
    ASSISTANT SAFETY OFFICER–US&R 16-14
    US&R CANINE SEARCH SPECIALIST 16-15
    US&R TECHNICAL SEARCH SPECIALIST 16-15
    HEAVY EQUIPMENT AND RIGGING SPECIALIST 16-16
    US&R MEDICAL SPECIALIST 16-17
    US&R STRUCTURES SPECIALIST 16-18
US&R SEARCH TYPES 16-25
REGIONAL US&R TASK FORCE (RTF) 16-29
STATE/NATIONAL US&R TASK FORCE 16-31
STRUCTURE/HAZARDS MARKING SYSTEM 16-34
STRUCTURE/HAZARDS MARKINGS 16-35
SEARCH MARKING SYSTEM 16-36
SEARCH MARKINGS 16-38
VICTIM MARKING SYSTEM 16-40
CHEMICAL LIGHT AND FLAGGING TAPE PLAN 16-41
EMERGENCY SIGNALING SYSTEM 16-42

INTRODUCTION

The Urban Search and Rescue (US&R) organizational module is designed to provide supervision and control of essential functions at incidents where technical rescue expertise and equipment are required for safe and effective rescue operations. US&R operations are unique in that specialized training and equipment are required to mitigate the incident in the safest and most efficient manner possible.

Initial US&R operations will be directed by the first arriving public safety officer who will assume command as the Incident Commander. Subsequent changes in the incident command structure will be based on the resource and management needs of the incident following established ICS procedures.

Additional resources may include US&R Companies and US&R Crews or modular components of other US&R assets specifically trained and equipped for urban search and rescue operations. The US&R Company is capable of conducting search and rescue operations at incidents where technical expertise and equipment are required. US&R Crews are trained urban search and rescue personnel dispatched to the incident without rescue equipment. US&R Companies and Crews can be assigned as a single resource, grouped to form US&R Strike Teams, or added to other resources to form a Task Force. US&R Single Resources, Strike Teams, and Task Forces are managed the same as other incident resources.

Due to the unique hazards and complexity of urban search and rescue incidents, the Incident Commander may need to request a wide variety and amount of multi-disciplinary resources.

US&R Companies and Crews are "typed" based on an identified operational capability. Four levels of US&R operational capability have been identified to assist the Incident Commander in requesting appropriate resources for the incident. These levels are based on five general construction categories and an increasing capability of conducting a rescue at specified emergency situations with an identified minimum amount of training and equipment.

The US&R Type-4 Operational Level represents the minimum capability to conduct safe and effective search and rescue operations at incidents involving non-structural entrapment in non-collapsed structures.

The US&R Type-3 Operational Level represents the minimum capability to conduct safe and effective search and rescue operations at structure collapse incidents involving the collapse or failure of Light Frame Construction and low angle or one-person load rope rescue.

The US&R Type-2 Operational Level represents the minimum capability to conduct safe and effective search and rescue operations at structure collapse incidents involving the collapse or failure of Heavy Wall Construction, high angle rope rescue (not including highline systems), confined space rescue (no permit required), and trench and excavation rescue.

The US&R Type-1 Operational Level represents the minimum capability to conduct safe and effective search and rescue operations at structure collapse incidents involving the collapse or failure of Heavy Floor, Pre-Cast Concrete, and Steel Frame Construction, high angle rope rescue (including highline systems), confined space rescue (permit required), and mass transportation rescue.

The Regional US&R Task Force Level is comprised of 29 trained personnel equipped for large or complex US&R operations. The multi-disciplinary organization provides five functional elements that include Supervision, Search, Rescue, Medical, and Logistics. The Regional US&R Task Force is totally self-sufficient for the first 24 hours. Transportation and logistical support are provided by the sponsoring agency and may be supported by the requesting agency.

State/National US&R Task Force is comprised of 70 trained personnel when configured as a Type-1 Task Force equipped for large or complex US&R operations. As many as 10 additional ground support workers may be attached for ground transport. The multi-disciplinary organization provides seven functional elements that include Supervision, Search, Rescue, Haz Mat/WMD, Medical, Logistics, and Planning. The State/National US&R Task Force is designed to be used as a "single resource". However, each element of the Task Force is modularized into functional components and can be independently requested and utilized. The State/National US&R Task Force may also be configured as a Type-3 Task Force with 28 members. A State/National Type-3 US&R Task Force has the capabilities and communications to respond to light frame building collapse, basic rope rescue or operations, and trench and excavation rescues. Staffing includes personnel to address Haz Mat and ALS needs.

MODULAR DEVELOPMENT

US&R incidents may occur that will require rescue operations that exceed a resource's identified capability. When the magnitude or type of incident is not commensurate with a capability level, the Incident Commander will have the flexibility to conduct rescue operations in a safe and appropriate manner using existing resources within the scope of their training and equipment until adequate resources can be obtained or the incident is terminated.

The flexibility and modular expansion capability of the Incident Command System provides various ways US&R resources can be arranged and managed. A series of modular development examples is included to illustrate several possible methods of expanding the incident organization based on existing emergency conditions, available resources, and incident objectives.

The ICS Modular Development examples shown are not meant to be restrictive, nor to imply these are the only ways to build an ICS organizational structure to manage US&R resources at an incident. To the contrary, the ICS Modular Development examples are provided only to show conceptually how one can arrange and manage resources at a US&R incident that builds from an initial response to a Multi-Branch organization:

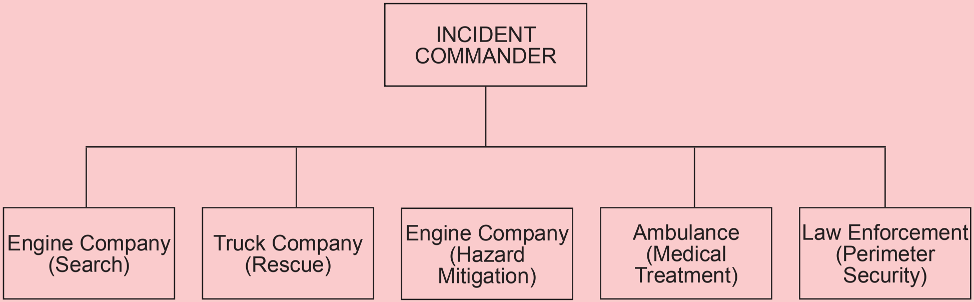
Initial Response Organization: The first arriving Public Safety Officer will assume command of the incident as the Incident Commander. The Incident Commander will assume all Command and General Staff functions and responsibilities and manage initial response resources. If the potential for escalation is low, then no specific ICS functional positions are established. If the incident requires an upgraded response, the Incident Commander should consider the early establishment of ICS positions. The following examples illustrate this modular growth of the ICS structure to keep pace with increased resource response.

Reinforced Response Organization: In addition to the initial response, more Law Enforcement, local Engine and Truck Companies, and Mutual Aid resources have arrived. The Incident Commander forms a Unified Command with the senior ranking officials of other agencies having jurisdiction and has established a Safety Officer to assure personnel safety. A Public Information Officer has been assigned to manage the large media presence. An Operations Section has been assigned to manage the tactical assignments and responsibilities. A Staging Area is established to check in arriving resources. A US&R Group has been established to better coordinate the search and rescue efforts. Public Works is removing debris from the street to improve access and egress routes.

Multi-Division/Group Response Organization: The Incident Commander has added a Liaison Officer to the Command Staff to coordinate assisting agencies' and assigned a Planning and Logistics Section. One US&R Technical Specialist who understands the unique complexities and resource requirements at US&R incidents is assigned to the Planning Section. The Operations Section has established several Groups and Divisions to better coordinate the large volume of diverse resources at the incident. A Law Group and Medical Group have been formed. A Regional US&R Task Force, a State/National US&R Task Force, and a Structural Engineer Technical Specialist from the Planning Section have been assigned to the US&R Group. A Handcrew Strike Team is assisting with debris removal.

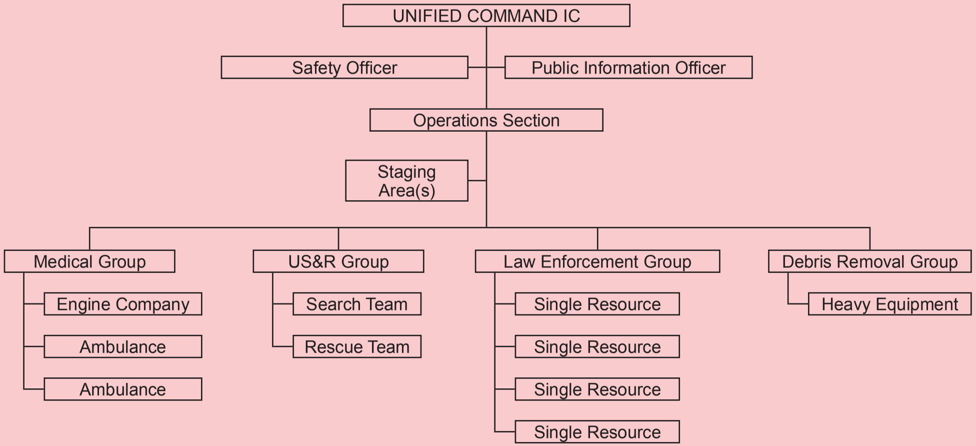
Multi-Branch Response Organization: The Incident Commander has assigned a Finance/Administration Section. The Operations Section has established five Branches with similar functions to better coordinate and manage resources. The Planning, Logistics, and Finance/Administration Sections have several Units operational to support the large amount of resources at the incident.

US&R – INITIAL RESPONSE ORGANIZATION


INCIDENT COMMANDER
Engine Company (Search)
Truck Company (Rescue)
Engine Company (Hazard Mitigation)
Ambulance (Medical Treatment)
Law Enforcement (Perimeter Security)

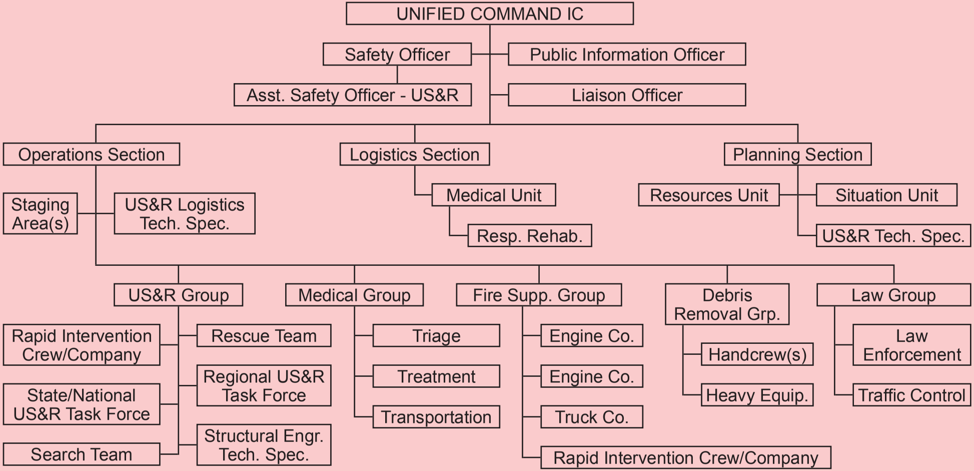
Urban Search and Rescue – Initial Response Organization: The first arriving Public Safety Officer will assume command of the incident as the Incident Commander. The Incident Commander will assume all Command and General Staff functions and responsibilities and manage initial response resources. If the potential for escalation is low, then no specific ICS functional positions are established. If the incident requires an upgraded response, then the Incident Commander should consider the early establishment of ICS positions. The following examples illustrate this modular growth of the ICS structure to keep pace with increased resource response.

US&R – REINFORCED RESPONSE ORGANIZATION


UNIFIED COMMAND IC
Safety Officer
Public Information Officer
Operations Section
Staging Area(s)
Medical Group
Engine Company
Ambulance
Ambulance
US&R Group
Search Team
Rescue Team
Law Enforcement Group
Single Resource
Single Resource
Single Resource
Single Resource
Debris Removal Group
Heavy Equipment

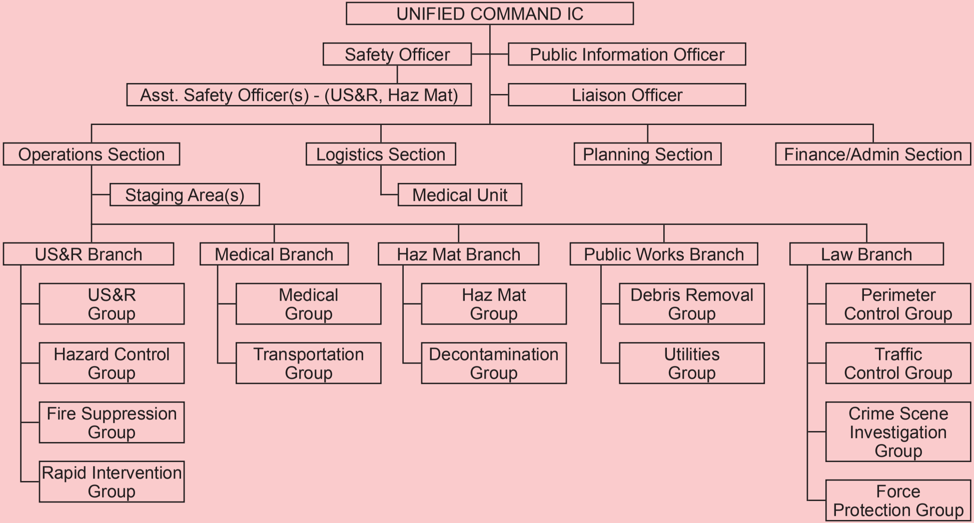
Urban Search and Rescue – Reinforced Response Organization: In addition to the initial response, Law Enforcement, local Engine and Truck Companies, and Mutual Aid resources have arrived. The Incident Commander forms a Unified Command with the senior ranking officials of other agencies having jurisdiction and has established a Safety Officer to ensure personnel safety. A Public Information Officer has been assigned to manage the large media presence. An Operations Section has been assigned to manage tactical assignments and responsibilities. A Staging Area is established to check in arriving resources. A US&R Group has been established to better coordinate the search and rescue efforts. Public Works is removing debris from the street to improve access and egress routes.

US&R – MULTI-DIVISION/GROUP RESPONSE ORGANIZATION


UNIFIED COMMAND IC
Safety Officer
Public Information Officer
Asst. Safety Officer - US&R
Liaison Officer
Operations Section
Logistics Section
Planning Section
Staging Area(s)
US&R Logistics Tech. Spec.
Medical Unit
Resp. Rehab.
Resources Unit
Situation Unit
US&R Tech. Spec.
US&R Group
Medical Group
Fire Supp. Group
Debris Removal Grp.
Law Group
Rapid Intervention Crew/Company
Rescue Team
State/National US&R Task Force
Regional US&R Task Force
Search Team
Structural Engr. Tech. Spec.
Triage
Treatment
Transportation
Engine Co.
Engine Co.
Truck Co.
Rapid Intervention Crew/Company
Handcrew(s)
Heavy Equip.
Law Enforcement
Traffic Control

Urban Search and Rescue - Multi-Division/Group Response Organization: The Incident Commander has added a Liaison Officer to the Command Staff to coordinate assisting agencies', and established a Planning and Logistics Sections. One US&R Technical Specialist, who understands the unique complexities and resource requirements at US&R incidents, is assigned to the Planning Section. The Operations Section has established several Groups and Divisions to better coordinate the large volume of diverse resources at the incident. A Law Group and a Medical Group have been formed. A Regional US&R Task Force, a State/National US&R Task Force, and a Structural Engineer Technical Specialist from the Planning Section have been assigned to the US&R Group. A Handcrew Strike Team is assisting with debris removal.

US&R – MULTI-BRANCH RESPONSE ORGANIZATION


UNIFIED COMMAND IC
Safety Officer
Public Information Officer
Asst. Safety Officer(s) - (US&R, Haz Mat)
Liaison Officer
Operations Section
Logistics Section
Planning Section
Finance/Admin Section
Staging Area(s)
Medical Unit
US&R Branch
Medical Branch
Haz Mat Branch
Public Works Branch
Law Branch
US&R Group
Hazard Control Group
Fire Suppression Group
Rapid Intervention Group
Medical Group
Transportation Group
Haz Mat Group
Decontamination Group
Debris Removal Group
Utilities Group
Perimeter Control Group
Traffic Control Group
Crime Scene Investigation Group
Force Protection Group

Urban Search and Rescue - Multi-Branch Response Organization: The Incident Commander has assigned a Finance/Administration Section. The Operations Section has established five Branches with similar functions to better coordinate and manage resources. The Planning, Logistics, and Finance/Administration Sections have several Units to support the large amount of resources at the incident.

POSITION CHECKLISTS

US&R BRANCH DIRECTOR – The US&R Branch Directors (OPBD) are under the direction of the Operations Section Chief. US&R OPBDs may have a variety of organized resources under their command to include US&R, Hazard Control, Fire Suppression, and Rapid Intervention Groups/Divisions. US&R OPBDs are responsible for the implementation of the portion of the Incident Action Plan appropriate to the geographical and functional US&R Branches:

a. Review Chapter 1 *Common Responsibilities.*
b. Develop alternatives for US&R Branch control operations with subordinates.
c. Attend planning meetings at the request of the Operations Section Chief.
d. Review Division/Group Assignment Lists (ICS Form 204) for Divisions/Groups within the US&R Branch. Modify lists based on effectiveness of current operations.
e. Assign specific work tasks to Division and Group Supervisors.
f. Supervise Branch operations.
g. Resolve logistical problems reported by subordinates.
h. Report to the Operations Section Chief when the Incident Action Plan is to be modified, additional resources are needed, surplus resources are available, or when hazardous situations or significant events occur.
i. Approve accident and medical reports (home agency forms) originating within the US&R Branch.
j. Maintain Unit/Activity Log (ICS Form 214).

US&R GROUP SUPERVISOR – US&R Group Supervisor reports to the Operations Section Chief (or Branch Director when activated). The US&R Group Supervisor is responsible for the implementation of the assigned portion of the Incident

Action Plan addressing US&R operations. The US&R Group Supervisor may have a variety of organized resources under his/her command to include Engine Companies, Truck Companies, US&R Crews, US&R Companies, US&R Strike Teams, US&R Regional Task Forces, and State/National US&R Task Forces. He/She is responsible for the assignment of US&R resources within the US&R Group and reporting on the progress of control operations and the status of US&R resources within the Group. The US&R Group Supervisor is responsible for performing the following functions at an incident:

a. Review Chapter 1 *Common Responsibilities.*
b. Implement Incident Action Plan for the US&R Group.
c. Provide Incident Action Plan to Task Force/Strike Team Leaders, when available.
d. Identify resources assigned to the US&R Group.
e. Review assignments and incident activities with subordinates and assign tasks.
f. Establish personnel accountability for resources within the US&R Group.
g. Brief subordinates on appropriate provisions of the incident Site Safety and Control Plan (ICS Form 208) and deployment/activation plans for the Rapid Intervention Crew/Company.
h. Ensure that Incident Communications and/or Resources Unit are advised of all changes in status of resources assigned to the US&R Group.
i. Coordinate activities with adjacent Divisions or Groups.
j. Determine need for assistance on assigned tasks.
k. Submit situation and resource status information to Operations Branch Director or Operations Section Chief.
l. Report hazardous situations, special occurrences, or significant events (e.g., accidents, sickness) to immediate supervisor.

m. Ensure that assigned personnel and equipment get to and from assignments in a timely manner.
n. Resolve logistical problems within the US&R Group.
o. Participate in the development of tactical plans for the next operational period.
p. Maintain Unit/Activity Log (ICS Form 214).

RESCUE TEAM LEADER – Reports directly to the US&R Group Supervisor. Is responsible for managing US&R Rescue Operations and supervising assigned resources:

a. Review Chapter 1 *Common Responsibilities.*
b. Coordinate, manage, and supervise assigned rescue activities.
c. Adhere to all safety procedures, including accountability of personnel.
d. Determine rescue logistical needs.
e. Receive briefings and situation reports, and ensure that all rescue personnel are kept informed of mission objectives and status changes.
f. Provide situation updates and maintain records and reports.
g. Perform additional tasks or duties as assigned during a mission.
h. Provide accountability, maintenance, and minor repairs for all issued equipment.
i. Maintain unit records, including Unit/Activity Log (ICS Form 214).

SEARCH TEAM LEADER – Reports directly to the US&R Group Supervisor. Is responsible for managing US&R Search Operations and supervising assigned resources:

a. Review Chapter 1 *Common Responsibilities.*
b. Coordinate, manage, and supervise assigned search activities.

c. Adhere to all safety procedures, including accountability of personnel.
d. Determine search logistical needs.
e. Receive briefings and situation reports, and ensure that all search personnel are kept informed of mission objectives and status changes.
f. Provide situation updates and maintain records and reports.
g. Perform additional tasks or duties as assigned during a mission.
h. Provide accountability, maintenance, and minor repairs for all issued equipment.
i. Maintain unit records, including Unit/Activity Log (ICS Form 214).

ASSISTANT SAFETY OFFICER–US&R – Reports to the incident Safety Officer and coordinates with the appropriate line supervisors. The Assistant Safety Officer–US&R must possess the appropriate training to coordinate safety-related activities for US&R operations. This position advises the appropriate supervisor on all aspects of health and safety and has the authority to stop or prevent unsafe acts:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain briefing from the appropriate supervisor.
c. Participate in the preparation of and implement the incident Site Safety and Control Plan (ICS Form 208) and Incident Action Plan Safety Analysis-Generic/Wildland (ICS Form 215 AG/AW) to include appropriate mitigation measures, such as personnel accountability and Rapid Intervention Crew/Company.
d. Advise the appropriate supervisor of deviations from the incident Site Safety and Control Plan (ICS Form 208) or any dangerous situations.
e. Work with appropriate supervisor to establish acceptable entry conditions and appropriate Personnel Protective

Equipment to be worn by personnel entering the hazard zone.

f. Ensure the protection of personnel from physical, environmental, and chemical hazards/exposures.
g. Conduct incident/accident investigations with appropriate personnel under the direction of the incident Safety Officer and appropriate supervisor.
h. Ensure the provision of required emergency medical services for assigned personnel and coordinate with medical personnel.
i. Maintain unit records, including Unit/Activity Log (ICS Form 214).

US&R CANINE SEARCH SPECIALIST – Reports directly to the Search Team Leader. The US&R Canine Search Specialist is responsible for performing the canine search function of the incident. Responsibilities include searching collapsed structures, water, debris piles, land and mudslides, or fire areas as assigned, using appropriate search techniques and dog handler skills. The US&R Canine Search Specialist is responsible for documenting locations of alerts and estimating the status of victims and cooperating with and assisting other search and rescue resources:

a. Review Chapter 1 *Common Responsibilities.*
b. Remain accountable for all issued equipment.
c. Provide for care and welfare of his/her canine, including medical.
d. Perform additional tasks or duties as assigned during the incident.
e. Maintain unit records, including Unit/Activity Log (ICS Form 214).

US&R TECHNICAL SEARCH SPECIALIST – Reports directly to the Search Team Leader. The US&R Technical Search Specialist is responsible for performing the technical search function of the incident:

a. Review Chapter 1 *Common Responsibilities.*
b. Search areas as assigned using appropriate electronic search equipment and techniques.
c. Document locations of possible finds, and, if possible, estimate the status of the victim(s).
d. Cooperate with and assist other US&R Resources.
e. Provide accountability for all issued equipment.
f. Perform additional tasks or duties as assigned during an incident.
g. Maintain unit records, including Unit/Activity Log (ICS Form 214).

HEAVY EQUIPMENT AND RIGGING SPECIALIST – Initially reports to the Rescue Team Leader and may be assigned where their technical services are required. Responsible for performing construction-related liaison to the rescue resources and for assessing capabilities and the need for various heavy equipment:

a. Review Chapter 1 *Common Responsibilities.*
b. Participate in the planning of rescue activities.
c. Adhere to all safety procedures.
d. Carry out tactical assignments as directed.
e. Conduct an assessment of immediately available cranes and heavy equipment.
f. Inspect equipment condition for safe operation, and ensure coverage by equipment agreement.
g. Develop a contact list of equipment providers and establish a point of contact.
h. Evaluate and advise on heavy equipment staging area requirements.
i. Brief heavy equipment operators and construction officials regarding rescue operations.

j. Ensure that heavy equipment operators are briefed on rescue site safety considerations and emergency signaling procedures.
k. Identify various rigging techniques to assist in the rescue of victims or stabilization of collapsed buildings, including the development of rigging plans and procedures.
l. Coordinate rigging and heavy equipment utilization for rescue operations with equipment operators and rescue personnel.
m. Keep your immediate supervisor apprised of any tactical accomplishments or conflicts.
n. Participate in operational briefings.
o. Collect and transmit records and logs to Equipment Time Recorder and/or immediate supervisor at the end of each operational period.
p. Provide vendor evaluation to Documentation Unit.
q. Maintain unit records, including Unit/Activity Log (ICS Form 214).

US&R MEDICAL SPECIALIST – Reports directly to the Medical Unit Leader or US&R Task Force Leader. The US&R Medical Specialist is responsible for providing advanced life support medical care to responders and victims in environments that require special US&R training:

a. Review Chapter 1 *Common Responsibilities.*
b. Provide emergency medical care to all incident personnel and victims in environments requiring specialized US&R training.
c. Develop and implement a Medical Action Plan as specified by the US&R Task Force Leader.
d. Adhere to all safety procedures.
e. Provide accountability, maintenance, and minor repairs of assigned medical equipment.
f. Perform additional tasks or duties as assigned during an incident.

g. Maintain unit records, including Unit/Activity Log (ICS Form 214).

US&R STRUCTURES SPECIALIST – Reports directly to his/her immediate supervisor as determined by the incident organization.The US&R Structures Specialist is responsible for performing the various structure assessments during incident operations:

a. Review Chapter 1 *Common Responsibilities.*
b. Assess the structural condition within the area of US&R operations. This includes identification of structure types, specific damage, and structural hazards.
c. Recommend the appropriate type and amount of structural hazard mitigation required to minimize the risks to task force personnel.
d. Adhere to all safety procedures.
e. Cooperate with and assist other US&R Resources.
f. Provide accountability, maintenance, and minor repairs for all issued equipment.
g. Perform additional tasks or duties as assigned during an incident.
h. Monitor assigned structures for changes in condition during incident operations.
i. Actively participate in implementation of approved structure hazard mitigation as a designer and/or supervisor.
j. Coordinate and communicate structure hazard mitigation measures with the Search Team Leader.
k. Maintain unit records, including Unit/Activity Log (ICS Form 214).

URBAN SEARCH AND RESCUE RESOURCE TYPES

Always use the prefix US&R for Urban Search and Rescue (US&R) Resources.
Order Single Resources or Strike Team by Type (Capability – Type 1, 2, 3, or 4)

	Type 1	Type 2	Type 3	Type 4
Type	• Heavy Floor Construction • Pre-cast Concrete Construction • Steel Frame Construction • High Angle Rope Rescue (including highline systems) • Confined Space Rescue (permit required) • Mass Transportation Rescue	• Heavy Wall Construction • High Angle Rope Rescue (not including highline systems) • Confined Space Rescue (no permit required) • Trench and Excavation Rescue	• Light Frame Construction • Low Angle Rope Rescue • Single Person Load Rope Rescue	• Surface Rescue • Non-Structural Entrapment in Non-Collapsed Structures

URBAN SEARCH AND RESCUE RESOURCE TYPES (CONTINUED)

Resource	Radio	Component	Types 1	2	3	4
US&R Company	Agency Identifier US&R (phonetic) Number Identifier (*VNC US&R 54*)	Equipment	Type 1 Inventory	Type 2 Inventory	Type 3 Inventory	Type 4 Inventory
		Personnel	6	6	3	3
		Transportation	*	*	*	*
US&R Crew	Agency Identifier Type Identifier Number Identifier (*KRN-US&R Crew 2*)	Personnel Trained To Appropriate Level Supervision** Transportation*	6	6	3	3
Regional US&R Task Force	Task Force Number Identifier (RTF-3)	Equipment Personnel Transportation	A Regional US&R Task Force is comprised of 29 persons specially trained and equipped for extended US&R Operations. Regional US&R Task Forces are self-sufficient for 24 hours.			
State/National US&R Task Force	State ID Task Force Number Identifier (CA TF-2)	Equipment Personnel Transportation	A State/National US&R Task Force (Type I or III) is comprised of personnel specially trained and equipped for large or complex US&R Operations. State/National US&R Task Forces are self-sufficient for 24-72 hours.			

*Requests should include vehicle capabilities when necessary (i.e., four wheel drive, off-road truck, etc.)

**The agency/department sending the US&R Crew will identify the Supervisor.

URBAN SEARCH AND RESCUE STRIKE TEAM TYPES & MIN. STANDARDS

	Strike Team Types	Number/Type	Minimum Task Capabilities	Strike Team Leader	Per Single Resource	Total Personnel
Kind US&R COMPANY	AR	2 – Type 1	Vehicle(s) equipped for Heavy Floor Construction, Steel Frame Construction, high angle rope rescue (including highline systems), confined space rescue (permit required), and mass transportation rescue	1	6	13
	BR	2 – Type 2	Vehicle(s) equipped for Heavy Wall Construction, high angle rope rescue (not including highline systems), confined space (no permit required), and trench and excavation rescue	1	6	13
	CR	5 – Type 3	Vehicle(s) equipped for Light Frame Construction, low angle rope rescue, and single person load rescue	1	3	16
	DR	5 – Type 4	Vehicle(s) equipped for surface rescue and non-structural entrapment in non-collapsed structure	1	3	16
	GR	2 – Type 1	Trained for Heavy Floor Construction, Pre-Cast Concrete Construction, Steel Frame Construction, high angle rope rescue (including highline systems), confined space rescue (permit required), and mass transportation rescue	1	6	13
	HR	2 – Type 2	Trained for Heavy Wall Construction, high angle rope rescue (not including highline systems), confined space rescue (no permit required), and trench and excavation rescue	1	3	13
	IR	5 – Type 3	Trained for Light Frame Construction, low angle rope rescue, and single person load rope rescue	1	3	16
	JR	5 – Type 4	Trained for surface rescue and non-structural entrapment in non-collapsed structures	1	3	16

R = Urban Search and Rescue Resource

URBAN SEARCH AND RESCUE SEARCH TEAM

Resource	Radio Designation	Component	Capabilities	Total Personnel
Search Team	Search Team	1 – Search Team Leader 1 – Technical Search Specialist 2 – Canine Search Specialist	Detection of victims entombed in collapsed or failed structures and environmental mishap with canines and Technical Search Equipment.	4

URBAN SEARCH AND RESCUE CANINE SEARCH TEAMS

Resource	Radio Designation	Component	Capabilities	Total Personnel
Canine Search Team	Canine Search Team	1 – Search Team Leader 2 – Canine Search Specialist	Detection of victims entombed in collapsed or failed structures and environmental mishap with canines.	3

CAL OES – FIRE AND RESCUE US&R CANINE SEARCH SPECIALIST

Canine is able to conduct large and complex search quickly to locate live victims that are entrapped or injured in a US&R incident. A second canine should be used whenever possible to confirm victim locations.

Resource	Usage and Capabilities
US&R Canine (Type 1)	• Detection in largest search areas • Work in major damage and confined spaces • Detection ability amidst numerous distractions • Detection of victims entombed in collapsed or failed structures and environmental mishap
US&R Canine (Type 2)	• Detection in limited search areas • All general construction categories • Extensive obstacle agility

CAL OES – LAW ENFORCEMENT US&R CANINE SEARCH HANDLER*

Resource best used in area searches with minor damage and rubble.

Resource	Usage and Capabilities
US&R Canine (Type 3)	• Area Search • Non-structural entrapment in non-collapsed structures • US&R Awareness
US&R Canine (Type 4)	• Area search with light to minor structural entrapment exposure • US&R Awareness

*Canine US&R Search Handler is the law enforcement equivalent to the Fire & Rescue term US&R Canine Search Specialist.

CAL OES – LAW ENFORCEMENT CANINE RECOVERY TEAMS

Search element qualifications and equipment are equivalent on all Canine Types. The differentiating factor is based on the training and certification levels of the canine component. Canine Search Teams will have met all of the capabilities of the preceding types.

Resource	**Type 1** **Cadaver Basic**	**Type 2** **Live or Deceased**	**Type 3** **Water**
Law Enforcement Canine	• Body above ground • Sub-surface disarticulated • Hanging • Simple structure	• Body above ground • Hanging • Live person, must be area certified • Status of subject unknown	• Submerged • Floating • Shoreline

US&R SEARCH TYPES

Reconnaissance Search – Recon is the preliminary survey for the purpose of determining the scope and magnitude of the incident and identifying the resources needed to manage the incident. Other considerations for Recon include:

- Initial visual check of damaged area and/or assigned area of operation.
- May be conducted on foot, by vehicle, by watercraft, or by air.
- For isolated structure collapse incidents, the primary purpose of this action is structural assessment and hazardous materials assessment.
- Known locations of live or deceased victims will be recorded, and appropriate rescue or recovery resources will be requested.
- Size and makeup of recon teams are incident-driven and flexible.
- Recon teams should not engage in rescue operations.
- Timely reporting of recon information is critical to the health and safety of responders, survivability of victims, and effective management of the incident.

Rapid Search (Hasty Search) – Rapid Search is a fast-paced and methodical search in an attempt to locate victims that are in immediate need of rescue. Other considerations for Rapid Search include:

- May be conducted on foot, by vehicle, by watercraft, or by air.
- Size and makeup of Rapid Search teams are incident-driven and flexible.
- If live victims are located and can be easily evacuated, they will be immediately removed and moved to the identified casualty collection point.

- Known locations of live or deceased victims will be recorded, and appropriate rescue or recovery resources will be requested.
- Documentation of areas searched must be recorded and reported.
- Rapid Search may be accomplished simultaneously with Recon.

Primary Search – Primary Search is a quick search of structures likely to contain survivors. Primary searches are ground or waterborne operations conducted by walking or boating around every structure looking for victims. This is accomplished by looking into every window/opening, knocking on doors, and hailing for live victims. If there are signs of victims (dead or alive), appropriate action will be taken based on the incident objectives. Other considerations for Primary Search are:

- Fast-paced, quick scan of surface debris in and around structures and selected voids.
- Size and makeup of the search team is incident-driven and flexible.
- Detection resources may include physical, canine, and technical.
- Known locations of live or deceased victims will be recorded, and appropriate rescue or recovery resources will be requested.
- Actions necessary to immediately correct life-threatening injuries may be performed by this team.
- Searched structures will be marked utilizing the Search Marking System (page 16-34 to page 16-39).
- Victim locations will be marked utilizing the Victim Marking System (page 16-40).

Secondary Search – Secondary Search is the systematic search of every room of every structure in the assigned area of operation. Forced entry of structures may need to occur in order to accomplish this objective but will only be done with the authority of the Incident Commander. This may involve extensive debris removal of building materials depending on the desired level of coverage and thoroughness:

- Slow and methodical search of structures, debris, and voids.
- Size and makeup of the search team is incident-driven and flexible.
- Detection resources may include physical, canine, and technical.
- Known locations of live or deceased victims will be recorded, and appropriate rescue or recovery resources will be requested.
- Actions necessary to immediately correct life-threatening injuries may be performed by this team.
- Searched structures will be marked utilizing the Search Marking System (Pages 16-26 through 16-28).
- Victim locations will be marked utilizing the Victim Marking System (Page 16-29).

Special Response Search – SRS is a search implemented to gather information regarding the need for evacuation or rescue of pre-identified special needs populations. SRS may be conducted pre- or post- incident at these pre-identified locations.

Search Modes

DETECTION MODE – A search mode to determine if victims are present.

LOCATION MODE – Following detection, a search mode to confirm victim's location and pinpoint for rescue.

HEAVY EQUIPMENT RESOURCE TYPING

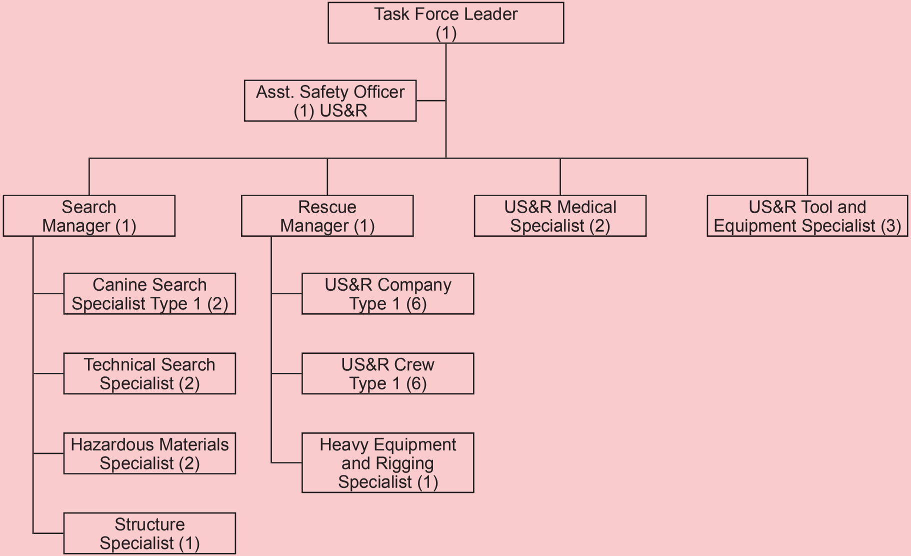
Resource	Component	Type			
		1	2	3	4
Hydraulic Truck Crane	Rating (Tons) Radius (Feet)	100 tons+ Up to 275 feet	50-100 tons Up to 200 feet	Up to 50 tons Up to 150 feet	
Hydraulic Rough Terrain Crane	Rating (Tons) Radius (Feet)	Up to 50 tons Up to 100 feet			
Conventional Truck Crane	Rating (Tons) Radius (Feet)	150 tons+ Up to 300 feet	75-150 tons Up to 250 feet	Up to 75 tons Up to 150 feet	
Conventional Crawler Crane	Rating (Tons) Radius (Feet)	350 tons+ Up to 350+ feet	100-350 tons Up to 275 feet	Up to 100 tons Up to 160 feet	
Excavator Crawler	Rating (lbs.) Reach	80k lbs.+ Up to 50 feet	40-80k lbs. Up to 50 feet	Up to 40k lbs. Up to 40 feet	Mini
Loader Rubber Tire	Rating (Cubic Yards)	5 cubic yards	3-5 cubic yards	1-3 cubic yards	Backhoe Skid Steer Mini
Forklift Conventional	Rating (Tons)	25 tons+	10-25 tons	5-10 tons	
Forklift All-Terrain Extendable	Rating (lbs.)	3-6 tons (6-12k lbs.)			

REGIONAL US&R TASK FORCE (RTF)

The Regional US&R Task Force Level is comprised of 29 people specially trained and equipped for large or complex US&R Operations. The multi-disciplinary organization provides five functional elements that include Supervision, Search, Rescue, Medical, and Tool/Equipment Support. The Regional US&R Task Force is totally self-sufficient for the first 24 hours. Transportation is provided by the sponsoring agency, and logistical support will normally be provided by the requesting agency.

A Task Force Leader supervises the Regional US&R Task Force. An Assistant Safety Officer is attached to the Task Force, and upon arrival at the incident, will be supervised by the incident's Safety Officer. The Assistant Safety Officer will work directly with the Task Force Leader and will be assigned to the RTF's area of operation. The RTF Search element includes Canine and Technical Search capabilities. The RTF Rescue element includes a Type 1 US&R Company (personnel and equipment), a Type 1 US&R Crew (personnel), and a Heavy Equipment and Rigging Specialist. This element can conduct rescue operations in all types of structures. The RTF Medical element is responsible for the care and treatment of injured Task Force members or victims if such care must occur in the hazard area. The Medical element will work directly for the RTF and/or as appropriate within the Incident Medical Unit. The Tool and Equipment support element works within the Task Force for tool and equipment repair and maintenance, and will coordinate with the Incident Logistics Section for acquisition of tools, materials, and equipment from off-incident locations.

REGIONAL US&R TASK FORCE ORGANIZATION


Task Force Leader (1)
Asst. Safety Officer (1) US&R
Search Manager (1)
Rescue Manager (1)
US&R Medical Specialist (2)
US&R Tool and Equipment Specialist (3)
Canine Search Specialist Type 1 (2)
Technical Search Specialist (2)
Hazardous Materials Specialist (2)
Structure Specialist (1)
US&R Company Type 1 (6)
US&R Crew Type 1 (6)
Heavy Equipment and Rigging Specialist (1)

29 POSITIONS

STATE/NATIONAL US&R TASK FORCE

The Federal Government, through the Federal Emergency Management Agency (FEMA), under the Department of Homeland Security (DHS), has established several State/National Urban Search and Rescue (US&R) Task Forces throughout the nation. All US&R Task Force activities are coordinated through the Governor's Office of Emergency Services (OES), which serves as the primary point of contact for FEMA/DHS. A US&R Task Force is also a State resource that can be acquired without a request for Federal assistance. All requests for a US&R Task Force must go through normal Mutual Aid request procedures. A full, 70-person, Type I, National US&R Task Force is able to deploy within six hours of activation.

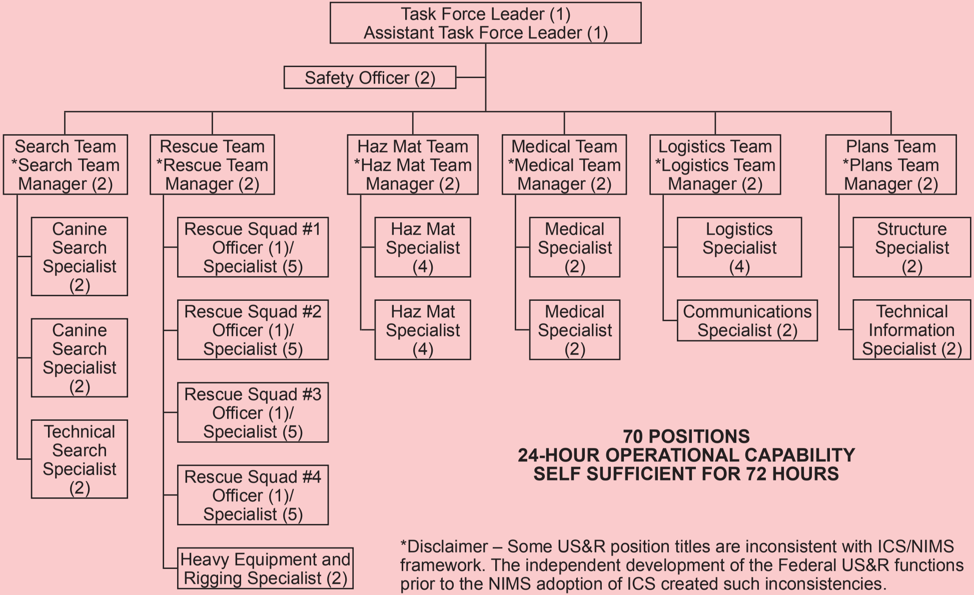
State/National US&R Task Force is comprised of 70 trained personnel when configured as a Type-1 Task Force equipped for large or complex US&R operations. As many as 10 additional ground support workers may be attached for ground transport. The multi-disciplinary organization provides seven functional elements that include Supervision, Search, Rescue, Haz Mat/WMD, Medical, Logistics, and Planning. The State/National US&R Task Force is designed to be used as a "single resource". However, each element of the Task Force is modularized into functional components and can be independently requested and utilized. The State/National US&R Task Force may also be configured as a Type-3 Task Force with 28 members. A State/National Type-3 US&R Task Force has the capabilities and communications to respond to light frame building collapse, basic rope rescue or operations, and trench and excavation rescues. Staffing includes personnel to address Haz Mat and ALS needs.

A Task Force Leader supervises the State/National US&R Task Force. The US&R Task Force Search element includes physical, canine, and electronic capabilities. The Rescue element can conduct rescue operations in all types of structures. The Haz Mat element is primarily responsible for the detection and decontamination of Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) substances for Task Force members and entrapped victims. The Medical element is primarily responsible for the care and treatment of Task Force members and entrapped victims during extrication. The Logistics element provides the Task Force with logistical support and communications. The Planning element provides personnel competent in structural integrity assessments and documentation of Task Force activities.

The State/National US&R Task Force is designed to be used as a Single Resource but is modularized into functional elements that can be independently requested and utilized. However, once mobilized as a State/National US&R Task Force, the elements shall remain under the supervision of the US&R Task Force Leader.

A Federal US&R Incident Support Team (IST) coordinates the arrival of a State/National US&R Task Force. The IST is capable of providing overhead management and logistical support to the US&R Task Force while on deployment if an ICS organization is not in place. If an ICS organization is in place, the IST will integrate into that organization. State/National US&R Task Forces will work within the local incident command organization.

STATE/NATIONAL US&R TASK FORCE ORGANIZATION


Task Force Leader (1)
Assistant Task Force Leader (1)
Safety Officer (2)
Search Team *Search Team Manager (2)
Canine Search Specialist (2)
Canine Search Specialist (2)
Technical Search Specialist (2)
Rescue Team *Rescue Team Manager (2)
Rescue Squad #1 Officer (1)/ Specialist (5)
Rescue Squad #2 Officer (1)/ Specialist (5)
Rescue Squad #3 Officer (1)/ Specialist (5)
Rescue Squad #4 Officer (1)/ Specialist (5)
Heavy Equipment and Rigging Specialist (2)
Haz Mat Team *Haz Mat Team Manager (2)
Haz Mat Specialist (4)
Haz Mat Specialist (4)
Medical Team *Medical Team Manager (2)
Medical Specialist (2)
Medical Specialist (2)
Logistics Team *Logistics Team Manager (2)
Logistics Specialist (4)
Communications Specialist (2)
Plans Team *Plans Team Manager (2)
Structure Specialist (2)
Technical Information Specialist (2)

70 POSITIONS
24-HOUR OPERATIONAL CAPABILITY
SELF SUFFICIENT FOR 72 HOURS

*Disclaimer – Some US&R position titles are inconsistent with ICS/NIMS framework. The independent development of the Federal US&R functions prior to the NIMS adoption of ICS created such inconsistencies.

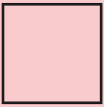
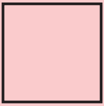
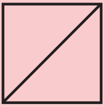
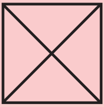
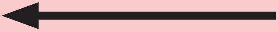
STRUCTURE/HAZARDS MARKING SYSTEM

At incidents involving several structures or large areas of damage, the identity and location of individual structures is crucial. The use of existing street names and addresses should always be considered first. If due to damage this is not possible, use the existing hundred block and place all even numbers on one side of the street and all odd numbers on the other side. Mark the new numbers on the front of the structure with orange spray paint. If due to damage the name of the street is not identifiable, start with the letter “A” using the phonetic alphabet “Alpha”, “Bravo”, "Charlie", etc.

Structure hazards identified during initial size-up activities and throughout the incident should be noted. This Structure/Hazards Mark should be made on the outside of all normal entry points. Orange spray paint seems to be the most easily seen color on most backgrounds, and line marking or downward spray cans apply the best paint marks. Lumber chalk or lumber crayons should be used to mark additional information inside the search mark itself because they are easier to write with than spray paint.

A large square box (approximately two feet) is outlined at any entrance accessible for entry into any compromised structure. Use orange paint for this marking. Specific markings will be clearly made adjacent to the box to indicate the condition of the structure and any hazards found at the time of this assessment. Normally, the square box marking would be made immediately adjacent to the entry point identified as safe. An arrow will be placed next to the box indicating the direction of the safe entrance if the Structure/Hazards marking must be made somewhat remote from the safe entrance.

STRUCTURE/HAZARDS MARKINGS

Make a large (2' x 2') square box with orange spray paint on the outside of the main entrance to the structure. Put the date, time, hazardous material conditions, and team or company identifier outside the box on the right-hand side. This information can be made with a lumber-marking device.		**9/12/93** **1310 hrs.** **HM – nat. gas** **SMA – E-1**
Structure is accessible and safe for search and rescue operations. Damage is minor with little danger of further collapse.		**9/12/93** **1310 hrs.** **HM – None** **SMA – E-1**
Structure is significantly damaged. Some areas are relatively safe, but other areas may need shoring, bracing, or removal of falling and collapsed hazards.		**9/12/93** **1310 hrs.** **HM – nat. gas** **SMA – E-1**
Structure is not safe for search or rescue operations. May be subject to sudden additional collapse. Remote search operations may proceed at significant risk. If rescue operations are undertaken, safe haven areas and rapid evacuation routes should be created.		**9/12/93** **1310 hrs.** **HM – nat. gas** **SMA – E-1**
Arrow located next to a marking box indicates the direction to a safe entrance into the structure should the marking box need to be made remote from the indicated entrance.		

SEARCH MARKING SYSTEM

Search Markings must be easy to make, easy to read, and easy to understand. To be easily seen, the search mark must be large and of a contrasting color to the background surface. Orange spray paint seems to be the most easily seen color on most backgrounds, and line marking or downward spray cans apply the best paint marks. A lumber marking device may be used to write additional information inside the search mark itself when it is difficult to write the additional information with spray paint.

A large distinct marking will be made outside the main entrance of each building, structure, or area to be searched. This “Main Entrance” search marking will be completed in two steps. First, a large, single slash (approximately two feet) shall be made starting at the upper left and moving to the lower right near the main entrance at the start of the search. The Search Team identifier and time that the structure was entered shall be marked to the left of the mid-point of the slash, and the date shall be marked near the top of the slash on the opposite side.

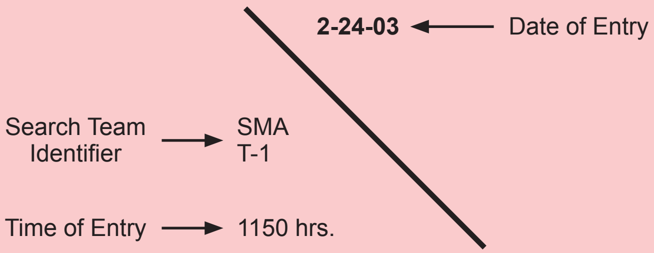
When the search of the entire structure is complete and the Search Team exits the building, a second large slash shall be made in the opposite direction forming an “X” on the Main Entrance search marking. Additional information summarizing the entire search of the structure will be placed in three quadrants of the “X”. The left quadrant will already contain the Search Team identifier and time when the Search Team first entered the structure. In the top quadrant, enter the time the Search Team exited the structure under the date. Change the date if different from date the structure was entered. The right quadrant is for any significant hazards located inside the structure. The bottom quadrant is for the number of live “V” or dead “∀” victims still inside the structure. Use a small “X” in the bottom quadrant if no victims are inside the structure.

If the search of the entire structure is incomplete, make a circle (approximately 1’ diameter) in the middle of the single slash. The left side will already contain the Search Team identifier and time when the Search Team first entered the structure. At the top end of the slash, enter the time the Search Team exited the structure under the date. Change the date if different from date the structure was entered. On the right side, the mid-point of the slash is for any significant hazards located inside the structure. The bottom end of the slash is for the number of live “V” or dead “∀” victims still inside the structure. Use a small “X” at the bottom if no victims are inside the structure.

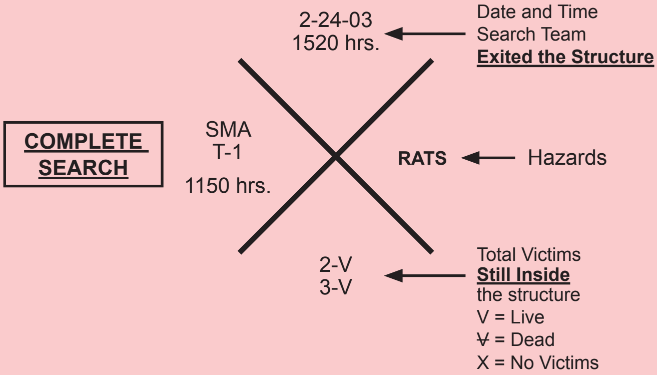
During the search function, while inside the structure, a large single slash shall be made upon entry of each room, area, or floor. After the search of the room or area has been completed, a second large slash shall be drawn in the opposite direction forming an “X”. The only additional information placed in any of the “X” quadrants while inside the structure shall be that pertaining to any significant hazards and the number of live “V” or dead “∀” victims, as indicated by “V” for live and “∀” for dead.

SEARCH MARKINGS

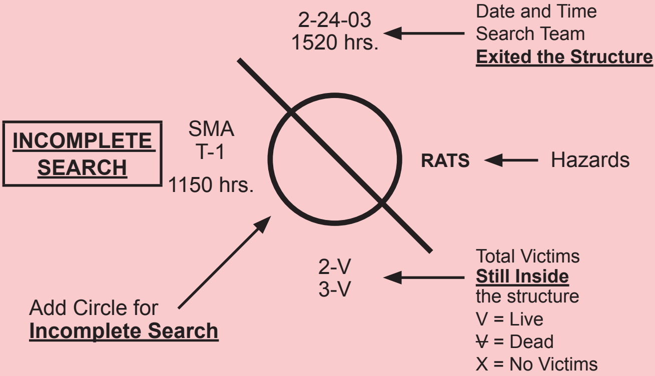
Main Entrance Search Marking – WHEN YOU ENTER


2-24-03
Date of Entry
Search Team Identifier
SMA
T-1
Time of Entry
1150 hrs.

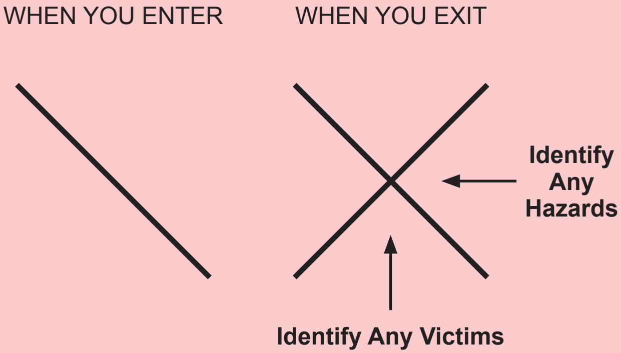
Main Entrance Search Marking – WHEN YOU EXIT


2-24-03
1520 hrs.
Date and Time
Search Team
Exited the Structure
COMPLETE SEARCH
SMA
T-1
1150 hrs.
RATS
Hazards
2-V
3-V
Total Victims
Still Inside
the structure
V = Live
V̸ = Dead
X = No Victims

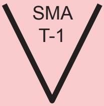
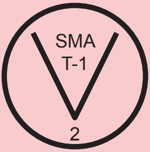
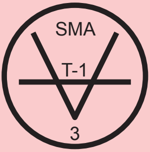
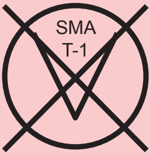
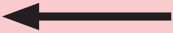
Main Entrance Search Marking – WHEN YOU EXIT


2-24-03
1520 hrs.
Date and Time
Search Team
Exited the Structure
INCOMPLETE SEARCH
SMA
T-1
1150 hrs.
RATS
Hazards
2-V
3-V
Total Victims
Still Inside
the structure
V = Live
V̶ = Dead
X = No Victims
Add Circle for
Incomplete Search

Interior Search Markings – Each Room, Area or Floor


WHEN YOU ENTER
WHEN YOU EXIT
Identify Any Hazards
Identify Any Victims

VICTIM MARKING SYSTEM

Make a large (2' x 2') "V" with orange spray paint near the location of a **potential** victim. Mark the name of the Search Team or crew identifier in the top part of the "V" with paint or a limber marker type device.	
Paint a circle around the "V" when a potential victim is **confirmed** to be **alive** either visually, vocally, or hearing specific sounds that would indicate a high probability of a live victim. If more than one confirmed live victim, mark the total number of victims under the "V".	
Paint a horizontal line through the middle "V" when a **confirmed** victim is determined to be **deceased**. If more that one confirmed deceased victim, mark the total number of victims under the "V". Use both the live and deceased victim-marking symbols when a combination of live and deceased victims is determined to be in the same location.	
Paint an "X" through the confirmed victim symbol after **all** victim(s) have been removed from the specific location identified by the marking.	
An arrow may need to be painted next to the "V" pointing towards the victim when the victim's location is not immediately near where the "V" is painted.	

CHEMICAL LIGHT AND FLAGGING TAPE PLAN

Chemical light marking for night operations should include flagging tape of the same color as the light stick.

WHITE	MARKER-NEUTRAL
RED	NO GO, HAZARD
YELLOW	CAUTION
GREEN	ENTRY LOCATION
BLUE	VICTIM

Each lighted location should be accompanied by the appropriate building search or victim marking as referenced on page 16-34 to page 16-40.

EMERGENCY SIGNALING SYSTEM

Because of the high potential of secondary collapse, dangerous conditions, and the need to communicate other important information, an emergency signaling system should be adopted and in use by all personnel at the incident site. Emergency signals must be loud, identifiable, and sounded when conditions require immediate attention. Emergency signals can be made using devices such as a whistle, air horn, vehicle horn, or bell. Each structure or larger area of operations may need to have its own distinct emergency signal device when multiple rescue operations are taking place in the same area to reduce confusion.

Supervisors should identify and inform assigned personnel of a designated place of assembly and/or Safe Zone for a Personal Accountability Report (PAR) to be conducted should an evacuation signal be sounded. A place of assembly is usually a safe location outside the evacuation area. A Safe Zone is usually a safe location within a building or disaster site that can be entered within the evacuation area. When an evacuation signal is sounded, all supervisors must conduct a roll call of their assigned personnel and communicate the results of the PAR to their supervisor.

Evacuate The Area	**Short signals repeated for 10 seconds, pause for 10 seconds, and repeat for 3 repetitions. Total signal time – 50 seconds.**
Cease Operations/All Quiet	**One long signal (8 to 10 seconds).**
Resume Operations	**One long and one short signal.**

CHAPTER 17

HAZARDOUS MATERIALS AND MASS DECONTAMINATION

INTRODUCTION 17-2
MODULAR DEVELOPMENT 17-2
POSITION CHECKLISTS (HAZ MAT) 17-8
    HAZ MAT GROUP SUPERVISOR 17-8
    HAZ MAT ASSISTANT SAFETY OFFICER 17-9
    HAZ MAT ENTRY LEADER 17-10
    HAZ MAT DECONTAMINATION LEADER 17-11
    HAZ MAT SITE ACCESS CONTROL LEADER 17-12
    HAZ MAT REFUGE AREA MANAGER 17-13
    HAZ MAT SAFE REFUGE AREA MANAGER 17-14
    TECHNICAL SPECIALIST–HAZ MAT REFERENCE 17-15
UNIFIED COMMAND PARTNERS/ASST. AGENCIES 17-16
    LAW ENFORCEMENT 17-16
    ENVIRONMENTAL HEALTH AGENCIES 17-16
MASS DECONTAMINATION 17-20
INTRODUCTION 17-20
MODULAR DEVELOPMENT 17-20
POSITION CHECKLISTS (MASS DECON) 17-26
    MASS DECONTAMINATION GROUP SUPERVISOR 17-26
    MASS DECONTAMINATION UNIT LEADER 17-27
    DECONTAMINATION LANE MANAGER 17-28
    HANDLER 17-28

INTRODUCTION

The Hazardous Materials organizational module is designed to provide an organizational structure that will provide necessary supervision and control for the essential functions required at virtually all Hazardous Materials incidents. This is based on the premise that controlling the tactical operations of companies and movement of personnel and equipment will provide a greater degree of safety and also reduce the probability of spreading of contaminants. The Hazardous Materials Group Supervisor or the Hazardous Materials Branch Director (if activated) will direct primary functions and all resources that have a direct involvement with hazardous materials operations.

MODULAR DEVELOPMENT

A series of examples of modular development is included to illustrate one method of expanding the incident organization:

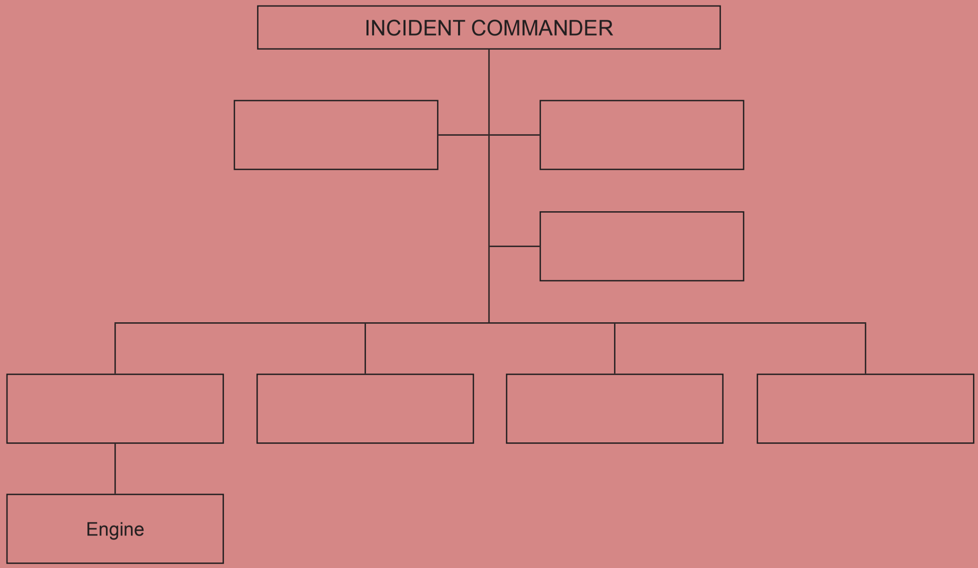
Initial Response Organization: The Incident Commander manages all initial response resources as well as all Command and General Staff responsibilities.

Reinforced Response Organization: In addition to the initial response, the responsible agencies have met and established a Unified Command. They have established a Hazardous Materials Group to manage all activities within the Control Zones and have organized a Law Enforcement Group to isolate and contain the operational area. The Unified Command has established a Planning Section, a Staging Area, and an Assistant Safety Officer – Hazardous Materials. A Medical Unit has been established for incident personnel support and responder rehabilitation.

Multi-Division/Group Response Organization: The Incident Commanders have activated most Command and General Staff positions and have established multiple groups.

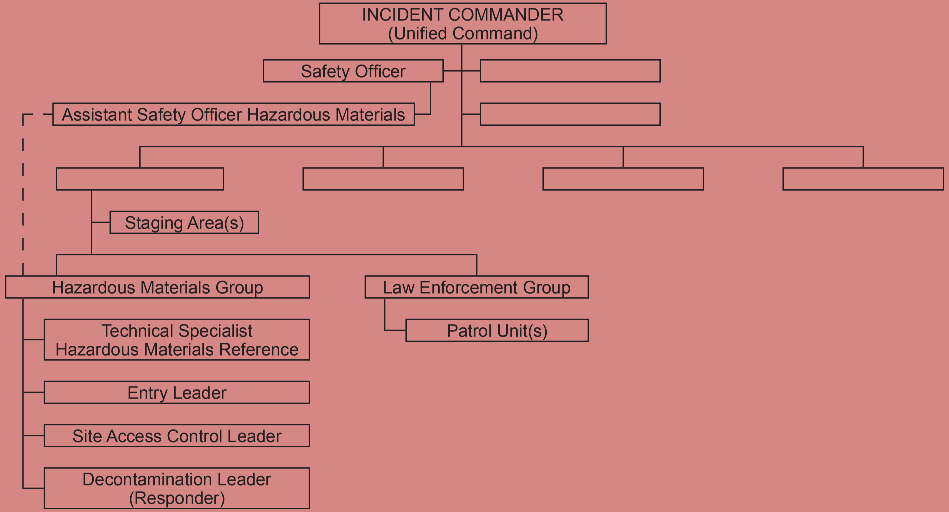
Multi-Branch Response Organization: The Incident Commanders have activated all Command and General Staff positions and have established four branches in the Operations Section.

HAZ MAT – INITIAL RESPONSE ORGANIZATION



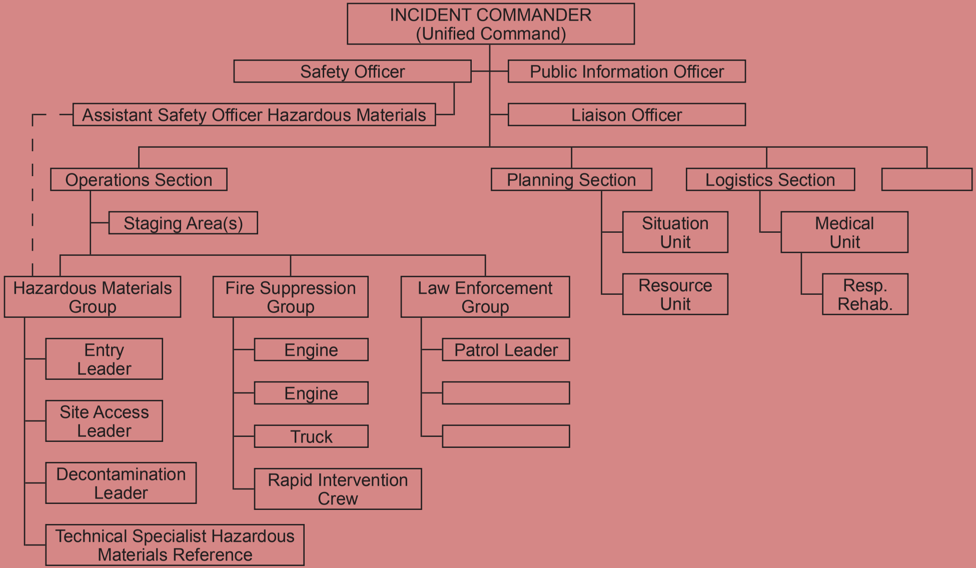
Haz Mat – Initial Response Organization: The Incident Commander manages all initial response resources as well as all Command and General Staff responsibilities.

HAZ MAT – REINFORCED RESPONSE ORGANIZATION


INCIDENT COMMANDER
(Unified Command)
Safety Officer
Assistant Safety Officer Hazardous Materials
Staging Area(s)
Hazardous Materials Group
Law Enforcement Group
Patrol Unit(s)
Technical Specialist
Hazardous Materials Reference
Entry Leader
Site Access Control Leader
Decontamination Leader
(Responder)

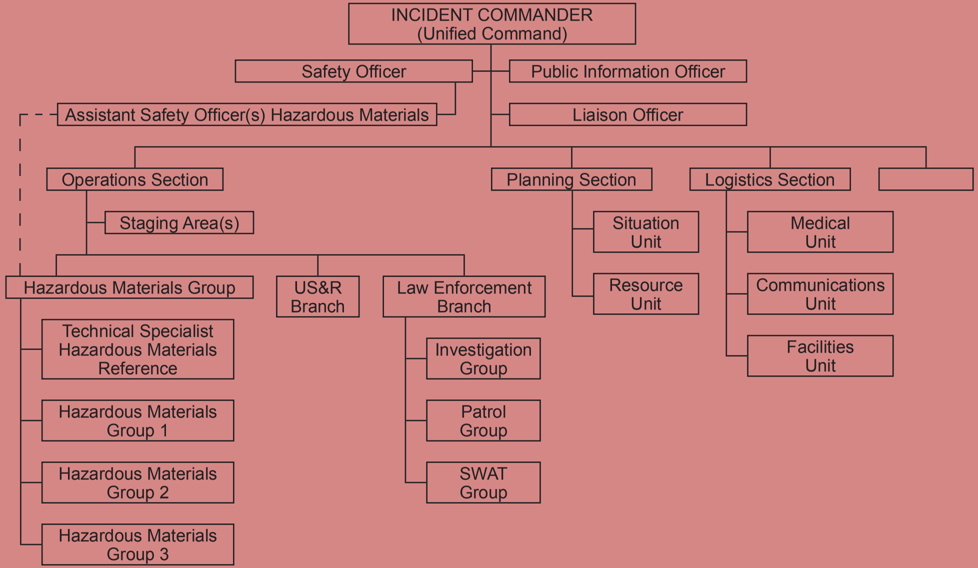
Haz Mat – Reinforced Response Organization: In addition to the initial response, the responsible agencies have met and established a Unified Command. They have established a Hazardous Materials Group to manage all activities around the Control Zones and have organized a Law Enforcement Group to isolate and contain the operational area. The Unified Command has established a Planning Section, a Staging Area, and an Assistant Safety Officer-Hazardous Materials. A Medical Unit has been established for incident personnel support and responder rehabilitation.

HAZ MAT – MULTI-DIVISION/GROUP RESPONSE ORGANIZATION


INCIDENT COMMANDER
(Unified Command)
Safety Officer
Public Information Officer
Assistant Safety Officer Hazardous Materials
Liaison Officer
Operations Section
Planning Section
Logistics Section
Staging Area(s)
Situation Unit
Medical Unit
Resource Unit
Resp. Rehab.
Hazardous Materials Group
Fire Suppression Group
Law Enforcement Group
Entry Leader
Site Access Leader
Decontamination Leader
Technical Specialist Hazardous Materials Reference
Engine
Engine
Truck
Rapid Intervention Crew
Patrol Leader

Haz Mat – Multi-Division/Group Response Organization: The Incident Commanders have activated most Command and General Staff positions and have established multiple groups.

HAZ MAT – MULTI-BRANCH RESPONSE ORGANIZATION


INCIDENT COMMANDER
(Unified Command)
Safety Officer
Public Information Officer
Assistant Safety Officer(s) Hazardous Materials
Liaison Officer
Operations Section
Planning Section
Logistics Section
Staging Area(s)
Situation Unit
Resource Unit
Medical Unit
Communications Unit
Facilities Unit
Hazardous Materials Group
US&R Branch
Law Enforcement Branch
Technical Specialist Hazardous Materials Reference
Hazardous Materials Group 1
Hazardous Materials Group 2
Hazardous Materials Group 3
Investigation Group
Patrol Group
SWAT Group

Haz Mat – Multi-Branch Response Organization: The Incident Commanders have activated all Command and General Staff positions and have established three branches in the Operations Section.

POSITION CHECKLISTS (HAZ MAT)

HAZ MAT GROUP SUPERVISOR – The Hazardous Materials Group Supervisor or Hazardous Materials Branch Director reports to the Operations Section Chief. The Hazardous Materials Group Supervisor is responsible for the implementation of the phases of the Incident Action Plan dealing with the Hazardous Materials Group operations. The Hazardous Materials Group Supervisor is responsible for the assignment of resources within the Hazardous Materials Group, reporting on the progress of control operations and the status of resources within the group. The Hazardous Materials Group Supervisor directs the overall operations of the Hazardous Materials Group:

a. Review Chapter 1 *Common Responsibilities.*
b. Ensure the development of Control Zones and Access Control Points and the placement of appropriate control lines.
c. Evaluate and recommend public protection action options to the Operations Section Chief or Hazardous Materials Branch Director (if activated).
d. Ensure that current weather data and future weather predictions are obtained.
e. Establish environmental monitoring of the hazard site for contaminants.
f. Ensure that a Site Safety and Control Plan (ICS Form 208) is developed and implemented.
g. Conduct safety meetings with the Hazardous Materials Group.
h. Participate, when requested, in the development of the Incident Action Plan.
i. Ensure that recommended safe operational procedures are followed.
j. Ensure that the proper Personal Protective Equipment is selected and used.

k. Ensure that the appropriate agencies are notified through the Incident Commander.
l. Conduct Post Incident Debriefing related to Haz Mat activities.
m. Maintain Unit/Activity Log (ICS Form 214).

HAZ MAT ASSISTANT SAFETY OFFICER – Reports to the Incident Commander or Safety Officer (if activated) and coordinates with the Hazardous Materials Group Supervisor or Hazardous Materials Branch Director (if activated). The Assistant Safety Officer-Hazardous Materials coordinates safety-related activities directly relating to the Hazardous Materials Group operations as mandated by 29 CFR Part 1910.120 and applicable state and local laws. This position advises the Hazardous Materials Group Supervisor (or Hazardous Materials Branch Director) on all aspects of health and safety, continuously monitors for modifying conditions, and has full authority to stop or prevent unsafe acts. It is mandatory that an Assistant Safety Officer-Hazardous Materials be appointed at all hazardous materials incidents. The Assistant Safety Officer-Hazardous Materials does not act as the Safety Officer for the overall incident:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain briefing from the Hazardous Materials Group Supervisor.
c. Participate in the preparation and implementation of the Site Safety and Control Plan (ICS Form 208).
d. Advise the Hazardous Materials Group Supervisor (or Hazardous Materials Branch Director) of deviations from the Site Safety and Control Plan (ICS Form 208) or any dangerous situations.
e. Has full authority to alter, suspend, or terminate any activity that may be judged to be unsafe.

f. Ensure the protection of the Hazardous Materials Group personnel from physical, environmental, and chemical hazards/exposures.
g. Ensure the provision of required emergency medical services for assigned personnel, and coordinate with the Medical Unit Leader.
h. Ensure that medical-related records for the Hazardous Materials Group personnel are maintained.
i. Maintain Unit/Activity Log (ICS Form 214).

HAZ MAT ENTRY LEADER – Reports to the Hazardous Materials Group Supervisor. The Hazardous Materials Entry Leader is responsible for the overall entry operations of assigned personnel within the Exclusion Zone:

a. Review Chapter 1 *Common Responsibilities.*
b. Supervise entry operations.
c. Recommend actions to mitigate the situation within the Exclusion Zone.
d. Carry out actions, as directed by the Hazardous Materials Group Supervisor, to mitigate the hazardous materials release or threatened release.
e. Maintain communications and coordinate operations with the Hazardous Materials Decontamination Leader.
f. Maintain communications and coordinate operations with the Hazardous Materials Site Access Control Leader, the Hazardous Materials Refuge Area Manager, and the Hazardous Materials Safe Refuge Area Manager (if activated).
g. Maintain communications and coordinate operations with Technical Specialist Hazardous Materials Reference.
h. Maintain control of the movement of people and equipment within the Exclusion Zone, including contaminated victims.
i. Direct rescue operations, as needed, in the Exclusion Zone.

j. Participate in the preparation and implementation of the Site Safety and Control Plan (ICS Form 208).
k. Maintain Unit/Activity Log (ICS Form 214).

HAZ MAT DECONTAMINATION LEADER – Reports to the Hazardous Materials Group Supervisor. The Hazardous Materials Decontamination Leader is responsible for the operations of the decontamination element, providing decontamination as required by the Incident Action Plan:

a. Review Chapter 1 *Common Responsibilities.*
b. Establish the Contamination Reduction Corridor(s).
c. Identify contaminated people and equipment.
d. Supervise the operations of the decontamination element in the process of decontaminating people and equipment.
e. Control the movement of people and equipment within the Contamination Reduction Zone.
f. Maintain communications and coordinate operations with the Hazardous Materials Entry Leader.
g. Maintain communications and coordinate operations with the Hazardous Materials Site Access Control Leader and the Hazardous Materials Safe Refuge Area Manager (if activated).
h. Coordinate the transfer of contaminated patients requiring medical attention (after decontamination) to the Medical Group.
i. Coordinate handling, storage, and transfer of contaminants within the Contamination Reduction Zone in accordance with applicable regulations.
j. Participate in the preparation and implementation of the Site Safety and Control Plan (ICS Form 208).
k. Maintain Unit/Activity Log (ICS Form 214).

HAZ MAT SITE ACCESS CONTROL LEADER – Reports to the Hazardous Materials Group Supervisor. The Hazardous Materials Site Access Control Leader is responsible for the control of the movement of all people and equipment through appropriate access routes at the hazard site and ensures that contaminants are controlled and records are maintained:

a. Review Chapter 1 *Common Responsibilities.*
b. Organize and supervise assigned personnel to control access to the hazard site.
c. Oversee the placement of the Exclusion Zone Control Line and the Contamination Control Line.
d. Ensure that appropriate personnel and security are available to control the site.
e. Establish Safe Refuge Area within the Contamination Reduction Zone, and appoint a Hazardous Materials Safe Refuge Area Manager (as needed).
f. Establish a Refuge Area within the Exclusion Zone, and appoint a Refuge Area Manager (as needed).
g. Ensure that injured or exposed individuals are decontaminated prior to departure from the hazard site.
h. Track the movement of persons passing through the Control Zones to ensure that long-term observations are provided.
i. Coordinate with the Medical Group for proper separation and tracking of potentially contaminated individuals needing medical attention.
j. Monitor any changes in climatic conditions or other circumstances external to the hazard site.
k. Maintain communications and coordinate operations with the Hazardous Materials Entry Leader.
l. Maintain communications and coordinate operations with the Hazardous Materials Decontamination Leader.
m. Maintain communications and coordinate operations with Law Enforcement.

n. Participate in the preparation and implemention of the Site Safety and Control Plan (ICS Form 208).
o. Maintain Unit/Activity Log (ICS Form 214).

HAZ MAT REFUGE AREA MANAGER – The Hazardous Materials Refuge Area Manager reports to the Hazardous Materials Site Access Control Leader and coordinates with the Hazardous Materials Decontamination Leader and the Hazardous Materials Entry Leader. The Hazardous Materials Refuge Area Manager is responsible for evaluating and prioritizing victims with a high possibility for contamination, for decontamination, and treatment. This area should be separate from the Safe Refuge Area to prevent the spread of contamination by these victims (see Control Zone Layout):

a. Review Chapter 1 *Common Responsibilities.*
b. Establish the Refuge Area adjacent to the Contamination Reduction Zone, adjacent to the Contamination Reduction Corridor, and within the Exclusion Zone Control Line.
c. Monitor the hazardous materials release to ensure that the Refuge Area is not subject to exposure.
d. Assist the Hazardous Materials Site Access Control Leader by ensuring the victims are evaluated for contamination.
e. Manage the Refuge Area for the holding and evaluation of victims who are likely contaminated.
f. Maintain communications with the Hazardous Materials Entry Leader to coordinate the movement of potentially contaminated victims from the Refuge Area(s) in the Exclusion Zone to the Safe Refuge Area.
g. Maintain communications with the Hazardous Materials Decontamination Leader to coordinate the movement of contaminated victims from the Refuge Area into the Contamination Reduction Corridor, if needed.
h. Maintain Unit/Activity Log (ICS Form 214).

HAZ MAT SAFE REFUGE AREA MANAGER – The Hazardous Materials Safe Refuge Area Manager reports to the Hazardous Materials Site Access Control Leader and coordinates with the Hazardous Materials Decontamination Leader and the Hazardous Materials Entry Leader. The Hazardous Materials Safe Refuge Area Manager is responsible for evaluating and prioritizing the need for treatment, collecting information, and preventing the potential spread of contamination by any potential victims. If there is a need for the Hazardous Materials Safe Refuge Area Manager to enter the Contamination Reduction Zone in order to fulfill assigned responsibilities, then the appropriate Personal Protective Equipment shall be worn (see Control Zone Layout):

a. Review Chapter 1 *Common Responsibilities.*
b. Establish the Safe Refuge Area within the Contamination Reduction Zone, adjacent to the Contamination Reduction Corridor, and the Exclusion Zone Control Line.
c. Monitor the hazardous materials release to ensure that the Safe Refuge Area is not subject to exposure.
d. Assist the Hazardous Materials Site Access Control Leader by ensuring that potential victims are evaluated for contamination.
e. Manage the Safe Refuge Area for the holding and evaluation of potential victims who may have information about the incident or if suspected of having contamination.
f. Maintain communications with the Hazardous Materials Entry Leader to coordinate the movement of potentially contaminated victims from the Refuge Area(s) in the Exclusion Zone to the Safe Refuge Area.
g. Maintain communications with the Hazardous Materials Decontamination Leader to coordinate the movement of potential victims from the Safe Refuge Area into the Contamination Reduction Corridor (if needed).
h. Maintain Unit/Activity Log (ICS Form 214).

TECHNICAL SPECIALIST–HAZ MAT REFERENCE – Reports to the Hazardous Materials Group Supervisor, Hazardous Materials Branch Director, or Planning Section Chief (as appropriate). This position provides continuous technical information and assistance to the Hazardous Materials Group using various reference sources such as computer databases, technical journals, and facility representatives. The Technical Specialist Hazardous Materials Reference may provide product identification using hazardous categorization tests and/or any other means of identifying unknown materials:

a. Review Chapter 1 *Common Responsibilities.*
b. Provide technical support to the Hazardous Materials Group Supervisor or Hazardous Materials Branch Director (if activated).
c. Maintain communications and coordinate operations with the Hazardous Materials Entry Leader.
d. Continuously provide and interpret environmental monitoring, and modify the monitoring plan as necessary as incident conditions change.
e. Provide product identification characteristics and hazard information to incident personnel.
f. Determine personal protective equipment compatibility to hazardous material.
g. Obtain technical information from public and private sources.
h. Provide technical information for incident documentation.
i. Assist in projecting the potential environmental effects of the release.
j. Participate in the preparation of the Site Safety and Control Plan (ICS Form 208).
k. Maintain Unit/Activity Log (ICS Form 214).

UNIFIED COMMAND PARTNERS/ASST. AGENCIES

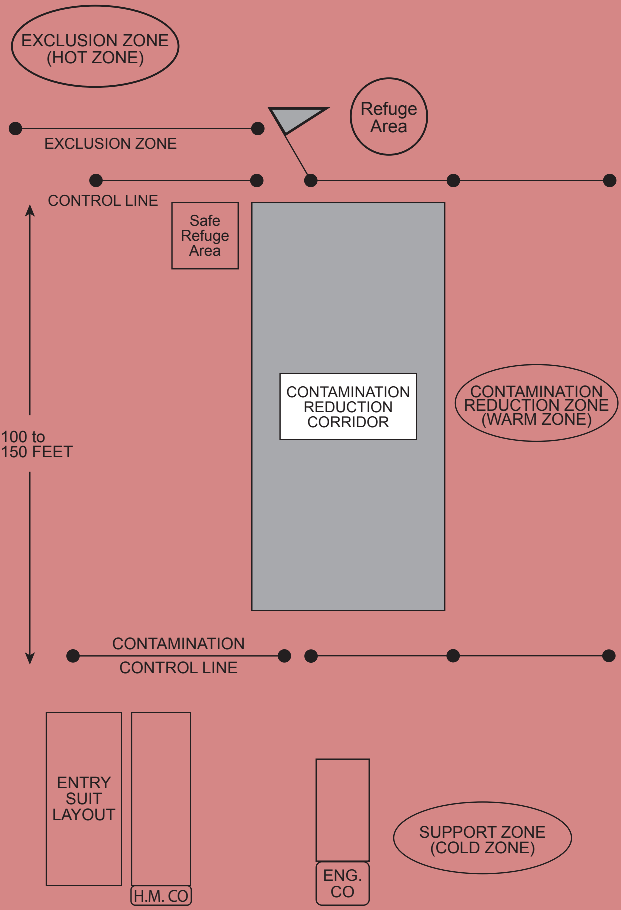
LAW ENFORCEMENT – Local, State, and Federal law enforcement agencies may respond to Hazardous Materials incidents. Depending on incident factors, law enforcement may be a partner in Unified Command or may participate as an assisting agency. Some functional responsibilities that may be handled by law enforcement are:

a. Isolate the incident area.
b. Manage crowd control.
c. Manage traffic control.
d. Manage public protective action.
e. Provide scene management for on-highway incidents.
f. Manage criminal investigations.
g. Collect evidence.

ENVIRONMENTAL HEALTH AGENCIES – In most cases the local or State environmental health agency will be at the scene as a partner in Unified Command. Some functional responsibilities that may be handled by environmental health agencies are:

a. Determine the identity and nature of the Hazardous Materials.
b. Establish the criteria for clean-up and disposal of the Hazardous Materials.
c. Participate in the transition of scene control to the appropriate agency.
d. Declare the site safe for re-entry by the public.
e. Provide the medical history of exposed individuals.
f. Monitor the environment.
g. Supervise the cleanup of the site.
h. Enforce various laws and acts.
i. Determine legal responsibility.
j. Provide technical advice.
k. Approve funding for the cleanup.

CONTROL ZONE LAYOUT


EXCLUSION ZONE (HOT ZONE)
Refuge Area
EXCLUSION ZONE
CONTROL LINE
Safe Refuge Area
CONTAMINATION REDUCTION CORRIDOR
CONTAMINATION REDUCTION ZONE (WARM ZONE)
100 to 150 FEET
CONTAMINATION CONTROL LINE
ENTRY SUIT LAYOUT
H.M. CO
ENG. CO
SUPPORT ZONE (COLD ZONE)

HAZ MAT TEAM TYPES & MIN. STANDARDS

COMPONENTS	TYPE 1	TYPE 2	TYPE 3
Field Testing	Known Chemicals	Known Chemicals	Known Chemicals
	Unknown Chemicals	Unknown Chemicals	
	WMD Chem/Bio		
Air Monitoring	Combustible Gas Oxygen Carbon Monoxide Hydrogen Sulfide	Combustible Gas Oxygen Carbon Monoxide Hydrogen Sulfide	Combustible Gas Oxygen Carbon Monoxide Hydrogen Sulfide
	Specialty Gases Hydrocarbon Liquid Vapors	Specialty Gases Hydrocarbon Liquid Vapors	
	WMD Chem/Bio		
Sampling Capturing Labeling Evidence Collection	Known Chemicals	Known Chemicals	Known Chemicals
	Unknown Chemicals	Unknown Chemicals	
	WMD Chem/Bio		
Radiation Monitoring and Detection	Gamma	Gamma	Gamma
	Beta	Beta	Beta
	Alpha, Radionuclide		
Chemical Protective Clothing	Liquid Splash Protective	Liquid Splash Protective	Liquid Splash Protective
	Vapor Protective	Vapor Protective	
	Flash Fire Vapor Protective (Optional Rev 2007)	Flash Fire Vapor Protective (Optional Rev 2007)	
	WMD Chem/Bio Vapor Protective		
	WMD Chem/ Bio Liquid Splash Protective		
Chemical Protective Clothing – Gloves and Boots	NFPA Compliant Replacement	NFPA Compliant Replacement	NFPA Compliant Replacement
	Hi-Temp Prot. Gloves, Cryogenic Prot. Gloves	Hi-Temp Prot. Gloves, Cryogenic Prot. Gloves	
	Radiation Prot. Gloves		
Technical Reference	Printed & Electronic	Printed & Electronic	Printed & Electronic
	Plume Air Modeling, Map Overlays	Plume Air Modeling, Map Overlays	
	WMD Chem/Bio Sources		

COMPONENTS	TYPE 1	TYPE 2	TYPE 3
Special Capabilities	Heat Sensing	Heat Sensing	
	Night Vision	Night Vision	
	Digital Photo	Digital Photo	
	Digital Video		
Intervention	Diking, Damming, Absorption	Diking, Damming, Absorption	Diking, Damming, Absorption
	Liquid, Solid Leak Intervention	Liquid, Solid Leak Intervention	Liquid, Solid Leak Intervention
	Vapor Leak Intervention	Vapor Leak Intervention	
	Neutralization, Plugging, Patching	Neutralization, Plugging, Patching	
	WMD Chem/Bio Spill Containment		
Decontamination	Known Chemicals	Known Chemicals	Known Chemicals
	Unknown Chemicals	Unknown Chemicals	
	WMD Chem/Bio		
Communications	In-Suit	In-Suit	In-Suit
	Cellphone	Cellphone	Cellphone
	Wireless, Fax, Copy, Web Access	Wireless, Fax, Copy, Web Access	
Respiratory Protection	SCBA	SCBA	SCBA
	Umbilical Air Support (Changed to Optional 2006)		
	APR or PAPR, WMD Chem/Bio Compliant		
Personnel: Staffing Levels	Haz Mat Spec. (b) WMD Chem/Bio (c) 7 (d)	Haz Mat Spec. (b) 5 (d)	Haz Mat Tech. (a) 5 (d)

a. All company personnel must meet the hazardous materials training requirements for Technician in CCR Title 19 Section 2520.

b. All company personnel must meet the hazardous materials training requirements for Specialist in CCR Title 19 Section 2520.

c. All company personnel must meet the hazardous materials training requirements for Hazardous Materials/ Weapons of Mass Destruction Terrorism for Technical Specialist. Training shall, at a minimum, meet or be equivalent to the requirements found in Title 19 CCR 2520 (ff).

d. One company member trained to a minimum level of Assistant Safety Officer Haz Mat and shall meet or be equivalent to the requirements found in Title 19 CCR 2520(r).

MASS DECONTAMINATION

INTRODUCTION

The Mass Decontamination organizational module is designed to provide necessary supervision and control for the essential functions required at Mass Decontamination incidents. This is based on the premise that controlling the tactical operations of companies and movement of personnel and equipment will provide a greater degree of safety and also reduce the probability of spreading of contaminants.

MODULAR DEVELOPMENT

A series of examples of modular development is included to illustrate one method of expanding the incident organization:

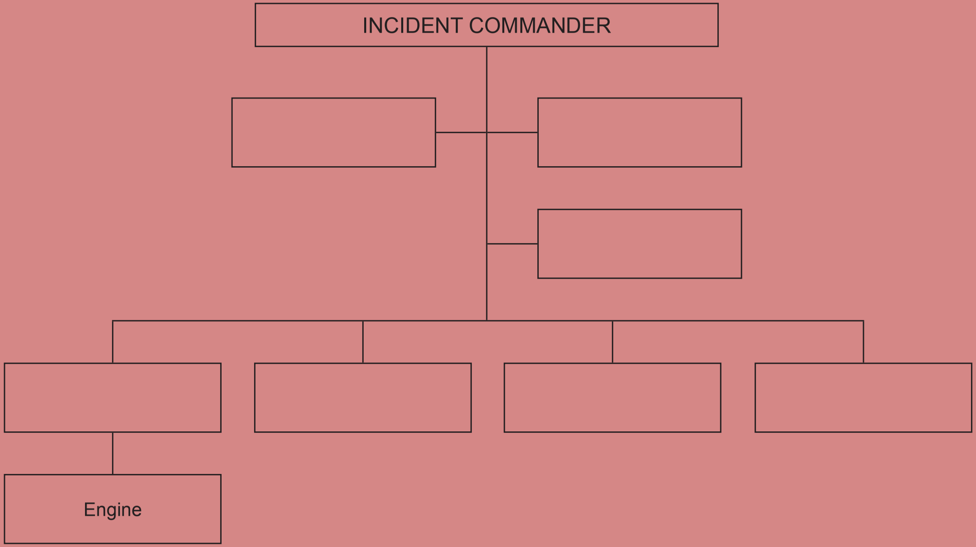
Initial Response Organization: The Incident Commander manages all initial response resources as well as all Command and General Staff responsibilities.

Reinforced Response Organization: In addition to the initial response, the responsible agencies have met and established Unified Command. They have established a Hazardous Materials Group to manage all activities around the Control Zones and have coordinated with Law Enforcement to isolate and contain the operational area. Mass Decontamination has been established to handle multiple contaminated victims. The Unified Command has decided to establish a Planning Section, a Staging Area, and a Safety Officer.

Multi-Division/Group Response Organization: The Unified Command has activated most Command and General Staff positions and has established a Mass Decontamination Group. The Mass Decontamination Unit Leader has set up lanes to handle both ambulatory and non-ambulatory patients.

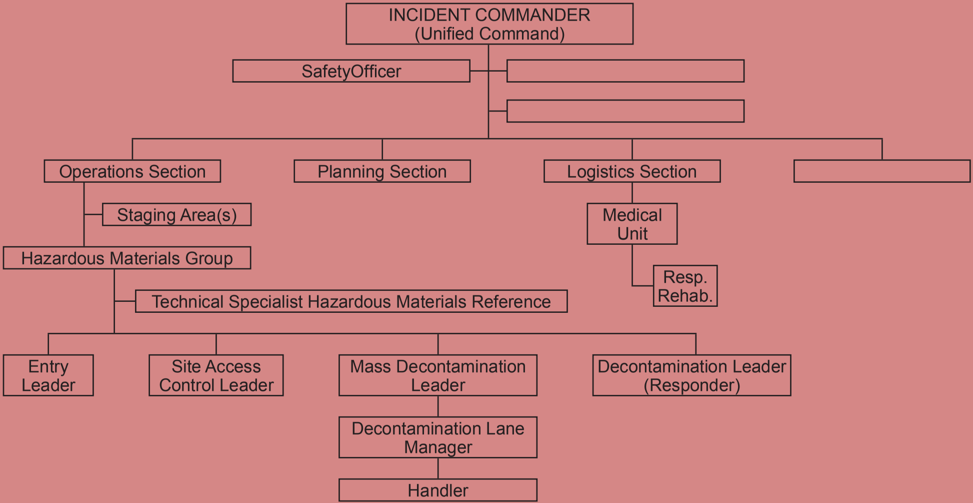
Multi-Branch Response Organization: The Unified Command has activated all Command and General Staff positions and has established three branches in the Operations Section. A Mass Decontamination Branch has been established with two Mass Decontamination Groups.

MASS DECONTAMINATION – INITIAL RESPONSE ORGANIZATION



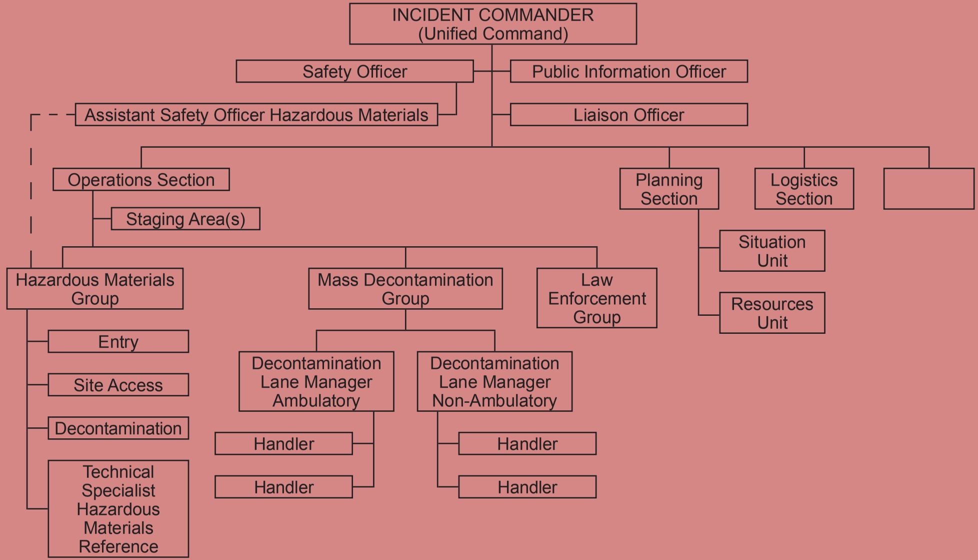
Mass Decontamination – Initial Response Organization: The Incident Commander manages all initial response resources as well as all Command and General Staff responsibilities.

MASS DECONTAMINATION – REINFORCED RESPONSE ORGANIZATION


INCIDENT COMMANDER (Unified Command)
SafetyOfficer
Operations Section
Planning Section
Logistics Section
Staging Area(s)
Medical Unit
Resp. Rehab.
Hazardous Materials Group
Technical Specialist Hazardous Materials Reference
Entry Leader
Site Access Control Leader
Mass Decontamination Leader
Decontamination Leader (Responder)
Decontamination Lane Manager
Handler

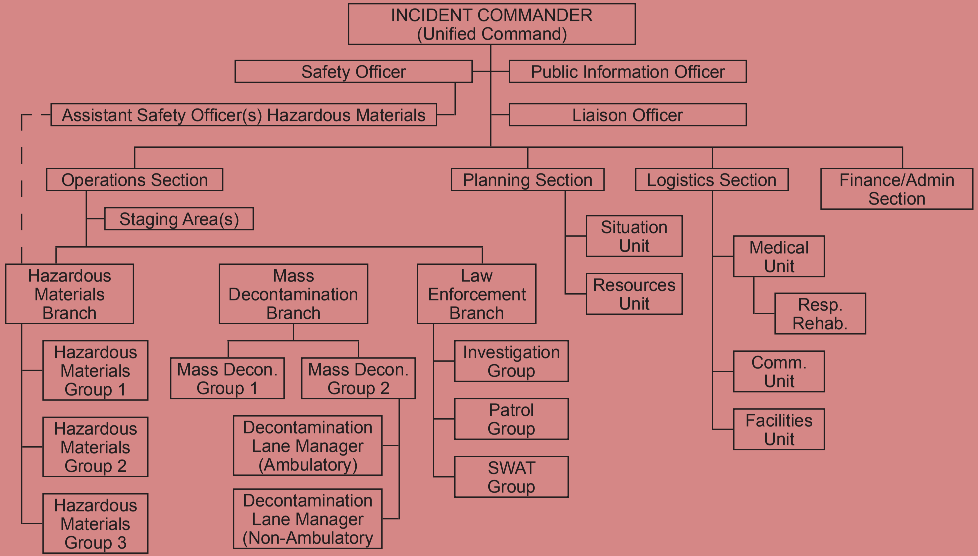
Mass Decontamination – Reinforced Response Organization: In addition to the initial response, the responsible agencies have met and established Unified Command. They have established a Hazardous Materials Group to manage all activities around the Control Zones and have coordinated with Law Enforcement to isolate and contain the operational area. Mass Decontamination has been established to handle multiple contaminated victims. The Unified Command has decided to establish a Planning Section, a Staging Area, and a Safety Officer. A Medical Unit has been established for incident personnel support and responder rehabilitation.

MASS DECONTAMINATION – MULTI-DIVISION/GROUP RESPONSE ORGANIZATION


INCIDENT COMMANDER (Unified Command)
Safety Officer
Public Information Officer
Assistant Safety Officer Hazardous Materials
Liaison Officer
Operations Section
Staging Area(s)
Planning Section
Logistics Section
Situation Unit
Resources Unit
Hazardous Materials Group
Mass Decontamination Group
Law Enforcement Group
Entry
Site Access
Decontamination
Technical Specialist Hazardous Materials Reference
Decontamination Lane Manager Ambulatory
Decontamination Lane Manager Non-Ambulatory
Handler
Handler
Handler
Handler

Mass Decontamination – Multi-Division/Group Response Organization: The Unified Command has activated most Command and General Staff positions and has established a Mass Decontamination Group. The Mass Decontamination Unit Leader has set up lanes to handle both ambulatory and non-ambulatory patients.

MASS DECONTAMINATION – MULTI-BRANCH RESPONSE ORGANIZATION


INCIDENT COMMANDER (Unified Command)
Safety Officer
Public Information Officer
Assistant Safety Officer(s) Hazardous Materials
Liaison Officer
Operations Section
Planning Section
Logistics Section
Finance/Admin Section
Staging Area(s)
Situation Unit
Resources Unit
Medical Unit
Resp. Rehab.
Comm. Unit
Facilities Unit
Hazardous Materials Branch
Mass Decontamination Branch
Law Enforcement Branch
Hazardous Materials Group 1
Hazardous Materials Group 2
Hazardous Materials Group 3
Mass Decon. Group 1
Mass Decon. Group 2
Decontamination Lane Manager (Ambulatory)
Decontamination Lane Manager (Non-Ambulatory
Investigation Group
Patrol Group
SWAT Group

Mass Decontamination – Multi-Branch Response Organization: The Unified Command has activated all Command and General Staff positions and has established three branches in the Operations Section. A Mass Decontamination Branch has been established with two Mass Decontamination Groups.

POSITION CHECKLISTS (MASS DECON)

MASS DECONTAMINATION GROUP SUPERVISOR – The Mass Decontamination Group Supervisor reports to the Operations Section Chief, the Hazardous Materials Branch Director, or the Mass Decontamination Branch Director (if activated). The Mass Decontamination Group Supervisor is responsible for the implementation of the phases of the Incident Action Plan dealing with the Mass Decontamination Group operations. The Mass Decontamination Group Supervisor is responsible for the assignment of resources within the Mass Decontamination Group, reporting on the progress of control operations and the status of resources within the Mass Decontamination Group:

a. Review Chapter 1 *Common Responsibilities.*
b. Ensure coordination of activities with Hazardous Materials Group Supervisor.
c. Ensure the development of Control Zones and Access Control Points and the placement of appropriate control lines.
d. Ensure that mass decontamination components of the Site Safety and Control Plan (ICS Form 208) are implemented.
e. Conduct safety meetings with the Mass Decontamination Group.
f. Coordinate with the Assistant Safety Officer(s) to ensure safe operational procedures are followed.
g. Participate, when requested, in the development of the Incident Action Plan.
h. Ensure that the proper Personal Protective Equipment (PPE) is selected and used.
i. Ensure that the appropriate agencies are notified through the Incident Commander.
j. Coordinate the handling of weapons, contraband, evidence, or other unusual articles with Law Enforcement.

k. Ensure procedures for proper handling and tracking of personal effects.
l. Ensure provisions for modesty for all victims (Families, Male & Female Lanes, etc.) have been put in place.
m. Ensure proper setup, demobilization of Contamination Reduction Zone, and proper disposal of any contaminants.
n. Coordinate with Medical Group Supervisor (if activated).
o. Ensure the effectiveness of the decontamination process, as determined by technical reference.
p. Maintain Unit/Activity Log (ICS Form 214).

MASS DECONTAMINATION UNIT LEADER – The Mass Decontamination Unit Leader reports to the Hazardous Materials Group Supervisor or Mass Decontamination Group Supervisor (if activated).

a. Review Chapter 1 *Common Responsibilities.*
b. Establish the Contamination Reduction Corridor(s).
c. Identify contaminated people and equipment.
d. Supervise the operations of the decontamination element in the process of decontaminating people and equipment.
e. Maintain control of movement of people and equipment within the Contamination Reduction Zone.
f. Maintain communications and coordinate operations with the Hazardous Materials Entry Leader as necessary.
g. Maintain communications and coordinate operations with the Hazardous Materials Site Access Control Leader and the Hazardous Materials Safe Refuge Area Manager (if activated).
h. Coordinate the transfer of contaminated victims requiring medical attention (after decontamination) to the Medical Group.
i. Ensure procedures are in place for proper handling of personal effects.
j. Coordinate handling, storage, and transfer of contaminants within the Contamination Reduction Zone.

k. Maintain Unit/Activity Log (ICS Form 214).

DECONTAMINATION LANE MANAGER – The Decontamination Lane Manager reports to the Mass Decontamination Unit Leader:

a. Review Chapter 1 *Common Responsibilities.*
b. Establish the ambulatory/non-ambulatory decontamination lane(s) within the Contamination Reduction Zone as needed.
c. Identify contaminated people and equipment.
d. Supervise the operations of the decontamination element in the process of decontaminating victims and equipment.
e. Maintain control of movement of people and equipment within the decontamination lane(s).
f. Maintain communications and coordinate operations with the Mass Decontamination Unit Leader.
g. Coordinate the transfer of contaminated victims requiring medical attention (after decontamination) to the Medical Group.
h. Coordinate handling, storage, and transfer of contaminants and personal effects within the Contamination Reduction Zone.
i. Maintain Unit/Activity Log (ICS Form 214).

HANDLER – The Handler reports to the Decontamination Lane Manager. The Handler is responsible for the movement of ambulatory/non-ambulatory victims through the Contamination Reduction Corridor. The Handler assists with the movement of victims within the Contamination Reduction Zone from receipt of victim through the decontamination process. Handlers will deliver decontaminated ambulatory/non-ambulatory victims to triage personnel. Handlers will go through the appropriate decontamination measures as outlined in the Site Safety and Control Plan (ICS Form 208) prior to exiting the Contamination Reduction Zone (CRZ). Handlers may be assigned to the following functions:

a. Greeter – Responsible for directing the movement of ambulatory victims through the Contamination Reduction Corridor.

b. Doffer/Bagger – Responsible for the removal of clothing and personal belongings of non-ambulatory victims upon entrance to the decontamination process.

c. Washer/Rinser – Responsible for removal of contaminants of the non-ambulatory victims through the decontamination process. The washer/rinser will transfer the non-ambulatory victim to the dryer/dresser.

d. Dryer/Dresser – Responsible for drying and covering the non-ambulatory victim for modesty.

e. Victim Transporter – Responsible for moving the non-ambulatory victim from the decontamination lane and delivering to Triage Unit.

f. Decontamination Support Personnel assist in the setup and support of the decontamination lanes.

This Page Intentionally Left Blank

CHAPTER 18

TERRORISM/WEAPONS OF MASS DESTRUCTION (WMD)

INTRODUCTION 18-2
UNIFIED COMMAND 18-2
MODULAR DEVELOPMENT 18-3
POSITION CHECKLISTS 18-9
  OPERATIONS SECTION CHIEF 18-9
  HAZARDOUS MATERIALS GROUP SUPERVISOR 18-10
  INTELLIGENCE GROUP SUPERVISOR 18-11
  INVESTIGATION UNIT LEADER/GROUP SUPV. 18-11
  PATROL GROUP SUPERVISOR 18-12
  SPECIAL WEAPONS & TACTICS (SWAT) GRP. SUPV. 18-13
  BOMB/EXPLOSIVES GROUP SUPERVISOR 18-14
  MOBILE FIELD FORCE GROUP SUPERVISOR 18-15
  FIXED SITE SECURITY UNIT LEADER 18-16
UNIFIED COMMAND PARTNERS/ASSISTING AGENCIES 18-17

INTRODUCTION

The Terrorism/Weapons of Mass Destruction (WMD) Section will provide an organizational structure designed to provide the necessary supervision, coordination, management, and control of a complex, escalating, and multi-discipline event. The purpose of this guide is to identify the key organizational positions that will best coordinate the various agencies involved within a Unified Command.

Unique hazards will be presented in Terrorism/WMD events that include intentional acts and attacks that may occur in stages or waves at several locations at the same time. Early recognition and requests for specialized resources are vital to the successful management and mitigation of the incident while ensuring responder safety. Type 1 Hazardous Materials Teams are trained and equipped to respond to a Terrorism/WMD incident.

Responsibilities of scene security, hazardous device disposal, investigation, and crowd/traffic control will be assessed and handled by the appropriate Units/Groups.

UNIFIED COMMAND

Unified Command shall be implemented at all Terrorism/WMD incidents when multiple agencies or jurisdictions with statutory or political authority and financial responsibilities are involved. Unified Commanders shall be co-located. A single Command Post is the best method to ensure effective communications, coordination of resources, and overall operational management of the incident(s).

MODULAR DEVELOPMENT

The flexibility and modular expansion design of the Incident Command System provides a number of ways that public safety and contract resources can be arranged and managed. A series of modular development examples is included to illustrate several possible methods of expanding the incident organization based on existing emergency conditions, available resources, and incident objectives.

The ICS Modular Development examples shown are not meant to be restrictive, nor to imply these are the only ways to build an ICS organizational structure to manage resources at a Terrorism/WMD incident. To the contrary, the ICS Modular Development examples are provided only to show conceptually how one can arrange and manage resources at the incident that builds from an initial response to a multi-branch organization:

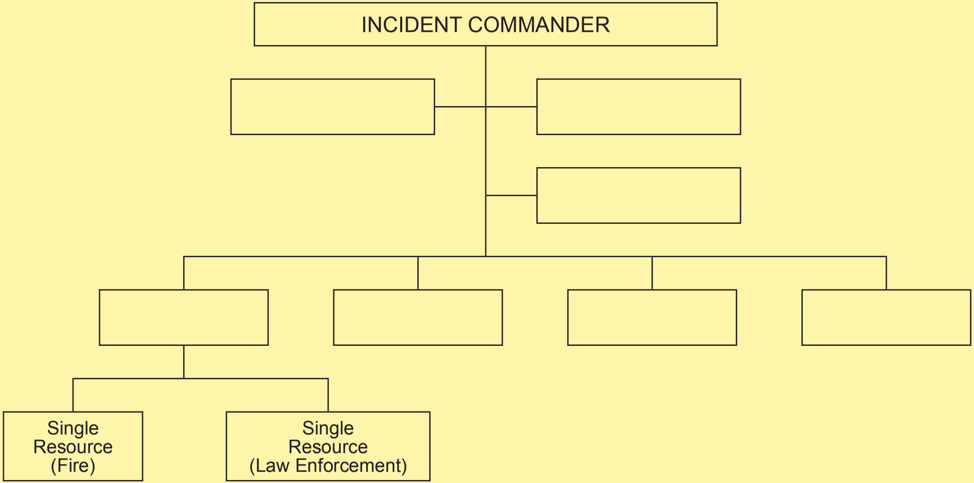
Initial Response Organization: The first arriving Public Safety Officer initiates immediate actions to isolate, contain, and deny entry. The Public Safety Officer has assumed Incident Command and has requested the agency(s) having jurisdiction to respond and establish Unified Command. The Incident Commander manages all initial response resources as well as all Command and General Staff responsibilities.

Reinforced Response Organization: In addition to the initial response, the responsible agencies have met and established Unified Command. They have established a Hazardous Materials Group to manage all activities within the Control Zones and have organized Law Enforcement units into a Law Enforcement Group to isolate and contain the operational area. Unified Command has established a Planning Section, a Staging Area, and a Safety Officer.

Multi-Division/Group Response Organization: The Incident Commanders have activated most Command and General Staff positions and have established a combination of divisions and multiple groups. Based on the incident needs, the intelligence function may be activated as a fifth section, as an element within the Operations or Planning Sections, or as part of the Command Staff.

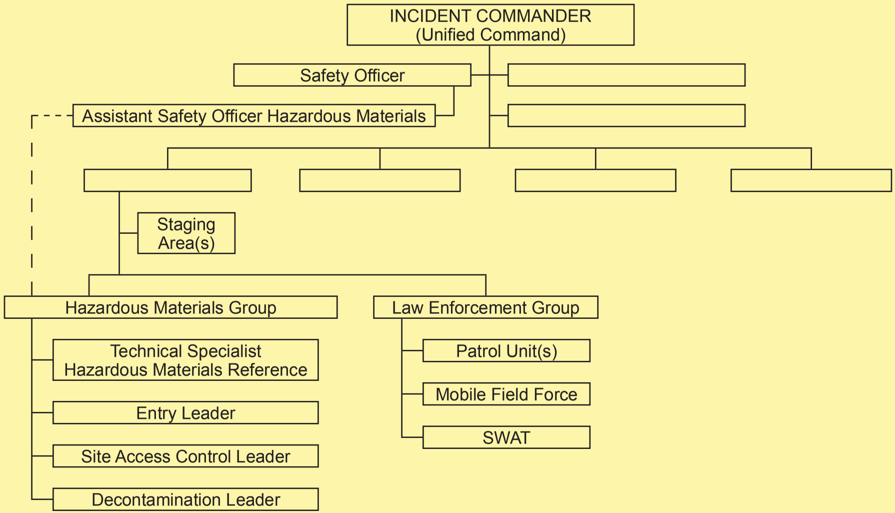
Multi-Branch Response Organization: The Unified Command is joined by additional responsible agencies as the incident grows. As the incident becomes more complex, the Unified Command creates a Law Enforcement Branch and potentially a US&R Branch to address the risks of the incident. The Operations Section Chief and a Deputy Operations Section Chief may switch roles based upon the current objectives of the incident as well as the individual's discipline (e.g., Law Enforcement, Fire, EMS).

TERRORISM/WMD – INITIAL RESPONSE ORGANIZATION


INCIDENT COMMANDER
Single Resource (Fire)
Single Resource (Law Enforcement)

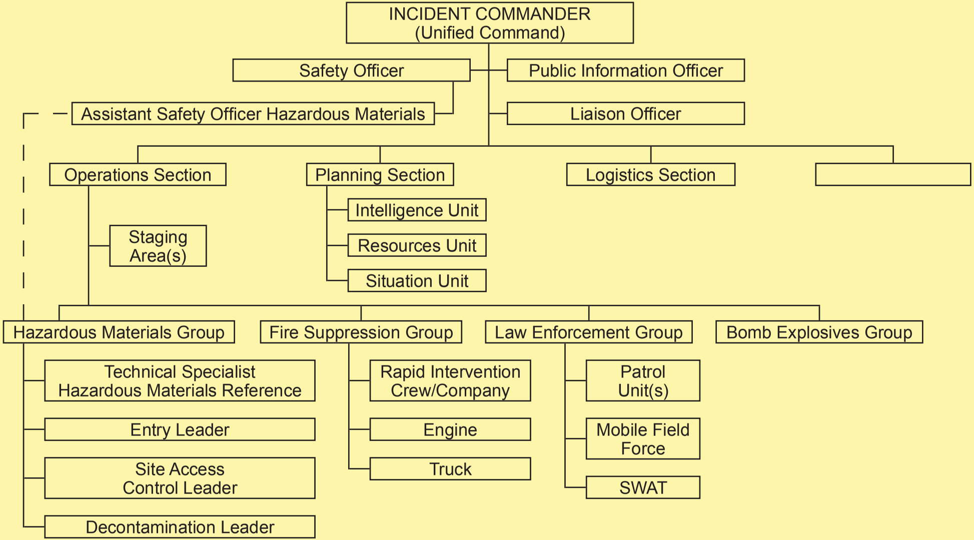
Terrorism/WMD – Initial Response Organization: The first arriving Public Safety Officer initiates immediate actions to isolate, contain, and deny entry. The Public Safety Officer has assumed Incident Command and has requested the agency(s) having jurisdiction to respond and establish Unified Command. The Incident Commander manages all initial response resources as well as all Command and General Staff responsibilities.

TERRORISM/WMD – REINFORCED RESPONSE ORGANIZATION


INCIDENT COMMANDER
(Unified Command)
Safety Officer
Assistant Safety Officer Hazardous Materials
Staging
Area(s)
Hazardous Materials Group
Law Enforcement Group
Technical Specialist
Hazardous Materials Reference
Entry Leader
Site Access Control Leader
Decontamination Leader
Patrol Unit(s)
Mobile Field Force
SWAT

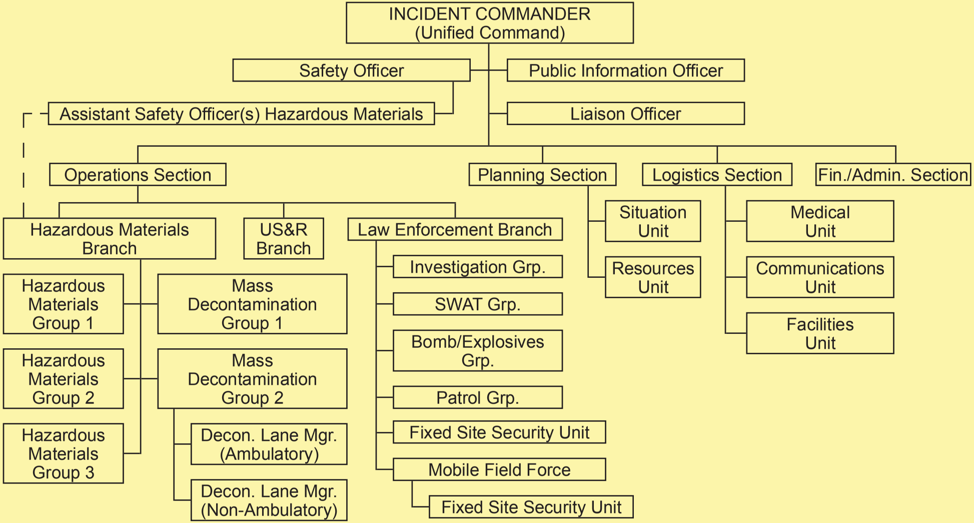
Terrorism/WMD – Reinforced Response Organization: In addition to the initial response, the responsible agencies have met and established Unified Command. They have established a Hazardous Materials Group to manage all activities within the Control Zones and have organized Law Enforcement units into a Law Enforcement Group to isolate and contain the operational area. Unified Command has established a Planning Section, a Staging Area, and a Safety Officer.

TERRORISM/WMD – MULTI-DIVISION/GROUP RESPONSE ORGANIZATION


INCIDENT COMMANDER (Unified Command)
Safety Officer
Public Information Officer
Assistant Safety Officer Hazardous Materials
Liaison Officer
Operations Section
Planning Section
Logistics Section
Staging Area(s)
Intelligence Unit
Resources Unit
Situation Unit
Hazardous Materials Group
Fire Suppression Group
Law Enforcement Group
Bomb Explosives Group
Technical Specialist Hazardous Materials Reference
Entry Leader
Site Access Control Leader
Decontamination Leader
Rapid Intervention Crew/Company
Engine
Truck
Patrol Unit(s)
Mobile Field Force
SWAT

Terrorism/WMD – Multi-Division/Group Response Organization: The Incident Commander has activated most Command and General Staff positions and has established a combination of divisions and multiple groups. Based on the incident needs, the intelligence function may be activated as a fifth section, as an element within the Operations or Planning Sections, or as part of the Command Staff.

TERRORISM/WMD – MULTI-BRANCH RESPONSE ORGANIZATION


INCIDENT COMMANDER (Unified Command)
Safety Officer
Public Information Officer
Assistant Safety Officer(s) Hazardous Materials
Liaison Officer
Operations Section
Planning Section
Logistics Section
Fin./Admin. Section
Hazardous Materials Branch
US&R Branch
Law Enforcement Branch
Situation Unit
Resources Unit
Medical Unit
Communications Unit
Facilities Unit
Hazardous Materials Group 1
Hazardous Materials Group 2
Hazardous Materials Group 3
Mass Decontamination Group 1
Mass Decontamination Group 2
Decon. Lane Mgr. (Ambulatory)
Decon. Lane Mgr. (Non-Ambulatory)
Investigation Grp.
SWAT Grp.
Bomb/Explosives Grp.
Patrol Grp.
Fixed Site Security Unit
Mobile Field Force
Fixed Site Security Unit

Terrorism/WMD – Multi-Branch Response Organization: The Unified Command is joined by additional responsible agencies as the incident grows. As the incident becomes more complex, the Unified Command creates a Law Enforcement Branch and potentially a US&R Branch to address the risks of the incident. The Operations Section Chief and a Deputy Operations Section Chief may switch roles based upon the current objectives of the Incident as well as the individual's discipline; i.e., Law Enforcement, Fire, or EMS.

POSITION CHECKLISTS

OPERATIONS SECTION CHIEF – Reports to the Incident Commander. The OSC, a member of the General Staff, is responsible for the management of all operations directly applicable to the primary mission ensuring the overall safety and welfare of all Section personnel. The OSC activates and supervises organization elements in accordance with the Incident Action Plan and directs its execution. The OSC also directs the preparation of unit operational plans, requests or releases resources, makes expedient changes to the Incident Action Plan as necessary, and reports such to the Incident Commander. The Deputy Operations Section Chief may be assigned for specific tasks.

The Operations Section Chief and a Deputy Operations Section Chief may switch roles based upon the current objectives of the incident as well as the individual's discipline (e.g., Law Enforcement, Fire, EMS).

a. Review Chapter 1 *Common Responsibilities.*
b. Develop the operations portion of the Incident Action Plan, and complete the appropriate ICS Form 215 (Operational Planning Worksheet).
c. Brief and assign Operations Section personnel in accordance with the Incident Action Plan.
d. Supervise the Operations Section ensuring the safety and welfare of all personnel.
e. Determine the need for and request additional resources.
f. Review suggested list of resources to be released, and initiate recommendation for release of resources.
g. Assemble and disassemble Strike Teams and Task Forces assigned to the Operations Section.
h. Report information about special activities, events, and occurrences to the Incident Commander.
i. Maintain Unit/Activity Log (ICS Form 214).

HAZARDOUS MATERIALS GROUP SUPERVISOR – The Hazardous Materials Group Supervisor or Hazardous Materials Branch Director reports to the Operations Section Chief. The Hazardous Materials Group Supervisor is responsible for the implementation of the phases of the Incident Action Plan dealing with the Hazardous Materials Group operations. The Hazardous Materials Group Supervisor is responsible for the assignment of resources within the Hazardous Materials Group, reporting on the progress of control operations and the status of resources within the group. The Hazardous Materials Group Supervisor directs the overall operations of the Hazardous Materials Group:

a. Review Chapter 1 *Common Responsibilities.*
b. Ensure the development of Control Zones and Access Control Points and the placement of appropriate control lines.
c. Evaluate and recommend public protection action options to the Operations Chief or Branch Director (if activated).
d. Ensure that current weather data and future weather predictions are obtained.
e. Establish environmental monitoring of the hazard site for contaminants.
f. Ensure that a Site Safety and Control Plan (ICS Form 208) is developed and implemented.
g. Conduct safety meetings with the Hazardous Materials Group.
h. Participate, when requested, in the development of the Incident Action Plan.
i. Ensure that recommended safe operational procedures are followed.
j. Ensure that the proper Personal Protective Equipment (PPE) is selected and used.
k. Ensure that the appropriate agencies are notified through the Incident Commander.

l. Conduct Post Incident Debriefing related to Haz Mat activities.
m. Maintain Unit/Activity Log (ICS Form 214).

INTELLIGENCE GROUP SUPERVISOR – Initially reports to the Incident Commander, Planning Section Chief, or the Operations Section Chief. In a large or complex incident, Intelligence may report to the Law Enforcement Group Supervisor or Branch Director. Based on the needs of the incident, Intelligence may be assigned as a Unit under Planning or a Group under Operations/Branch:

a. Review Chapter 1 *Common Responsibilities.*
b. Coordinate with the Investigation Unit Leader/Group Supervisor.
c. Collect and process situational information.
d. Focus on identification and gathering information from potential suspects and victims.
e. Develop and maintain a working relationship with local, state, and federal law enforcement agencies.
f. Obtain, compile, and provide intelligence with Operations/ Planning Section Chiefs.
g. Review the method of operation of suspect(s).
h. Participate, when requested, in the development of the Incident Action Plan.
i. Assist in the preparation of public information statement(s).
j. Consider other additional support needs.
k. Maintain Unit/Activity Log (ICS Form 214).

INVESTIGATION UNIT LEADER/GROUP SUPV. – Initially reports to the Incident Commander, Planning Section Chief, or the Operations Section Chief. In a large or complex incident, Investigation may report to the Law Enforcement Group Supervisor or Branch Director. Based on the needs of the incident, Investigation may be assigned as a Unit under Planning or a Group under Operations/Branch:

a. Review Chapter 1 *Common Responsibilities.*
b. Determine mission and projected length.
c. Determine work location and support requirements.
d. Coordinate the collection and preservation of evidence.
e. Coordinate with the Medical Group and Coroner as needed.
f. Coordinate with other law enforcement and emergency response agencies.
g. Coordinate with Intelligence Unit Leader/Group Supervisor.
h. Participate, when requested, in the development of the Incident Action Plan.
i. Report mission status with the chain of command.
j. Maintain Unit/Activity Log (ICS Form 214).

PATROL GROUP SUPERVISOR – The Patrol Group Supervisor reports to Operations Section Chief or Law Branch Director (if activated). The Patrol Group Supervisor is responsible for general law enforcement activities such as perimeter control, assisting in evacuation and shelter in place, traffic control, and liaison with the public. They can be used in multiple configurations and for varying tasks. The Patrol Group Supervisor is responsible for assigning resources within the Patrol Group:

a. Review Chapter 1 *Common Responsibilities.*
b. Check in and obtain briefing from Law Branch (if activated).
c. Review Incident Action Plan (Operational Orders).
d. Ensure proper Personal Protective Equipment (PPE) is selected and used.
e. Coordinate activities with adjacent Divisions or Groups.
f. Evaluate and recommend public protection options to Operations Section Chief or Branch Director (if activated).
g. Report situation status to appropriate supervisor.

h. Participate, when requested, in the development of the Incident Action Plan.
i. Conduct Safety Briefing with Patrol Group.
j. Assign resources to Fixed Site Security or as security escorts for personnel as needed.
k. May assign resources to limit access to protect crime scene/evidence.
l. May assign resources to persons in custody.
m. Maintain Unit/Activity Log (ICS Form 214).

SPECIAL WEAPONS & TACTICS (SWAT) GRP. SUPV. – The SWAT Group Supervisor reports to Operations Section Chief or Law Branch Director (if activated). The SWAT Group Supervisor is responsible for law enforcement incidents such as hostage situations, barricaded suspects, armed suspects, and victim rescues. The SWAT Group Supervisor may coordinate Force Protection for responders or dignitaries. The SWAT Group Supervisor is responsible for assigning resources within the SWAT Group:

a. Review Chapter 1 *Common Responsibilities.*
b. Check in and obtain briefing from the Law Branch (if activated).
c. Review Incident Action Plan (Operational Orders).
d. Participate, when requested, in the development of the Incident Action Plan.
e. Ensure proper Personal Protective Equipment (PPE) is selected and used.
f. Coordinate activities with adjacent Divisions or Groups.
g. Evaluate and recommend public protection options to the Operations Section Chief or the Branch Director (if activated).
h. Report situation status to appropriate supervisor.
i. Conduct Safety Briefing with the SWAT group.
j. Maintain Unit/Activity Log (ICS Form 214).

BOMB/EXPLOSIVES GROUP SUPERVISOR – The Bomb/Explosives Group Supervisor reports to the Operations Section Chief or Law Branch Director (if activated). The Bomb/Explosives Group Supervisor is responsible for investigating suspicious packages and/or explosive devices, rendering them safe, and conducting criminal investigations at the scene of an explosive device or explosion:

a. Review Chapter 1 *Common Responsibilities.*
b. Check in and obtain briefing from the Law Branch (if activated).
c. Participate, when requested, in the development of the Incident Action Plan.
d. Ensure proper Personal Protective Equipment (PPE) is selected and used.
e. Coordinate activities with adjacent Divisions or Groups.
f. Coordinate activities with local, State, and Federal agencies.
g. Identify the types, number, and locations of suspicious packages and hazardous devices at the incident.
h. Ensure the development of control zones, access control points, and the placement of appropriate control lines.
i. Coordinate with the Hazardous Materials Group Supervisor.
j. Evaluate and recommend public protection options to the Operations Section Chief or the Branch Director (if activated).
k. Report situation status to appropriate supervisor.
l. Conduct Safety Briefing with the Bomb/Explosives Group.
m. Ensure safe operational procedures are followed.
n. Maintain Unit/Activity Log (ICS Form 214).

MOBILE FIELD FORCE GROUP SUPERVISOR – The Mobile Field Force Supervisor reports to the Operations Section Chief or Law Branch Director (if activated). The Mobile Field Force Group Supervisor is responsible for managing operations that may exceed the capabilities of the Patrol Group. The Mobile Field Force Group is trained and equipped to deal with large crowds, acts of civil disobedience, maintaining order, preserving the peace, and can be used in multiple configurations and for varying tasks. The Mobile Field Force Group Supervisor is responsible for assigning resources within the Mobile Field Force Group.

a. Review Chapter 1 *Common Responsibilities.*
b. Check in and obtain briefing from the Law Branch (if activated).
c. Review Incident Action Plan (Operational Orders).
d. Participate, when requested, in the development of the Incident Action Plan.
e. Ensure proper Personal Protective Equipment (PPE) is selected and used.
f. Coordinate activities with adjacent Divisions or Groups.
g. Enforce required Protective Actions (evacuation/shelter in place).
h. Evaluate and recommend crowd control options to the Operations Section Chief or the Branch Director (if activated).
i. Report situation status to appropriate supervisor.
j. Conduct Safety Briefing with the Mobile Field Force Group.
k. Assign resources to Fixed Site Security or as security escorts for personnel as needed.
l. May assign resources to limit access to protect crime scene/evidence.
m. May assign resources to maintain security of persons in custody.
n. Maintain Unit/Activity Log (ICS Form 214).

FIXED SITE SECURITY UNIT LEADER – The Fixed Site Security Unit Leader(s) reports to the Mobile Field Force Group Supervisor and/or the Patrol Group Supervisor. The Fixed Site Security Unit Leader is responsible for the continuous physical security focused on the protection of people, property, and the sites for a named place(s) or facility(s), including providing for access/control for these sites, place(s), or facility(s). This could include incident facilities such as the Incident Command Post and Staging Area(s):

a. Review Chapter 1 *Common Responsibilities.*
b. Check in and obtain briefing from the Law Branch (if activated).
c. Review Incident Action Plan (Operational Orders).
d. Develop a Site Security Plan for the assignment.
e. Ensure proper Personal Protective Equipment (PPE) is selected and used.
f. Report situation status to appropriate supervisor.
g. Coordinate with Intelligence or the Investigation Unit Leader.
h. Conduct Safety Briefing with the Fixed Site Security Unit.
i. Responsible for security of incident facilities, resources, and personnel.
j. Responsible for security of critical infrastructure/key resources.
k. Maintain Unit/Activity Log (ICS Form 214).

UNIFIED COMMAND PARTNERS/ASSISTING AGENCIES

LAW ENFORCEMENT – Local, State, and Federal law enforcement agencies may respond to Hazardous Materials incidents. Depending on incident factors, law enforcement may be a partner in Unified Command or may participate as an assisting agency. Some functional responsibilities that may be handled by law enforcement are:

a. Isolate the incident area.
b. Manage crowd control.
c. Manage traffic control.
d. Manage public protective action.
e. Provide scene management for on-highway incidents.
f. Manage criminal investigations.
g. Collect evidence.

ENVIRONMENTAL HEALTH AGENCIES – In most cases the local or State environmental health agency will be at the scene as a partner in Unified Command. Some functional responsibilities that may be handled by environmental health agencies are:

a. Determine the identity and nature of the Hazardous Materials.
b. Establish the criteria for cleanup and disposal of the Hazardous Materials.
c. Declare the site safe for re-entry by the public.
d. Provide the medical history of exposed individuals.
e. Monitor the environment.
f. Supervise the cleanup of the site.
g. Enforce various laws and acts.
h. Determine legal responsibility.
i. Provide technical advice.
j. Approve funding for the cleanup.

CIVIL SUPPORT TEAM – The National Guard Weapons of Mass Destruction Civil Support Teams (CST) are designed to support local Incident Commanders and local emergency fire responders twenty-four (24) hours a day, seven days per week for any Weapons of Mass Destruction (WMD) terrorist event. In most cases, the CST would participate as an assisting agency.

CHAPTER 19

SWIFTWATER/FLOOD SEARCH AND RESCUE

INTRODUCTION 19-2
INITIAL RESPONSE 19-3
UNIFIED COMMAND 19-4
MODULAR DEVELOPMENT 19-4
APPENDIX A: SF/S&R RESOURCE TYPING 19-9
APPENDIX B: FLOOD EVACUATION BOAT TYPING 19-10
APPENDIX C: AIR RESOURCE TYPING 19-11
APPENDIX D: AIR RESOURCE TYPING (PILOT/CREW) 19-12
APPENDIX E: ADDITIONAL SF/S&R RESOURCES 19-13
SF/S&R INCIDENT COMMANDER CHECKLIST 19-16
SF/S&R REC. TRAINING, SKILLS, AND
EQUIPMENT LIST (ICS-SF-SAR 020-1) 19-18
SF/S&R DECONTAMINATION 19-18

INTRODUCTION

Local and widespread swiftwater and flood emergencies can strain local resources creating a need for mutual aid resources. This chapter focuses on the development and identification of specific Swiftwater/Flood Search and Rescue (SF/S&R) resources.

This chapter is intended to provide guidance and develop recommendations for SF/S&R resources. This includes but is not limited to:

- Organizational Development
- Resource Typing
- Training and Equipment
- Procedures and Guidelines for Incident Operations

It is the responsibility of agencies responding to Mutual Aid, SF/S&R requests to provide qualified personnel and equipment that meet or exceed the recommended level of skills and capabilities stipulated in this document.

The recommended training, skills, and equipment lists are contained in the Law Enforcement Mutual Aid Plan (SAR) Annex and the FIRESCOPE Document, ICS-SF-SAR 020-1.

INITIAL RESPONSE

The first arriving Public Safety Officer will direct initial Swiftwater/Flood Search and Rescue (SF/S&R) operations. This officer will assume initial command of the operation as the Incident Commander. Subsequent changes in the incident command structure will be based on the needs of the incident with consideration of jurisdictional responsibilities, established agreements, and state and local statutes and shall be accomplished by following established ICS procedures.

Additional resources specifically trained and equipped for SF/S&R operations may be required. These SF/S&R resources may be assigned as a single resource or grouped together to form Task Forces.

Due to the unique hazards and complexity of SF/S&R incidents, the Incident Commander may require a variety of different multi-disciplinary resources to accomplish the SF/S&R mission. (see *APPENDIX E: ADDITIONAL SF/S&R RESOURCES PAGE 19-13*)

SF/S&R resources have been categorized or “typed.” (see *APPENDIX A: SF/S&R RESOURCE TYPING PAGE 19-9* and *APPENDIX B: FLOOD EVACUATION BOAT TYPING PAGE 19-10*) Typing reflects identified operational capabilities based on specialized training, skills, and equipment (ICS SF/SAR 020-1). This typing is based on team qualifications, available equipment, and training, as needed for safe and efficient rescue operations for identified SF/S&R tasks.

SF/S&R incidents may occur that will require rescue operations that exceed on-scene personnel capabilities. When the magnitude or type of incident exceeds that capability level, the Incident Commander will have the flexibility to conduct search and rescue operations in a safe and appropriate manner until adequate resources can be obtained or the incident is terminated.

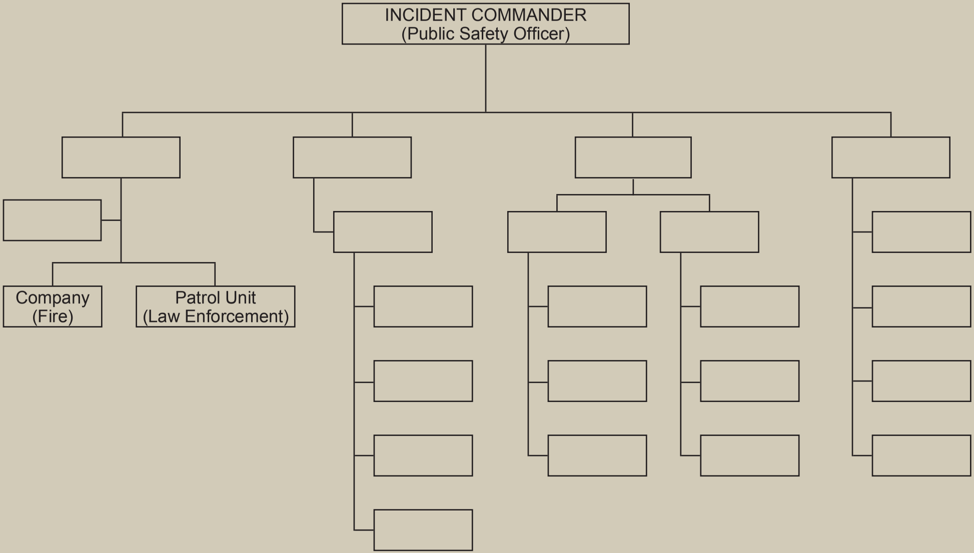
UNIFIED COMMAND

A Unified Command should be implemented at SF/S&R incidents when multiple agencies or jurisdictions with statutory or political authority and financial responsibility are involved. Incident Commanders involved in a Unified Command shall be co-located. A single Command Post is the best method to ensure effective communications, coordination of resources, and overall operational management of the incident.

MODULAR DEVELOPMENT

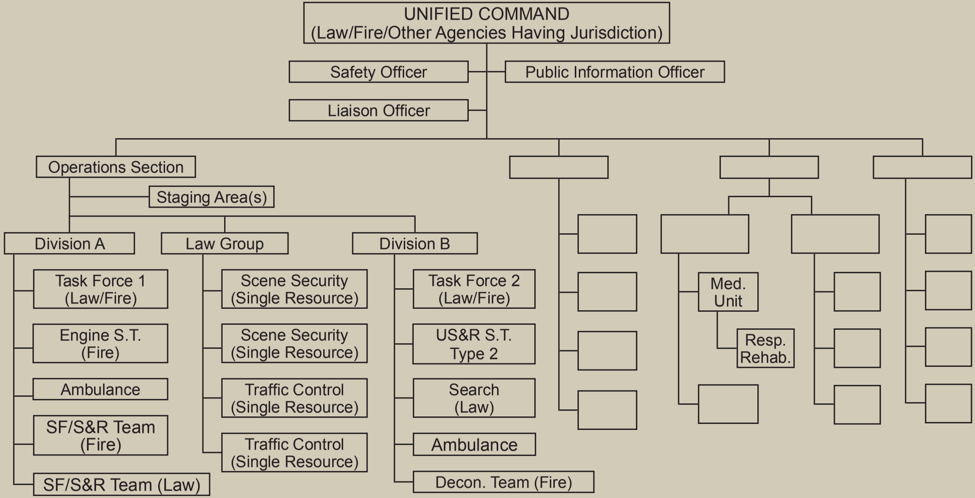
The flexibility and modular expansion design of the Incident Command System provides an almost infinite number of ways SF/S&R resources can be arranged and managed. Refer to the Law Enforcement Guide for Emergency Operations or the FIRESCOPE Field Operations Guide (ICS-420-1).

SF/S&R – INITIAL RESPONSE ORGANIZATION


INCIDENT COMMANDER
(Public Safety Officer)
Company
(Fire)
Patrol Unit
(Law Enforcement)

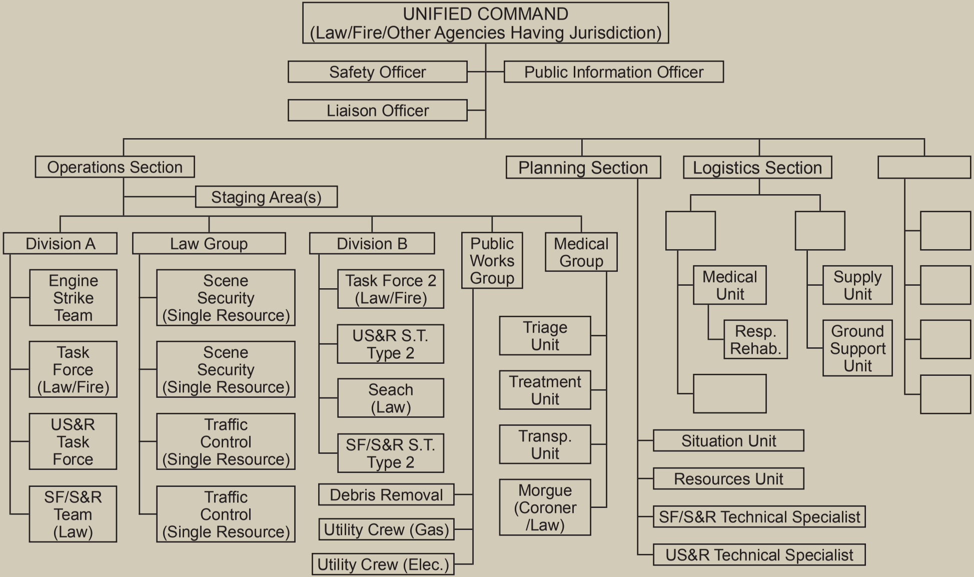
Swiftwater/Flood Search and Rescue – Initial Response Organization: The initial Public Safety Officer on scene will assume command of the incident as the Incident Commander. This officer will manage the initial response resources.

SF/S&R – REINFORCED RESPONSE ORGANIZATION


UNIFIED COMMAND
(Law/Fire/Other Agencies Having Jurisdiction)
Safety Officer
Public Information Officer
Liaison Officer
Operations Section
Staging Area(s)
Division A
Task Force 1 (Law/Fire)
Engine S.T. (Fire)
Ambulance
SF/S&R Team (Fire)
SF/S&R Team (Law)
Law Group
Scene Security (Single Resource)
Scene Security (Single Resource)
Traffic Control (Single Resource)
Traffic Control (Single Resource)
Division B
Task Force 2 (Law/Fire)
US&R S.T. Type 2
Search (Law)
Ambulance
Decon. Team (Fire)
Med. Unit
Resp. Rehab.

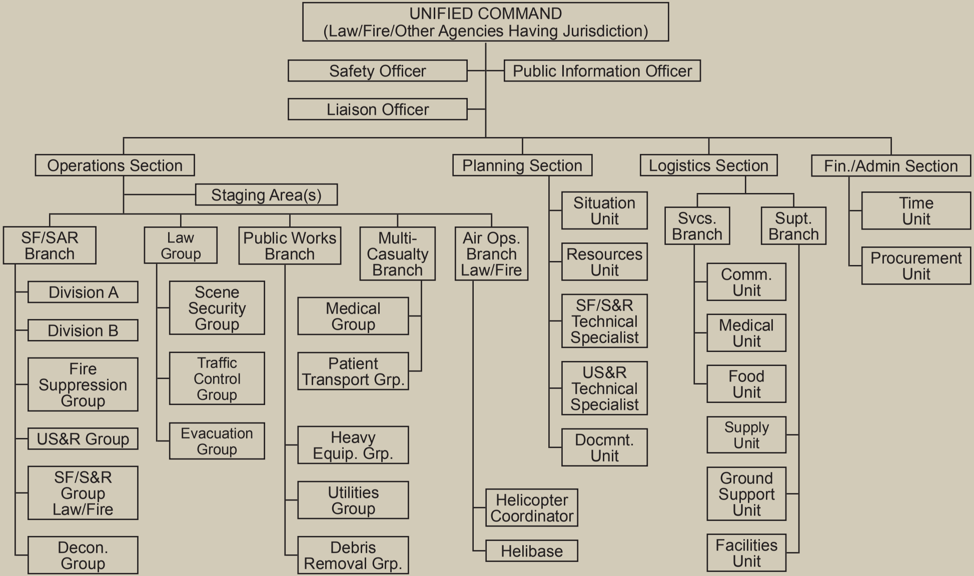
Swiftwater/Flood Search and Rescue – Reinforced Response Organization: Additional Law Enforcement, local Fire Department Engine and Truck Companies, and Mutual Aid resources have arrived. The Incident Commander forms a Unified Command with the designated public safety officials on scene with a Safety Officer, Public Information Officer, and Liaison Officer. A Medical Unit is established to coordinate emergency medical treatment and transportation for incident personnel and to provide responder rehabilitation. A Staging Area has been established for arriving resources. The incident is geographically divided into Divisions under an Operations Section. The initial Fire Department resources and/or Law Enforcement S&R Teams are formed into Task Forces. Additional Law Enforcement resources form the Law Group.

SF/S&R – MULTI-DIVISION/GROUP RESPONSE ORGANIZATION


UNIFIED COMMAND
(Law/Fire/Other Agencies Having Jurisdiction)
Safety Officer
Public Information Officer
Liaison Officer
Operations Section
Staging Area(s)
Planning Section
Logistics Section
Division A
Engine Strike Team
Task Force (Law/Fire)
US&R Task Force
SF/S&R Team (Law)
Law Group
Scene Security (Single Resource)
Scene Security (Single Resource)
Traffic Control (Single Resource)
Traffic Control (Single Resource)
Division B
Task Force 2 (Law/Fire)
US&R S.T. Type 2
Seach (Law)
SF/S&R S.T. Type 2
Public Works Group
Debris Removal
Utility Crew (Gas)
Utility Crew (Elec.)
Medical Group
Triage Unit
Treatment Unit
Transp. Unit
Morgue (Coroner /Law)
Situation Unit
Resources Unit
SF/S&R Technical Specialist
US&R Technical Specialist
Medical Unit
Resp. Rehab.
Supply Unit
Ground Support Unit

Swiftwater/Flood Search and Rescue – Multi-Division/Group Response Organization: Planning/Intel and Logistics Sections have been established. Multi-Groups and Divisions have been formed to better manage the incident.

SF/S&R – MULTI-BRANCH RESPONSE ORGANIZATION


UNIFIED COMMAND (Law/Fire/Other Agencies Having Jurisdiction)
Safety Officer
Public Information Officer
Liaison Officer
Operations Section
Staging Area(s)
SF/SAR Branch
Division A
Division B
Fire Suppression Group
US&R Group
SF/S&R Group Law/Fire
Decon. Group
Law Group
Scene Security Group
Traffic Control Group
Evacuation Group
Public Works Branch
Heavy Equip. Grp.
Utilities Group
Debris Removal Grp.
Multi-Casualty Branch
Medical Group
Patient Transport Grp.
Air Ops. Branch Law/Fire
Helicopter Coordinator
Helibase
Planning Section
Situation Unit
Resources Unit
SF/S&R Technical Specialist
US&R Technical Specialist
Docmnt. Unit
Logistics Section
Svcs. Branch
Comm. Unit
Medical Unit
Food Unit
Supt. Branch
Supply Unit
Ground Support Unit
Facilities Unit
Fin./Admin Section
Time Unit
Procurement Unit

Swiftwater/Flood Search and Rescue – Multi-Branch Response Organization: The Incident Commander has assigned Logistics and Finance/Administration Sections.

APPENDIX A: SF/S&R RESOURCE TYPING

	Type 1	Type 2	Type 3	Type 4
Type (Capabilities)	Manage search ops. Power vessel ops. In-water contact rescues Helicopter operational Technical rope systems Haz Mat Animal rescue EMS-ALS Communications Logistics Capable of 24 hr ops.	Manage search ops. Power vessel ops. In-water contact rescues Helicopter operational Technical rope systems Haz Mat Animal rescue EMS-BLS Capable of 24 hr ops.	In-water contact rescues Assist in search ops. Non-power water craft Haz Mat Animal rescue EMS-BLS Capable of 24 hr ops.	Low risk Land Based Haz Mat EMS-BLS Capable of 24 hr ops.

Resource	Component	Type 1	Type 2	Type 3	Type 4
Swiftwater/Flood Search and Rescue Team	Equipment	Type 1 Inventory	Type 2 Inventory	Type 3 Inventory	Type 4 Inventory
	Personnel	14 Member Team: *2 Managers* *2 Squad Leaders* *10 Personnel*	6 Member Team: *1 Squad Leader* *5 Personnel*	4 Member Team: *1 Squad Leader* *3 Personnel*	3 Member Team: *1 Squad Leader* *2 Personnel*
	Transportation	Equipment trailer Personnel transport vehicles	*	*	*

* Requests should include vehicle capabilities when necessary (i.e. four-wheel drive).

APPENDIX B: FLOOD EVACUATION BOAT TYPING

Order these resources by type, quantity, hull design and power type if critical.

Type	Type 1	Type 2	Type 3	Type 4	Type 5
Minimum Victim Transport	5+	3-5	3	2	2
Special Needs and Notes	• May need launch ramp • Power Boat	• May need launch ramp • Power Boat	• Hand Launch • Power Boat	• Hand Launch • 2 Personal Water Craft (PWC)	• Hand Launch • No Motor • Raft, skiff, john-boats, etc.

		Types				
Resource	**Component**	**1**	**2**	**3**	**4**	**5**
Flood Evacuation Boat	Equipment	FEB Inventory	FEB Inventory	FEB Inventory	FEB Inventory	FEB Inventory
	Minimum Personnel	2	2	2	2	2
	Transportation	*	*	*	*	*

* Requests should include vehicle capabilities when necessary (i.e. four-wheel drive).

APPENDIX C: AIR RESOURCE TYPING

Helicopters staffed by personnel trained in search and rescue operations can be ordered through normal Mutual Aid Request procedures. Specify need such as search platform with lights and infrared detectors, hoist capability, swiftwater capability, etc.

Resource	Component	Types			
		1 (Heavy)	**2 (Medium)**	**3 (light)**	**4**
Helicopter	Seats/pilot	16	10	5	3
	Useful Load (lbs.)	5,000 lbs.	2,500 lbs.	1,200 lbs.	600 lbs.
	Examples	UH-60 AS332	Bell 205, 412 UH-72	Bell 206,MD 500E, BO 105	Bell 47
					Does not meet mission requirements for external live load.

HELICOPTER Capability/Mission Selection Sheet

*Communications
  - VHF Programmable Radios

*Over Water Survival Equipment
  - PFDs for *air* crew and passengers

- ☐ Live Load *External Load Capable–w/rescue equip.
  - ☐ Hoist
  - ☐ Short Haul
- ☐ Sling Load
- ☐ Medical: BLS
- ☐ Medical: ALS
- ☐ Personnel Transportable (number of people)
- ☐ Usable Time (mission duration)
- ☐ Search/Observation

*Mandatory for aircraft

Mission Equipment Selection Sheet

- ☐ ALS
- ☐ BLS
- ☐ Basket (i.e., Stokes-type litter)
- ☐ Cinch Collar
- ☐ Cinch Strap
- ☐ FLIR
- ☐ Night Illumination (1 million candle power +)
- ☐ PA
- ☐ Rescue Capture Ball
- ☐ Rescue Ring
- ☐ Short Haul System
- ☐ Sling Load Capability (in lbs.)
- ☐ Hoist Load Capability (in lbs.)

*See next page for Pilot and Flight Crew Capabilities

APPENDIX D: AIR RESOURCE TYPING (PILOT/CREW)

Pilot Capability

External Load Capable
☐ Victim Location in Static Water
☐ Victim Location in Dynamic Water

- Must be a public service operator who meets his/her respective agency's requirement or possesses a USFS, CDF, or OAS (Office of Aircraft Service) valid card.
- Pilot must have a minimum of swiftwater/flood rescue awareness or operational training along with training and experience in helicopter water rescue evolutions.

Flight Crew Capability

External Load Capable
☐ Victim Location in Static Water
☐ Victim Location in Dynamic Water

- Flight Crew should have a minimum of swiftwater/flood rescue awareness or operational training along with training and experience in helicopter water rescue evolutions. Aircrew performing water rescue operations must complete annual helicopter water rescue training.
- Areas to include helicopter orientation and safety, hand signals and communications, water rescue device orientation, and operations and any additional individual agency-specific or type-specific requirements.

APPENDIX E: ADDITIONAL SF/S&R RESOURCES

American Red Cross (ARC) – The American Red Cross provides disaster victims assistance such as food, clothing, shelter, and supplemental medical. The ARC provides the emergency mass care to congregate groups and also provides individual/family assistance. Upon the request of government, resources permitting, the ARC may assist with warning, rescue, or evacuations.

Animal Rescue Team – A specialized resource having extensive experience and appropriate equipment required to support the rescue of small domestic pets and large animals commonly encountered in rural settings. This resource may be available through the Mutual Aid request procedures.

California Conservation Corps (CCC) – A State agency that provides personnel for specific non-technical assignments during flood alerts or actual incidents. CCC personnel may be stationed near locations of anticipated problems due to storm activity, high river tides, or heavy reservoir releases. This resource can be obtained through Mutual Aid request channels.

CAL FIRE (CDF) – A State fire agency capable of supplying ICS overhead teams, air assets, fire engines, crews, bulldozers, equipment, camp kitchens, trained personnel for technical or non-technical rescue, containment operations, and storm/flood watch patrols during emergency situations. This resource is available through Mutual Aid request procedures.

California National Guard (CNA) – A State agency capable of providing heavy vehicle (2.5 and 5 ton) transportation needs, air assets, boats, bridging equipment, sheltering operations, and other equipment and personnel. They must be ordered through the Mutual Aid request procedure.

California Department of Fish and Wildlife, U.S. Department of Fish and Wildlife – State and Federal resources capable of supplying boats, including airboats, with trained operators. Orders for specialized equipment must be specific when requesting from this resource through the Mutual Aid request procedure.

Department of Water Resources Flood "Fight" Teams – The Department of Water Resources (DWR) is responsible for coordinating local, state, and federal flood operations. DWR can offer advice to local agencies about how to establish levee patrol, floodwater, place river flood staff gauges, and how to receive flood information from their department. The department can generally assist flood fighting in any area of the state with personnel and flood fighting materials for local agencies. Requests for Flood Fight crews shall be made through the DWR.

Heavy Equipment – Heavy equipment such as cranes, front loaders, and dump trucks are often needed in large quantities during regional water emergencies. They are normally available through local public works departments and private contractors (a pre-signed MOU is recommended). If additional heavy equipment resources are needed, they can be ordered through the Mutual Aid request procedure.

Swiftwater/Flood Search and Rescue Technical Specialist – A SF/S&R Technical Specialist may be requested to assist the incident management team with technical expertise in SF/S&R. The specialist is normally assigned to the Planning Section. This resource is ordered through the Mutual Aid request procedure.

Search and Rescue Water Dogs – Dogs specifically scent certified in water, trained to search for and find drowning victims. Search and Rescue Water Dogs are ordered through the Mutual Aid request procedure.

Search Manager – A person qualified and capable of managing the specific search and rescue mission.

Salvation Army – During an emergency, the Salvation Army may be called upon to provide food, clothing, furniture, housing, emergency communication, mobile canteen services, and spiritual ministry for disaster victims. This is generally a local resource; however, it may be requested through the Mutual Aid request procedure.

Structural/Soils Engineers – In most cases, responding resources will have access to local structural and soils engineers through their local agencies. Additional engineers may be ordered through the Mutual Aid request procedure.

SF/S&R INCIDENT COMMANDER CHECKLIST

This list is intended to assist responding public safety personnel with management decisions:

a. Review Chapter 1 *Common Responsibilities.*
b. Evaluate incident needs.
c. Initiate pre-planned response as appropriate:
    - law enforcement, fire, EMS resources
    - specialized SF/S&R resources
d. Utilize SF/S&R Personal Protective Equipment (PPE).
e. Determine additional resource needs.
f. Establish ICS (consider Unified Command).
g. Establish Communication Plan:
    - assign tactical and command channels
    - identify interagency coordination channel(s)
h. Establish resource tracking (personnel accountability) system.
i. Establish search/incident boundaries:
    - identify incident hazards
    - establish operational area
    - manage entry to operational area:
        - limit risk to untrained resources
    - interview reporting party
    - determine victim(s) last known location
j. Consider Evacuation Plan.
k. Consider Traffic Plan/Staging Area(s).
l. Establish downstream and upstream safety.
m. Implement search and rescue operations:
    - determine rescue vs. recovery
    - evaluate low to high risk options
    - develop contingency plans
n. Establish Medical/Multi-Casualty Plan:
    - consider decontamination of victims

o. Establish logistics support.
p. Establish aviation ground support as needed.

SF/S&R REC. TRAINING, SKILLS, AND EQUIPMENT LIST (ICS-SF-SAR 020-1)

SF/S&R DECONTAMINATION

Decontamination of Equipment and Personnel:

The following are the recommended decontamination procedures for resources assigned to SF/S&R operations. Any resources exposed to floodwaters during their operations should complete the appropriate level of decontamination. Consult with qualified Hazardous Materials personnel when available.

Basic Decontamination:

Personnel: After completing assignments in floodwaters, hands and face should be washed with clean water and soap. All members should be required to wash hands before entering vehicles and eating areas. Handwashing is essential to reduce secondary contamination.

Equipment: When the team's operational assignment is completed, equipment should be rinsed with clean water. Visible contaminates, mud and light oils, should be removed with soap.

Level 1 Decontamination:

Level 1 decontamination procedures should be used in areas where there is potential for exposure to general contaminates, and the water is standing or moving slowly. Examples of areas where the use of this level of decon is needed would be residential and agricultural areas where there is no evidence of large releases of hazardous materials.

Personnel: After completing assignment in floodwaters, hands and face should be washed with clean water and anti-microbial soap. All members should wash their hands before entering vehicles and eating areas. On completion of the day's operations, all members exposed to suspected or known contaminated water should shower and change into clean clothes.

Equipment: When the team's operational assignment is completed, equipment should be washed with soap and clean water. This decon should be completed as soon as possible following the operations. Dry suits should also be washed before entering vehicles for trips from one work site to another.

Level 2 Decontamination:

Level 2 decontamination procedures should be used any time hazardous materials are identified or likely to be present. These include areas of sewage contamination as well as agricultural and chemical contamination. These areas should not be entered, if possible. Limiting the number of personnel exposed to the water should be the top priority of the Team Leader. Support for decontamination should be arranged before units are committed to the contaminated area. Water samples should be taken for testing from areas entered by the team. The Medical Unit should be notified if any personnel require this level of decontamination. All personnel exposed to the contaminates should have a one-hour, twelve-hour, and twenty-four hour medical check following their exposure.

Personnel: After exiting the water, even for short periods during the operational period, members should go through a scrub gross decon* wash with soap and clean water. Remove gloves and wash hands and face with clean water and anti-microbial soap. At the end of the duty period, members should go through a gross decon scrub wash with soap and clean water before any safety gear is removed. Wash hands and face with clean water and anti-microbial soap after removing all safety gear. Shower using anti-microbial soap before leaving the scene if possible, or as soon as possible thereafter, and change into clean clothes.

Equipment: All equipment should be sprayed with bleach solution** or other agents as recommended by on-scene Hazardous Materials personnel and allowed to stand a minimum of fifteen minutes. Thoroughly rinse all treated equipment with clean water and allow to dry before storing with other equipment. Bag any equipment that cannot be dried for the return trip to the base. Wipe with bleach solution** any surfaces inside vehicles that might have come in contact with wet safety equipment during the duty period. Units requiring Level 2 Decontamination should be taken out of service until all equipment has been cleaned and dried.

*Gross Decon Wash: This is a two-stage process that is set up along a decontamination corridor. All run-off solutions are retained for proper disposal. Persons implementing the corridor should be protected by splash gear. It is recommended that qualified Hazardous Materials personnel be requested to implement this procedure.

Stage 1: Rescuer in safety gear is scrubbed with brushes using a clean water and soap solution. Any contaminated tools are left behind here for cleaning.

Stage 2: Rescuer is rinsed with clean water.

**Bleach Solution: Bleach solution should be made using two tbsp. (>30 cc) of Sodium Hypochlorite 5% (household bleach) for every one gallon of clean water. This will yield a 20,000 ppm solution of bleach.

CHAPTER 20

HIGH RISE

INTRODUCTION 20-2
MODULAR DEVELOPMENT 20-2
DESIGNATED INCIDENT FACILITIES 20-7
ORGANIZATION AND OPERATIONS 20-7
POSITION CHECKLISTS 20-9
    HIGH RISE LOBBY CONTROL UNIT LEADER 20-9
    HIGH RISE SYSTEMS CONTROL UNIT LEADER 20-10
    HIGH RISE STAGING AREA MANAGER 20-11
    HIGH RISE BASE MANAGER 20-12
    HIGH RISE RAPID ASCENT TEAM LEADER 20-13
    HIGH RISE RAPID INTERVENTION GROUP SUPERVISOR 20-14
    HIGH RISE EVACUATION GROUP SUPERVISOR 20-15
    HIGH RISE GROUND SUPPORT LEADER 20-16

INTRODUCTION

The High Rise module describes an all-hazard organization designed to provide effective management and control of essential functions at incidents occurring in large, multi-story buildings. These incidents may present significant management, logistical, and safety challenges to emergency personnel.

The size and complexity of the interior spaces, limited and arduous access, extended travel and response times, and the concentrated occupant load with egress challenges all contribute to the problems faced by emergency responders.

Additionally, most high rise structures are equipped with various environmental, fire protection, and life safety systems that require support and control. Successful emergency operations in these types of buildings also require preplanning and technical competence on the part of emergency responders.

MODULAR DEVELOPMENT

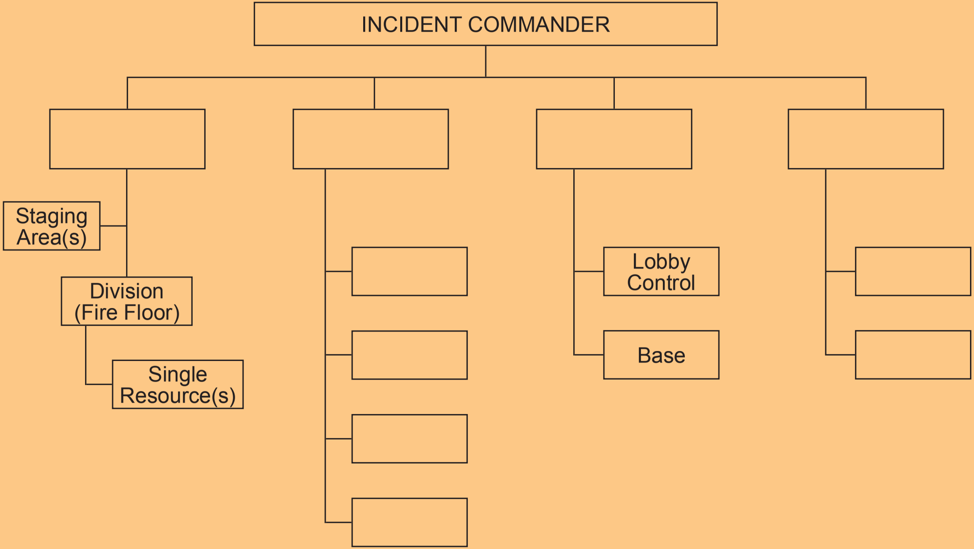
The order in which the Incident Command System (ICS) organizational structure develops may vary with the type and scope of the incident. Following are examples of modular development of the ICS that serve to illustrate typical methods of expanding the management organization at a high rise incident. These examples reflect the size and complexity of the incident and the available resources at a given time in the incident:

Initial Response Organization: The Incident Commander manages the initial response resources as well as all Command and General Staff responsibilities.

Multi-Division/Group Response Organization: The Incident Commander has established most Command and General Staff positions and has established a combination of divisions and groups to reflect the location and nature of the incident.

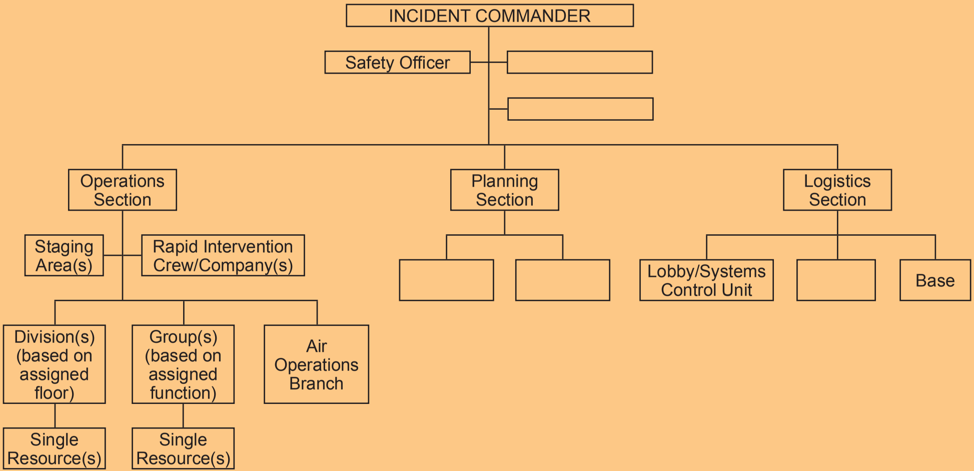
Multi-Branch Response Organization: The Incident Commander has identified a number of actual or potential incident challenges and has established all Command and General Staff positions. The Incident Commander has also established several branches to effectively manage the problems and the resources required for mitigation.

HIGH RISE – INITIAL RESPONSE ORGANIZATION


INCIDENT COMMANDER
Staging Area(s)
Division (Fire Floor)
Single Resource(s)
Lobby Control
Base

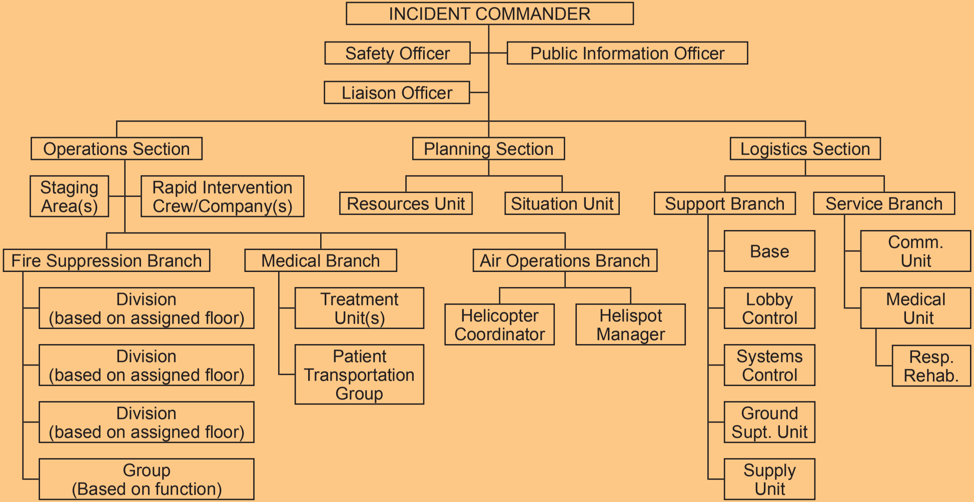
High Rise – Initial Response Organization: This chart depicts the initial assignment including a Command Officer on a fire involving a single floor of a high rise building. The IC has deployed resources to Fire Attack, Lobby Control, Staging, and Base (ALS-BASE). Consider establishing Rapid Ascent Team(s) early in the incident.

HIGH RISE – MULTI-DIVISION/GROUP RESPONSE ORGANIZATION


INCIDENT COMMANDER
Safety Officer
Operations Section
Planning Section
Logistics Section
Staging Area(s)
Rapid Intervention Crew/Company(s)
Division(s) (based on assigned floor)
Group(s) (based on assigned function)
Air Operations Branch
Single Resource(s)
Single Resource(s)
Lobby/Systems Control Unit
Base

High Rise – Multi-Division/Group Response Organization: As additional resources arrive, the Incident Commander has activated the Operations Section Chief along with multiple Divisions to supervise action on each involved or threatened floor. Rapid Intervention Crews/Companies are assigned as determined most effective by Operations. Groups may be assigned functions such as search, rescue, evacuation, and medical. Air Operations Branch will coordinate helicopters used for evacuations or reconnaissance. The Planning Section is activated with selected units. Logistics is assigned to manage Lobby Control, Systems Control, Ground Support, and the Incident Base.

HIGH RISE – MULTI-BRANCH RESPONSE ORGANIZATION


INCIDENT COMMANDER
Safety Officer
Public Information Officer
Liaison Officer
Operations Section
Planning Section
Logistics Section
Staging Area(s)
Rapid Intervention Crew/Company(s)
Resources Unit
Situation Unit
Support Branch
Service Branch
Fire Suppression Branch
Medical Branch
Air Operations Branch
Base
Comm. Unit
Division (based on assigned floor)
Treatment Unit(s)
Helicopter Coordinator
Helispot Manager
Lobby Control
Medical Unit
Division (based on assigned floor)
Patient Transportation Group
Systems Control
Resp. Rehab.
Division (based on assigned floor)
Ground Supt. Unit
Group (Based on function)
Supply Unit

High Rise – Multi-Branch Response Organization: The fire has involved multiple floors with various Divisions and Groups assigned. This complexity has led the Operations Section to create a Fire Suppression Branch to manage these Divisions and Groups. A Medical Branch is established, and the Air Operations Branch is expanded. Consider establishing a Law Branch. The Planning Section has expanded to include the Resources Unit and Situation Unit. Logistics Section has activated the Support and Service Branches as well as various Units within each Branch to accommodate the extensive logistical requirements for this size incident.

DESIGNATED INCIDENT FACILITIES

Base and Staging have modified functions and locations in high rise incidents:

Staging Area: The challenging nature of high rise incidents requires modification to the standard ICS concept of a Staging Area. The limited access and vertical travel distance of large high rise buildings require establishment of a resource Staging Area within the building. The high rise Staging Area must also serve multiple functions. The Staging Area is generally located a minimum of two floors below the emergency, as long as the atmosphere is tenable. The specific changes are described in the Staging Area Manager’s Position Description.

Base: The Base at a high rise incident resembles a ground-level Staging Area. The main difference between Base and a typical Staging Area is that Base must be expanded to perform the functions inherent to supporting large numbers of personnel and equipment. Base should be located away from the incident building to provide for the safety of personnel and equipment.

ORGANIZATION AND OPERATIONS

Certain existing ICS positions and functional units within the high rise incident organization have modified responsibilities that require full descriptions. These positions include Staging Area Manager, Rapid Intervention Group Supervisor, Base Manager, Ground Support Unit Leader, and Evacuation Group Supervisor.

Specialized High Rise ICS Positions: Lobby Control Unit Leader, Systems Control Unit Leader, and Rapid Ascent Team Leader are specialized functional positions specific to a high rise incident.

Lobby Control Unit is established to provide access control, accountability, and routing inside the building. During the initial period of an incident, or in a less complex building, the Lobby Control Unit may assume the functions of the Systems Control Unit as shown in the basic organization chart.

As the incident escalates, a separate Systems Control Unit may be established to operate, supervise, and coordinate the vital operation of specialized systems incorporated into modern high rise buildings. These systems may include electrical supply and smoke removal systems. Systems Control Unit coordinates the efforts of various Technical Specialists who might be required to assist in the operation and/or repair of the various systems.

The High Rise Rapid Ascent Team Leader is responsible for directing and/or relocating the building occupants and casualties through the evacuation stairwell(s) to refuge area(s).

The positions and modifications are described in the position checklists that follow. The major responsibilities and procedures for each are further explained in the position manuals.

POSITION CHECKLISTS

HIGH RISE LOBBY CONTROL UNIT LEADER – The High Rise Lobby Control Unit Leader's primary responsibilities are as follows: maintain an accountability system, control all building access points and direct personnel to correct routes, control and operate elevator cars, and direct building occupants and exiting personnel to proper ground-level safe areas. As directed by the Incident Commander or agency policy, this unit may be assigned the responsibilities of the Systems Control Unit. The Lobby Control Unit Leader reports to the Support Branch Director (if established) or to the Logistics Section Chief. The Lobby Control Unit Leader should be prepared to provide the Incident Commander or Planning Section with current information from the personnel accountability process.

The safest method of ascending to upper floors is the use of stairways. The use of elevators for emergency operations should be determined by department policy. This determination is the ultimate responsibility of the Incident Commander; however, the Lobby Control Unit Leader coordinates the actual use of elevators:

a. Review Chapter 1 *Common Responsibilities.*
b. Make entry, assess situation, and establish Lobby Control position.
c. Determine needs (e.g., personnel, equipment, communications, and supplies).
d. Obtain building access keys.
e. Establish control of all building access/egress points.
f. Maintain accountability for personnel entering/exiting the building.
g. Ensure personnel are directed to the appropriate stairway(s)/elevator(s) for assignment.

h. Direct building occupants to evacuation routes or refuge areas.
i. Control the elevators and provide operators if approved for use by the Incident Commander.
j. Perform the functions of the Systems Control Unit until established.
k. Provide briefings and information to immediate supervisor.
l. Secure operations and release personnel as determined by the Demobilization Plan.
m. Maintain Unit/Activity Log (ICS Form 214).

HIGH RISE SYSTEMS CONTROL UNIT LEADER – The High Rise Systems Control Unit Leader is responsible for evaluating and monitoring the functions of all built-in fire protection, life safety, environmental control, communications, and elevator systems. The Systems Control Unit Leader may operate, support, or augment the systems as required to support the incident plan. The Systems Control Unit Leader reports to the Support Branch Director (if established) or to the Logistics Section Chief. Working with the building's engineering staff, the System Control Unit Leader may respond directly to requests from the Operations Section Chief by using the manual operation modes of the various built-in systems. The Systems Control Unit Leader must establish and maintain a close liaison with building's engineering staff, utility company representatives, and other appropriate technical specialists:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain briefing from Lobby Control Unit Leader to include the type and performance of built-in systems.
c. Evaluate current situation and determine needs (e.g., personnel, equipment, communications, and supplies).
d. Establish communication with the building engineer, utility company representatives, elevator service personnel, security personnel, and others to coordinate the operation of selected systems.

e. Assign personnel to monitor all building fire protection/life safety systems.
f. Evaluate the status and operation of the building's fire and domestic water pumps and water supply (support as needed).
g. Evaluate the operational effectiveness of the heating, ventilation, and air-conditioning system (HVAC); the smoke removal system; and stairwell protection systems (support as needed).
h. Evaluate the building's electrical system, emergency power systems, and security systems (support as needed).
i. Evaluate the public address, telephone, emergency phone, and other building communications systems (support as needed).
j. Secure operations and release personnel as determined by the Demobilization Plan.
k. Maintain Unit/Activity Log (ICS Form 214).

HIGH RISE STAGING AREA MANAGER – The High Rise Staging Area Manager is responsible for the management of all functions at the Staging Area and reports to the Operations Section Chief:

a. Review Chapter 1 *Common Responsibilities.*
b. Proceed to selected location, evaluate layout and suitability, and make recommendations regarding relocation, if appropriate.
c. Determine needs (e.g., personnel, equipment, communications, and supplies).
d. Establish Staging Area layout and identify/post each functional area (e.g., air cylinder exchange, equipment cache, and Medical Unit/Rehabilitation Area if co-located within the Staging Area).

e. Determine, establish, or request needed facility services (e.g., drinking water, heating, cooling, restrooms, and lighting).
f. Request resupply or movement of equipment with Support Branch or Logistics Section.
g. Coordinate with Logistics Section or Systems Control Unit to maintain an atmosphere free of contamination (outside of an IDLH).
h. Maintain a personnel accountability system for arriving and departing crews.
i. Request and maintain required resource levels from the Operations Section Chief.
j. Coordinate with the Rapid Intervention Group Supervisor to designate area(s) for Rapid Intervention Crew(s) (RIC) to standby, if co-located within the Staging Area.
k. Direct crews and equipment to designated locations as requested by the Operations Section Chief or Incident Commander.
l. Secure operations and release personnel as determined by the Demobilization Plan.
m. Maintain Unit/Activity Log (ICS Form 214).

HIGH RISE BASE MANAGER – The High Rise Base Manager is responsible for the management of all functions at the Base location. This position within the organization differs from the standard ICS in that a Facilities Unit is not appropriate for this type of incident, and the High Rise Base Manager reports directly to the Support Branch Director (if established) or the Logistics Section Chief:

a. Review Chapter 1 *Common Responsibilities.*
b. Participate in Support Branch/Logistics Section planning activities.
c. Determine needs (e.g., personnel, equipment, communications, and supplies).

d. Evaluate layout and suitability of the selected Base location, and make recommendations regarding relocation, if appropriate.
e. Establish Base layout and identify functional areas to support the incident (e.g., Apparatus Parking, Crew Ready Area, Equipment Pool, Rehabilitation Area, Command Post, and Sanitation).
f. Provide for safety, security, and traffic control at Base and Command Post.
g. Provide facility services at Base and Command Post (e.g., sanitation, lighting, and information technology (IT) services).
h. Maintain accountability of personnel and equipment in Base.
i. Direct personnel and equipment to designated locations as requested.
j. Update Support Branch, Logistics Section, or Incident Commander as directed.
k. Secure operations and release personnel as determined by the Demobilization Plan.
l. Maintain Unit/Activity Log (ICS Form 214).

HIGH RISE RAPID ASCENT TEAM LEADER – The High Rise Rapid Ascent Team Leader is responsible for directing and/or relocating the building occupants and casualties through the evacuation stairwell(s) to refuge area(s). The High Rise Rapid Ascent Team Leader is not responsible for the rescue or recovery of occupants and casualties from the emergency. The High Rise Rapid Ascent Team Leader reports to the Evacuation Group, Search Group, Branch Director, or Operations Section Chief:

a. Review Chapter 1 *Common Responsibilities.*
b. Determine needs (e.g., personnel, equipment, communications, and supplies)
c. Evaluate evacuation in progress.

d. Confirm operational stairwell(s) with Operations Section Chief.
e. Confirm evacuation stairwell(s) with Operations Section Chief.
f. Search for and clear stairwell(s) of occupants and casualties.
g. Assess or identify refuge area(s).
h. Direct occupants out of stairwell(s) and relocate to refuge area(s).
i. Ensure ventilation/pressurization of stairwell(s) and refuge area(s).
j. Monitor stairwells until released by immediate supervisor.
k. Secure operations and release personnel as determined by the Demobilization Plan.
l. Maintain a Unit/Activity Log. (ICS Form 214).

HIGH RISE RAPID INTERVENTION GROUP SUPERVISOR

The High Rise Rapid Intervention Group Supervisor is responsible for the management of Rapid Intervention Crew(s). The High Rise Rapid Intervention Group Supervisor's organizational responsibilities vary from the standard ICS position due to the potential for above ground operations, extended response times, and RIC(s) operating on different floors/stairwells. This position reports to the Operations Section Chief and requires close coordination with the Division/Group Supervisors and the Staging Area Manager:

a. Review Chapter 1 *Common Responsibilities.*
b. Participate in Operations Section planning activities.
c. Determine needs (e.g., personnel, equipment, communications, and supplies).
d. Evaluate tactical operations in progress.
e. Evaluate floor plans above and below emergency operations.

f. Assign and brief Rapid Intervention Crew(s) based on number of stairwells and floors used for emergency operations.
g. Ensure that Rapid Intervention Crew(s) are prepared for deployment.
h. Notify Operations Section Chief or Incident Commander when Rapid Intervention Crew(s) are operational and/or deployed.
i. Develop Rapid Intervention Crew(s) contingency plans.
j. Secure operations and release personnel as determined by the Demobilization Plan.
k. Maintain Unit/Activity Log (ICS Form 214).

HIGH RISE EVACUATION GROUP SUPERVISOR – The High Rise Evacuation Group Supervisor is responsible for managing the movement of building occupants through designated evacuation route(s) to a safe location. This position reports to a Branch Director (if established) or the Operations Section Chief:

a. Review Chapter 1 *Common Responsibilities.*
b. Participate in Operations Section planning activities.
c. Determine needs (e.g., personnel, equipment, communications, and supplies).
d. Evaluate evacuation in progress.
e. Confirm evacuation stairwell(s) with the Operations Section.
f. Ensure ventilation of evacuation stairwell(s) and refuge area(s).
g. Coordinate evacuation message with Systems or Lobby Control Unit utilizing the building's Public Address System.
h. Assign personnel to the evacuation stairwell(s) for assisting/directing building occupants and casualties to a safe location.
i. Secure operations and release personnel as determined by the Demobilization Plan.
j. Maintain Unit/Activity Log (ICS Form 214).

HIGH RISE GROUND SUPPORT LEADER – The High Rise Ground Support Unit Leader is responsible for facilitating the movement of personnel, equipment, and supplies from Base to Staging. This includes the refilling of Self-Contained Breathing Apparatus (SCBA) air cylinders; providing fueling, service and maintenance of vehicles and portable power equipment; and implementing the ground level Traffic/Movement Plan at the incident including marking safe access routes and zones. The High Rise Ground Support Unit Leader reports to the Support Branch Director (if established) or the Logistics Section Chief:

a. Review Chapter 1 *Common Responsibilities.*
b. Participate in Support Branch/Logistics Section planning activities.
c. Determine needs (e.g., personnel, equipment, communications, and supplies).
d. Identify, establish, and implement safe access routes as identified in the Traffic and Personnel Movement Plans.
e. Assign personnel to transport services including stairwell, ground level, and general motor transport.
f. Assign personnel to fueling, maintenance, and support of apparatus and portable power equipment and emergency power systems, as appropriate.
g. Assign personnel to SCBA air cylinder refilling, maintenance and support.
h. Maintain inventory of support and transportation vehicles and maintenance, and fuel supplies.
i. Update Support Branch, Logistics Section, or Incident Commander, as directed.
j. Secure operations and release personnel as determined by the Demobilization Plan.
k. Maintain Unit/Activity Log (ICS Form 214).

CHAPTER 21

PROTECTIVE ACTION GUIDELINES

INTRODUCTION 21-2
AUTHORITY 21-2
ORGANIZATION 21-4
  INITIAL ASSESSMENT AND NOTIFICATIONS 21-4
  PROTECTIVE ACTION TERMS 21-5
  EVACUATION CHECKLIST 21-7
  RE-ENTRY PLANNING CHECKLIST 21-9

PROTECTIVE ACTION GUIDELINES

INTRODUCTION

This section provides guidelines and procedures for protective actions when hazardous conditions develop to the degree that emergency responders must take action to protect the public at risk. Threatened or hazardous areas may be created by, but are not limited to fires, hazardous materials, transportation accidents, floods, WMD incidents, civil disturbances, etc. Ideally, protective actions are progressive, usually initiated by alerting the public in the affected area, controlling access, sheltering in-place, and finally by evacuation. However, these actions may be implemented simultaneously based on the hazard, complexity of the emergency, and the type and size of the affected area. The key to successfully conducting protective action operations is sound planning.

AUTHORITY

The decision to alert the public of a hazardous incident, restricted or closed access corridors, and/or to evacuate an affected area is often made by the fire department Incident Commander. However, the authority necessary to carry out these actions usually rests with law enforcement. For example, the California Penal Code 409.5 provides law enforcement and health officers the legal authority to "close and/or evacuate" an area. Other state, county, or city jurisdictions may vary.

California 409.5 P.C. states:

a. "Whenever a menace to the public health or safety is created by a calamity such as flood, storm, fire, earthquake, explosion, accident, or other disasters, police officers, lifeguards, publicly employed full-time marine safety officers or local health officers may close the area where the menace exists for the duration thereof by means of ropes, markers or guards to any and all persons not authorized by the lifeguard or officers to enter or remain within the enclosed area."

b. "Law enforcement may close the immediate area surrounding any emergency field command post activated for the purpose of abating any calamity enumerated in this section or any riot or other civil disturbance to any and all unauthorized persons pursuant to the conditions which are set forth in this section whether or not the field command post or other command post is located near to the actual calamity or riot or other civil disturbance."

c. "Any unauthorized person who willfully and knowingly enters an area closed pursuant to subdivision (a) or (b) and who willfully remains within the area after receiving notice to evacuate or leave shall be guilty of a misdemeanor."

d. "Nothing in this section shall prevent a duly authorized representative of any news service, newspaper, or radio or television station or network from entering the areas closed pursuant to this section."

Simply stated, whenever law enforcement/health officials feel that an area must be closed and/or evacuated to protect the public, 409.5 P.C. provides the legal authority to do so. If residents refuse to comply, that refusal should be noted and the Incident Commander advised of a non-compliance of the evacuation order.

ORGANIZATION

In emergency operations, there may be several lead and support agencies involved. In an incident where one agency has a preponderance of responsibility for abating the problem, a single Incident Commander from that agency shall be appointed.

On an incident where law enforcement and the fire department both have substantial responsibilities, a Unified Command organizational structure should be formed. Establishing a Unified Incident Command structure better integrates incident objectives, and the development of Incident Action Plans. This results in a more efficient coordination process of incident operations thereby enhancing the safety of responders and the public.

Incident Commanders should consider establishing an organizational element to manage evacuation planning and implementation. For extensive, complex evacuations, an Evacuation Branch may be established. For less complex actions, an Evacuation Group may be more appropriate. Staffing of the Evacuation Branch or Group should be unified to ensure coordination of actions. Re-entry and planning implementation can be accomplished with a similar organizations structure to safely facilitate managing requirements prior to and during the re-entry of evacuees.

INITIAL ASSESSMENT AND NOTIFICATIONS

a. Identify the hazard and risk to the public; determine the immediately affected area.
b. Identify the next potentially affected areas, and plot them on a map utilizing an alpha-numeric grid system. Many commercially available map books utilize a .5 mile wide grid. This style map can be quickly utilized to plot an affected area.

c. Ensure that the jurisdictional law enforcement agency is notified of the emergency situation, and recommend protective action(s).

d. Ensure the appropriate cooperating and/or assisting agencies are notified with regard to recommended protective action(s). If evacuations are planned, ensure that evacuation centers are identified in safe areas. Note: The management of Evacuation Centers is often delegated to the local Red Cross or other non-government organizations (NGOs).

PROTECTIVE ACTION TERMS

a. **Evacuation Warning** – The alerting of people in an affected area(s) of potential threat to life and property. An Evacuation Warning considers the probability that an area will be affected within a given time frame and prepares people for a potential evacuation order. Evacuation Warnings are particularly necessary when dealing with a variety of issues such as special needs populations and large animals.

b. **Evacuation Order** – Requires the immediate movement of people out of an affected area due to an imminent threat to life.

c. **Shelter-In-Place** – Advises people to stay secure at their current location. This tactic shall only be used if evacuation will cause a higher potential for loss of life. Consideration should be given to assigning incident personnel to monitor the safety of citizens remaining in place.

The concept of Shelter-in-Place is an available option in those instances where physical evacuation is impractical. This procedure may be effective for residential dwellings in the immediately impacted areas, or for large facilities that house a high percentage of non-ambulatory persons (e.g., hospitals and convalescent homes). Sheltering-in-Place attempts to provide a safe haven within the impacted area.

When using structures, this involves closing all doors and windows, shutting off outside air supply to the facility, and waiting for the hazard to pass. Although the decision to Shelter-in-Place ultimately rests with the Incident Commander, situations may arise where incident personnel must take immediate action to protect civilians.

d. **Rescue** – Emergency actions taken within the affected area to recover and remove injured or trapped citizens. Responders have specific training and personal protective equipment necessary to accomplish the mission (e.g., hazardous material spill, swiftwater rescue). Boundaries of the areas where rescue is planned should be identified on the incident map with notation that entry is restricted to rescue workers only.

e. **Community Refuge Area** – A designated location that is considered to provide a greater level of survivability than Shelter-in-Place. If unable to make it to a designated Evacuation Shelter, civilians should be directed to seek shelter at a Community Refuge Area.

Note: Depending on the size, type, and complexity of the emergency, all of the above protection actions could be employed on the same incident.

EVACUATION CHECKLIST

a. Establish and co-locate the Incident Command Post in a safe location with the capacity to include all cooperating agencies (e.g., law enforcement, fire, health department, local emergency management agency, to include any NGOs).

b. Establish Unified Command when appropriate. Unified Incident Commanders should jointly assess and report incident potential and request adequate resources to accomplish agreed-upon objectives.

c. Consider establishing an Evacuation Branch or Group, as appropriate and depending on complexity, to plan and implement evacuation actions and/or re-entry of evacuees.

d. Jointly develop the Incident Evacuation Plan; ensure that the planning process is conducted under the Unified Command process with input from lead and support agencies as required. Keep in mind that many local jurisdictions have developed emergency evacuation plans for high hazard areas which should be incorporated in evacuation planning.

e. Clearly identify on a map the area(s) that are under an imminent threat and/or a potential threat. Maps should utilize a grid system for easy identification of the impacted area.

f. Identify evacuation routes to nearest safe location. This information will be critical for determining shelter locations and should be shared with the local emergency services agency, Red Cross, and other NGOs responsible for shelter identification and management.

g. For planning purposes, approximately 2,500 autos per lane, per hour can be accommodated on most roads with an average occupancy of four persons per vehicle.

h. Planning evacuations for special facilities and populations will require additional time and attention to detail. These may include hospitals, elder care facilities, etc.

i. Evacuation planning should also consider time lines, transportation needs, and contacts required for large animal evacuations.

j. Identify on an incident map locations where people are sheltered-in-place. These areas may require verification by the Operations Section Chief and concurrence from the Incident Commander(s).

k. Determine traffic control points. Control points should be located on all sides of the incident and outside the threat area. The perimeter established for traffic control will depend on both the affected population and traffic density.

l. Traffic closure levels – Display on incident and public information maps:
   - Level 4 or color code Red – closed to all traffic, potential life hazard
   - Level 3 or color code Orange – closed to all traffic except emergency responders
   - Level 2 or color code Yellow – closed to all traffic except emergency responders and critical resources (e.g., public works, electrical service, animal rescue).
   - Level 1 or color code Green – open to above resources and residents only

   NOTE: Level 1 or color code Green is often referred to as a “soft closure” while Levels 2 through 4 are referred to as “hard closures.”

m. The Incident Evacuation Plan should be distributed to all command and general staff members and their subordinates. Additionally, copies should be distributed to all lead and support agencies, local elected officials, and the respective county or city emergency operations centers.

RE-ENTRY PLANNING CHECKLIST

a. Identify re-entry date and time
b. Identify area(s) to be re-entered
c. Type of re-entry: homeowner/landowner only with identification or general public
d. Considerations:
    - Is the threat mitigated?
    - Are power lines secured?
    - Are transportation systems hazards mitigated (e.g., roads cleared, bridges inspected, hazard trees removed)?
    - Is Incident Commander's approval granted?
    - Is local law enforcement agency's approval granted?
    - Have other local emergency service agencies approved re-entry (911 service)?
    - Are utility agencies informed and support the re-entry decision?
    - Have local EOCs been notified and approvals received?

This Page Intentionally Left Blank

CHAPTER 22

FIREFIGHTER INCIDENT SAFETY AND ACCOUNTABILITY GUIDELINES

INTRODUCTION 22-2
ACCOUNTABILITY LEVELS 22-2
  PERSONAL ACCOUNTABILITY 22-3
  SINGLE RESOURCE ACCOUNTABILITY 22-3
  SUPERVISOR ACCOUNTABILITY 22-3
  SCENE ACCOUNTABILITY 22-4
  FUNCTIONAL ACCOUNTABILITY 22-5
ACCOUNTABILITY CHECKLIST 22-5
ACCOUNTABILITY CONSIDERATIONS 22-6
  PRE-INCIDENT CONSIDERATIONS 22-6
  INCIDENT CONSIDERATIONS 22-6
  POST-INCIDENT CONSIDERATIONS 22-7
FIREFIGHTER EMERGENCY COMMUNICATIONS TERMS & PROCEDURES 22-8
RAPID INTERVENTION CREW/COMPANY MEMBERS 22-10
ADDITIONAL RAPID INTERVENTION CONSIDERATIONS 22-12
OPERATIONAL RETREAT GUIDELINES 22-12
IDENTIFICATION AND MANAGEMENT OF LIFE HAZARD ZONES 22-13
  INTRODUCTION 22-13
  DEFINITIONS 22-13
  INFORMATION AND GUIDELINES 22-14
  IDENTIFICATION OF LIFE HAZARD ZONES 22-15

INTRODUCTION

One of the most important issues facing the Incident Commander (IC) is accountability at the scene of emergencies. These Incident Safety and Accountability Guidelines incorporate additional safety measures and accountability that are best practices in accordance with local, state, and federal regulations and pertinent to the Incident Command System (ICS).

An accountability system shall be adopted and routinely used to track, collect, and maintain the status and location of the resources at the incident. All members operating at an incident are responsible for understanding and participating in this system. The IC shall be responsible for the overall accountability for the incident. The IC may delegate other command members to facilitate the accountability for those resources to meet those goals, objectives, and tasks as needed.

The NFPA 1500 and 1561 Standards contain specific requirements regarding accountability of members, including but not limited to the following:

ACCOUNTABILITY LEVELS

The accountability levels are to provide a clear idea of what each term means and how they are to be used while at an event or incident. These are:

- **Personal Accountability**
- **Single Resource Accountability**
- **Supervisor Accountability**
- **Scene Accountability**
- **Functional Accountability**

Specific Accountability Definitions and Recommendations
These specific accountability definitions and recommendations are to assist a responder with how to maintain accountability while at an event or incident.

PERSONAL ACCOUNTABILITY

a. It is the duty of every individual to understand one's role, limitations, and responsibility in accountability.
b. Every individual is to remain under supervision at all times and is to refrain from "freelancing."
c. Be constantly aware of the status and location of fellow crew members and other workers near their area of responsibility.

SINGLE RESOURCE ACCOUNTABILITY

a. During an incident all single resource(s) personnel will check in with the supervisor to whom they are assigned.
b. Any department member responding directly to the scene in his/her own vehicle must first check in as required.
c. All resources shall provide constant awareness of their status, location, and function throughout the duration of the incident.
d. It is the duty of all resources to understand their role, limitations, and responsibility in accountability.
e. All resources are to remain under supervision at all times and are to refrain from "freelancing."
f. Be constantly aware of the status of surrounding resources.
g. Shall be in constant communication and maintain status of adjoining forces.

SUPERVISOR ACCOUNTABILITY

a. During an incident, all supervisory personnel will check in with the manager to whom they are assigned.

b. The supervisor shall maintain constant awareness of the status, location, and functions of his/her crew throughout the duration of the incident.
c. The supervisor shall include a proactive reporting of accountability through the chain of command.
d. The supervisor shall ensure crew cohesion, continuity, and communication.
e. Supervisors shall conduct, on a regular and routine basis, an accountability check of their assigned personnel. This should include a PAR when specific tasks are completed or, at a minimum, at the end of an operational period. The accountability check(s) and the results of those checks shall be documented on a Unit/Activity Log (ICS Form 214) or similar tool.

"Freelancing" is defined as any responder operating independently, or in a group, at the incident scene without notifying the Incident Commander and/or without being assigned or delegated a task or function. It must be recognized that there are times when independent action may be appropriate, such as when encountering an immediate threat prior to checking in at an incident. An example of this would be encountering a structure imminently threatened by fire, prior to checking in at an incident facility or having radio contact with the incident. This action is without orders but reasonably can be assumed to be in alignment with the commander's intent. The obligation is to limit the duration of engagement and to attempt to contact the Incident Commander to relay conditions and actions taken, and seek follow-up orders.

SCENE ACCOUNTABILITY

a. The IC is responsible to ensure the status, location, and functions of each resource are constantly tracked throughout the incident.
b. Upon arrival on scene, each resource shall check in for assignment.

c. All personnel on the scene will be tracked through the Command Post with the ICS position, assignment, and resource identifier. Each resource shall have a list of assigned personnel available.

d. As the incident increases in complexity, the accountability system shall increase accordingly.

FUNCTIONAL ACCOUNTABILITY

a. Functional accountability shall be used for complex incidents. This requires enhanced scene accountability whereby an IC and/or a designee formally tracks the status, locations, and assignments of all resources/personnel. Functional accountability shall be documented using an appropriate tracking system such as recording assignments on an Incident Briefing (ICS Form 201).

b. Accountability process shall be scalable so it may expand or contract with the complexity of the incident.

c. As complexity increases, improved communications should also be attempted (i.e., face-to-face communication, visual contact of crews if possible).

ACCOUNTABILITY CHECKLIST

Who – Who is the resource? This could be a responder or equipment. Identifies the responder or resource by name(s), assignment, and agency (if assisting agency). Identifies equipment by type and kind.

What – What is the resource doing? Identifies the tasks and assignments of the resource.

When – When did the person or unit arrive on scene, last check-in (i.e., PAR), become reassigned or demobilized?

Where – Where is the resource located/assigned (Division, Group, Staging, ICP)?

Why – Why was the resource requested? Identifies the need for the resource.

How – How is the accountability process documented/reported/recorded?

ACCOUNTABILITY CONSIDERATIONS

Pre-Incident Considerations

a. Training on the policies, procedures, and tactics of the accountability system should be a priority to a successful system.
b. Pre-written agency policies and standard operation guidelines related to responder emergencies are an integral part of the accountability system. These policies and guidelines, when properly applied at an incident or event, result in solid rescue and recovery plans that are specific to emergency environment and the specific risks faced by responders.
c. The organization's culture must encompass the understanding that a firefighter's failure to adhere to standard accountability practices places him/her, and all on-scene personnel, in increased danger.

Incident Considerations

a. There must be an Incident Management Accountability System in place. The task can be accomplished by the Incident Commander or delegated. Accountability procedures must be followed and must track individuals regardless of their location or assignment on the incident (e.g., hazard zone, Camp, Incident Base).
b. The Supervisor must continually maintain crew integrity at all times to avoid "freelancing" by individual crew members.

c. By maintaining company supervision and crew integrity, initiative and resourcefulness can be closely monitored.
d. All personnel must have the ability to communicate with assigned supervisors.
e. It is essential that the supervisor or manager be able to account for different crews by means of an “identifier.”
f. Access to event/incident shall be maintained and monitored. Resources engaged, staged, or released from functional assignments must do so through the chain of command.
g. An accounting of all personnel must be conducted at certain points during the incident/event, when conditions change, or assignments are complete.

Post-Incident Considerations

a. Provide post-incident summary of the event for review.
b. Discuss and review relevant situations where accountability was a factor during the incident/event.
c. Provide actions taken and lessons learned that would encourage or possibly prevent the same issue(s) from occurring again.
d. Upon release from an incident, assigned resource will contact the home unit or base to inform of release status and travel time, then again upon arrival.

FIREFIGHTER EMERGENCY COMMUNICATIONS TERMS & PROCEDURES

The fire department standard operating procedures shall provide direction in the use of clear-text radio messages for emergency incidents.

Emergency Traffic

“Emergency traffic” shall be used as a designator to clear the radio traffic for an emergency affecting the incident and can be declared by any member who becomes aware of an emergency affecting the incident. When a member declares “emergency traffic”, that person shall use clear-text to identify the type of emergency, change in conditions, or tactical operations. Examples of “emergency traffic” could be “evacuate the building”, “wind shift from North to South”, “change from offensive to defensive operations”, “electrical wires down”, or “shots fired.”

Mayday

“Mayday” shall be used as the designator to identify when a member is in a life-threatening situation and in need of immediate assistance. "Mayday" can be declared by any member who becomes aware of a member who is in a life-threatening situation and in need of immediate assistance. “Mayday, mayday, mayday” shall be broadcast followed by clear-text to identify the type of emergency (“RESPONDER DOWN”, “RESPONDER MISSING”, or “RESPONDER TRAPPED”) to all incident personnel.

Once a “mayday” has been declared and broadcast on the radio using the distinctive emergency traffic alert tones, the IC must take action to determine the members’ location, situation, and the resources needed to facilitate assistance (NFPA 1561 6.3.2.2, 2014 Edition).

Dispatch Communications

Other guidelines for “Emergency Traffic” or “Mayday” include the Dispatch Center or Incident Commander transmitting a distinctive emergency traffic alert tone on a designated channel(s) followed by a clear-text verbal message that identifies the type of emergency.

Conclusion of Emergency Situation

At the conclusion of the “mayday” or the “emergency traffic” situation, the IC should transmit an “All clear, resume radio traffic.” on all assigned radio channels.

Incident Clock

The fire department communications center shall start an incident clock when the first arriving unit is on-scene of a working structure fire or hazardous materials incident, or when other conditions appear to be time sensitive or dangerous (NFPA 1500 8.2.4, 2013 Edition).

The dispatch center shall notify the Incident Commander at every 10-minute increment with the time that resources have been on the incident until the fire is knocked down or the incident becomes static (NFPA 1500 8.2.4.1, 2013 Edition). The Incident Commander shall be permitted to cancel the incident clock notification through the fire department communications center based on the incident conditions.

RAPID INTERVENTION CREW/COMPANY MEMBERS

Rapid Intervention personnel have two very important duties. These are:

- Monitor designated radio channel(s) while standing by and during rescue operations.
- Be fully prepared to participate in the rescue of a downed firefighter as assigned by the Incident Commander or Operations Section Chief.

In the initial stages of an incident where only one team is operating in the hazardous area at a working structural fire, a minimum of four individuals is required, consisting of two individuals working as a team in the hazard area and two individuals present outside this hazard area for assistance or rescue at emergency operations where entry into the danger area is required. The standby members shall be responsible for maintaining a constant awareness of the number and identity of members operating in the hazardous area, their location and function, and time of entry. The standby members shall remain in radio, visual, voice or signal-line communications with the team (NFPA 1500 8.8.2 – 8.8.2.3. 2013 Edition).

Members that arrive on the scene of a working structural fire prior to the assembling of four persons can initiate exterior actions in preparation for an interior attack.

Initial attack operations shall be organized to ensure that, if upon arrival at the emergency scene, initial attack personnel find an imminent life-threatening situation which immediate action could prevent the loss of life or serious injury, such action shall be permitted with less than four personnel. No exception shall be permitted when there is no possibility to save lives. Any such actions taken in accordance with this section shall be thoroughly investigated by the fire department with a written report submitted to the Fire Chief (NFPA 1500 8.8.2.10 – 8.8.2.10.2, 2013 Edition)

In the initial stages of an incident, the IC supervises the RIC. As the incident grows in complexity, this supervision can be assigned to the Operations Section Chief or even to individual Divisions to ensure the most rapid and effective deployment on a rescue.

When sufficient personnel are on scene, the rapid intervention capability for the incident should be raised from the two-in, two-out minimum to include an entire crew or company dedicated as the RIC. In some instances, such as multiple and/or remote entrance points, multiple RIC elements should be assigned and a Rapid Intervention Group Supervisor activated to supervise positioning and deployment of these Crews/Companies.

In High Rise fire incidents, the RIC should typically be located at Staging. This will allow for RICs to be deployed in a timely manner. Consider multiple RICs if multiple floors are involved with positioning based on the assigned floor.

The assignment of resources to the rescue effort should continue as requested by the officer in charge of the rescue effort. Once the rescue is properly staffed, the IC shall reestablish the rapid intervention capability by identifying an additional resource(s) as the RIC. The IC must ensure that crews in the immediate vicinity of the downed firefighter are properly reassigned to assist in the rescue effort as appropriate. This may include continuing to control the spread of fire or mitigating other situations that jeopardize the firefighter or rescue effort.

ADDITIONAL RAPID INTERVENTION CONSIDERATIONS

When preparing for a firefighter rescue, consider the worst-case scenario. Rapid Intervention Crew/Company (RIC) standard operating guidelines are incident-driven.

Officers or members assigned the task of RIC shall not get involved in routine firefighting activities but remain in a state of readiness, keeping company members together and ready for deployment.

OPERATIONAL RETREAT GUIDELINES

In addition to radio traffic requiring evacuation, the following standardized audible signal can be used to indicate evacuation.

The **EVACUATION SIGNAL** will consist of repeated short blasts of the air horn for approximately 10 seconds, followed by 10 seconds of silence. This sequence of air horn blasts will be done three times; total air horn evacuation signal including periods of silence will last 50 seconds. This should be done in conjunction with the radio announcement of “EMERGENCY TRAFFIC,” with direction for emergency scene personnel to evacuate the hazard area.

The Dispatch Center should continue to advise the Incident Commander of the elapsed time at each additional 10-minute interval, or until canceled by the Incident Commander, or until the incident is declared under control (i.e., knockdown).

IDENTIFICATION AND MANAGEMENT OF LIFE HAZARD ZONES

INTRODUCTION

Incident Commanders are responsible for the safety of all incident personnel and may have to take actions to protect personnel from life-threatening conditions that on-scene fire personnel and other responders do not have the capabilities, tools, or training to immediately mitigate. These actions may include:

- Immediate notification of personnel
- Notification for ongoing or long-term life hazards
- Methods to isolate and clearly identify the life hazard with three strands of barrier tape
- Assignment of Lookouts or Assistant Safety Officers when needed
- Identification methods for remote or large area life hazards

The clearly identifiable method to assure that fire personnel and other responders do not enter Life Hazard Zones includes the use of a minimum of three (3) horizontal strands of barrier tape that states “Do Not Enter” or “Do Not Cross”, securely fixed to stationary supports and in sufficient locations, will meet the requirement of identifying a Life Hazard Zone and prevent entry into the hazardous area.

DEFINITIONS

Life Hazard: The existence of a process or condition that would likely cause serious injury or death to exposed persons.

Life Hazard Zones: A system of barriers surrounding designated areas at the incident scene that is intended to **STOP** fire personnel and other responders from entering a potentially Life-Threatening, Hazardous Area.

Life Hazard Lookout: A qualified person in a location where he/she can safely observe a Life Hazard, monitor resources and personnel in the area, and communicate with resources keeping them a safe distance away. The Lookout will also isolate and deny entry to any responders or resources until the Life Hazard is mitigated and the Incident Commander approves the release of the Life Hazard Zone.

INFORMATION AND GUIDELINES

Whenever a Life Hazard or an immediate threat to the health and safety of incident personnel is present at an incident, any person who recognizes the potential Life Hazard shall immediately contact the Incident Commander using "**EMERGENCY TRAFFIC**" and advise them of the situation. Included in the Emergency Traffic notification:

- Type/Nature of the hazardous condition (e.g., downed electrical wires, imminent building collapse)
- Specific location
- Resource needs
- Any immediate exposure needs or issues

The Incident Commander shall request the appropriate resource or agency (e.g., Utility Company, Structural Engineer) to respond to the incident to evaluate and mitigate the Life Hazard and assign a Lookout or Assistant Safety Officer until the establishment of Life Hazard Zone(s).

The Incident Commander shall assign a Life Hazard Lookout to prevent any incident personnel from entering the area until such time as the procedures below have been completed.

IDENTIFICATION OF LIFE HAZARD ZONES

a. The standard for identification of a LIFE HAZARD ZONE:

1. Deploy barrier tape in the following manner to prevent entry and identify the hazard zone. The optimal tape would be red-and-white striped or chevron barrier tape that states "**Life Hazard – Do Not Enter**"; however, existing fireline or police perimeter tape that includes the words "Do Not Enter" or "Do Not Cross" will meet this standard.
2. The tape shall be configured in three horizontal strands approximately 18 to 24 inches apart and securely fixed to stationary supports to establish the LIFE HAZARD ZONE. The LIFE HAZARD ZONE barrier shall be of sufficient size to provide complete isolation, distance, and protection from the hazard, and supports shall be capable of supporting the barrier tape throughout the incident.
3. The use of illumination is recommended to enhance nighttime visibility to further identify the LIFE HAZARD ZONE. Examples include orange cones with a flashing strobe light on the ground or glow sticks securely attached to the barrier tape.

b. The Established Life Hazard Zone:

1. THE THREE HORIZONTAL STRAND CONFIGURATION OF RED-AND-WHITE STRIPED OR CHEVRON BARRIER TAPE SHALL ONLY BE USED FOR LIFE HAZARD IDENTIFICATION. WHEN INCIDENT PERSONNEL SEE THE THREE- STRAND CONFIGURATION OR BARRIER TAPE, IT SHALL BE RECOGNIZED AS THE STANDARD FOR ISOLATING A LIFE HAZARD, AND INCIDENT PERSONNEL SHALL NOT ENTER THE LIFE HAZARD ZONE.

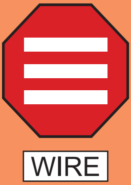
2. Ensure the LIFE HAZARD ZONE measures provide visibility to approaching personnel to prevent entry into the area throughout the duration of the incident.
3. Maintain the LIFE HAZARD ZONE for the duration of the incident or hazard. Approval from the IC is required prior to the removal of the Life Hazard Zone barriers.
4. The LIFE HAZARD ZONE identification measures are intended to provide a visual cue to all incident personnel. Life Hazard Lookout(s) or Assistant Safety Officers shall be considered to ensure a physical barrier between personnel and the LIFE HAZARD ZONE through effective communications and notifications.
5. The Incident Commander shall be responsible for ensuring that all incident personnel are notified of the Life Hazard Zone. This may be accomplished through any approved method such as face-to-face, emergency traffic radio messages, or the Incident Action Plan.

c. Remote Locations: In cases where the extent of the hazard zone is so large that is not practical to completely isolate the area, such as on large incidents in remote locations, the following will be the minimum standard for these situations:

1. The Incident Commander must approve the use of these minimum standards for each Life Hazard:
    - The Incident Commander shall assign a Life Hazard Lookout at appropriate access points to prevent any incident personnel from entering the area until such time as the procedures below have been completed.
    - Three horizontal strands of red-and-white Life Hazard tape or barrier tape (as described above) will be affixed to two vertical uprights at appropriate locations along the access route to the Life Hazard area. A description of the hazard, location of the hazard, and distance from the

Life Hazard indicator tape to the hazard shall be attached at each location.

2. All personnel working in the area or Division shall be notified of the Life Hazard immediately. Incident personnel may be notified through routine briefings, emergency traffic radio messages, the Incident Action Plan, and/or the Incident Map.
3. The location(s) of the Life Hazard(s) and Placard(s) shall be marked on the Incident Map using standardized symbols. The symbol to mark the Life Hazard Zone on the Incident Map is a red octagon (Stop Sign) with three white horizontal lines with a description of the hazard noted underneath.



- Personnel shall not breach, alter, or remove any LIFE HAZARD ZONE identification measures until the hazard has been abated and approval granted by the Incident Commander.
- All personnel have a personal responsibility to be aware of LIFE HAZARDS and make proper notifications when they are encountered at an incident.
- Remember the slogan: **THREE STRIPES, YOU'RE OUT!**

FOR MORE DETAILED INFORMATION, PLEASE REFER TO:

FIREFIGHTER INCIDENT SAFETY AND ACCOUNTABILITY GUIDELINES ICS 910

This Page Intentionally Left Blank

CHAPTER 23

GLOSSARY OF TERMS

This glossary contains definitions of terms frequently used in ICS documentation that are, for the most part, not defined elsewhere in this guide.

29 CFR Part 1910.120. Item 29 of the Code of Federal Regulations, Part 1910.120 in the Hazardous Waste operations and Emergency Response reference document as required by SARA. This document covers employees involved in certain hazardous waste operations and any emergency response to incidents involving hazardous situations. Federal OSHA enforces this code.

Access Control Point. The point of entry and exit from control zones that regulates the traffic to and from the work areas and control zones.

Agency Executive or Administrator. A chief executive officer (or designee) of an agency or jurisdiction that has responsibility for the incident.

Agency Representative. An individual assigned to an incident from an assisting or cooperating agency that has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the incident Liaison Officer.

Air Monitoring. The use of devices to detect the presence of known or unknown gases or vapors.

Air Transportable Mobile Weather Unit (ATMWU). A portable weather data collection and forecasting system used by a National Weather Service Fire Weather Forecaster.

All Hazard. Any incident or event, natural or human-caused, that warrants action to protect life, property, environment, public health or safety, and to minimize disruption of government, social, or economic activities.

ALS (Advanced Life Support). Allowable procedures and techniques utilized by EMT-P and EMT-II/Advanced EMT personnel to stabilize critically sick and injured patient(s) that exceed Basic Life Support procedures.

Anchor and Hold. A tactic utilizing control lines and large water streams from fixed water supplies to stop fire spread in neighborhoods where the fire is spreading from house to house. The goal is to extinguish structure fires, protect exposures, and reduce ember production in neighborhoods where the fire is spreading from house to house.

Area Command. Area Command is an expansion of the incident command function primarily designed to manage a very large incident that has multiple incident management teams assigned. However, an Area Command can be established at any time that incidents are close enough that oversight direction is required among incident management teams to ensure conflicts do not arise.

Assigned Resources. Resources checked in and assigned work tasks on an incident.

Assistant. Title for subordinates of Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be used to supervise unit activities at camps.

Assisting Agency. An agency directly contributing suppression, rescue, support, or service resources to another agency.

Available Resources. Resources assigned to an incident and available for an assignment.

Base. That location where the primary logistics functions are coordinated and administered (incident name or other designator will be added to the term "Base"). The Incident Command Post may be co-located with the base. There is only one base per incident.

Basic Rope Rescue. Rescue operations of a non-complex nature employing the use of ropes and accessory equipment.

BLS (Basic Life Support). Basic non-invasive first-aid procedures and techniques utilized by emergency personnel to stabilize sick and injured patient(s).

Boat, drive-air. A boat with a propulsion system using an aviation propeller or a ducted fan to generate thrust from the engine having an on-plane draft of zero to twelve inches. The typical boats of this category are the “Florida Swamp” boats and surface effect boats.

Boat, drive-jet. A boat with a propulsion system using a water pump to generate thrust having an on-plane draft of six to twelve inches. They can be susceptible to damage from floating debris.

Boat, drive-propeller. A boat with a propulsion system using a propeller to generate thrust having an on-plane draft of eighteen to twenty-four inches.

Boat, non-powered. A non-motorized vessel capable of safely transporting rescuers or victims (e.g., raft, skiff, johnboat).

Boat, powered. A motorized vessel capable of safely transporting rescuers or victims, (e.g., IRB: “Inflatable Rescue Boat”, RHIB: “Rigid Hull Inflatable Rescue Boat”, Rigid Hull Boat, PWC: “Personal Water Craft,” “Airboat”).

Bomb/Explosives Group Supervisor. The Bomb/Explosives Group Supervisor reports to the Operations Section Chief or Law Branch Director (if activated). The Bomb/Explosives Group Supervisor is responsible for investigating suspicious packages and explosive devices, rendering them safe, and conducting criminal investigations at the scene of an explosive device or explosion.

Branch. That organizational level having functional, geographical, or by jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals, by function, or jurisdictional name.

Bump and Run. Resources maneuver at or near the fire front in an effort to defend as many structures as possible. Suppression efforts should be limited to extinguishing spot fires, hot spots, and fire perimeter around structures before moving on to the next structure. California Code of Regulations (CCR) Title 8, Section 5192, Subsection (q). This section provides hazardous waste handling guidelines that are enforced by Cal-OSHA. Subsection (q) specifically deals with emergency response to a hazardous substance release.

Camp. A geographical site, within the general incident area, separate from the base, equipped and staffed to provide food, water, and sanitary services to incident personnel.

Campbell Prediction System (CPS). Trade name for a simplified fire ground method used to forecast fire behavior.

Check and Go. A tactical action used during WUI fire operations when firefighters quickly check for occupants at threatened structure and then withdraw. Used when high intensity, lack of time, or inadequate defensible space prohibit firefighting resources from safely taking action to protect the home.

Chemical Protective Clothing. Includes complete NFPA compliant ensembles (garment, gloves, and boots) of individual replaceable elements (boots, gloves) designed and certified to provide protection for the wearer against the physical and chemical effects of hazardous materials.

CHEMTREC. Chemical Transportation Emergency Center operated as a public service of the Chemical Manufacturers Association.

Clear-Text. Use of plain English and common terminology understandable by all.

Command. The act of directing, ordering, and/or controlling resources by virtue of explicit legal, agency, or delegated authority.

Command Staff. The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer who report directly to the Incident Commander.

Community Refuge Area. A protective action term used for a designated location that is considered to provide a greater level of survivability than Shelter-In-Place.

Company Unity. A term to indicate that a fire company or unit shall remain together in a cohesive and identifiable working group to ensure personnel accountability and the safety of all members. A company officer or unit leader shall be responsible for the adequate supervision, control, communication, and safety of members of the company or unit.

Compatibility. The matching of personal protective equipment (PPE) to the hazards involved, providing the best protection for the worker.

Complex. A complex is two or more individual incidents located in the same general proximity that is assigned to a single Incident Commander or Unified Command to facilitate management.

Confined Space Rescue. Rescue operations in an enclosed area, with limited access/ egress, not designed for human occupancy and having the potential for physical, chemical or atmospheric injury.

Contamination Control Line (CCL). The established line that separates the Contamination Reduction Zone from the Support Zone.

Contamination Reduction Corridor (CRC). A corridor within the Contamination Reduction Zone where decontamination procedures are conducted.

Contamination Reduction Zone (CRZ). The area between the Exclusion Zone and the Support Zone that acts as a buffer to separate the contaminated area from the clean area.

Control Zones. The geographical areas within the control lines set up at a hazardous materials incident. Includes the Exclusion Zone, Contamination Reduction Zone, and Support Zone.

Cooperating Agency. An agency supplying assistance other than direct suppression, rescue, support, or service functions to the incident control effort (e.g., Red Cross, telephone company, etc.).

Coordination Center. A facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

Cost Sharing Agreements. Agreements between agencies or jurisdictions to share designated costs related to incidents.

Decontamination (DECON). The physical and/or chemical process of removing or reducing contamination from personnel or equipment, or in some other way preventing the spread of contamination by persons and equipment

Decontamination Lane Manager. The Decontamination Lane Manager reports to the Mass Decontamination Leader. The Decontamination Lane Manager is responsible for the operations of the decontamination element providing decontamination as required by the Incident Action Plan.

Delayed Treatment. Second priority category in the START triage system. Delayed patients require aid, but injuries are less severe. Delayed patients must be monitored to ensure their status does not change to the Immediate category.

Delegation of Authority. A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

Deputy. An individual assigned to the Incident Commander, General Staff, or Branch Directors with equal qualifications and delegated authority when acting in their absence.

Division. That organization level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch (see also "Group").

DMAT (Disaster Medical Assistance Team). A federal component of the National Disaster Medical System that provides austere medical care in a disaster area or medical services at transfer points or reception sites associated with patient evacuation and is requested through the SEMS process.

DMORT (Disaster Mortuary Operational Response Team). A federal component of the National Disaster Medical System that provides a mobile morgue for handling, identifying, and processing of human remains at the site of a mass fatality disaster and is requested through the SEMS process.

DMSU (Disaster Medical Support Unit). An asset contracted by the EMS Authority that provides enhanced communication capabilities and supplies to support field deployment, including medical supplies and provisions for AST personnel, requested through the LEMSA.

Emergency Traffic. The term used to clear designated channels used at an incident to make way for important radio traffic for a firefighter emergency situation or an immediate change in tactical operations.

EMT (Emergency Medical Technician). An individual trained in Basic Life Support procedures and techniques and who has a valid EMT license/certificate.

EMT-II (Emergency Medical Technician-II)/Advanced EMT. An individual with additional training in limited Advanced Life Support procedures and techniques according to prescribed standards and who has a valid EMT-II certificate.

EMT-P (Emergency Medical Technician-Paramedic). An EMT or Advanced EMT trained in ALS procedures and techniques.

Environmental. Atmospheric, Hydrologic, and Geologic media (i.e., air, water, and soil).

Evacuation. Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Exclusion Zone (EZ). The innermost area immediately surrounding a hazardous materials incident that corresponds with the highest degree of known or potential hazard, and where entry may require special protection.

Field Testing. The identification of chemical substances using a variety of sources and testing kits that assist in identifying associated chemical and physical properties of those tested chemicals.

Fire Front Following. A tactic used during WUI structure defense activities where resources take a position in a safe area and advance after the passage of the fire front to engage in perimeter control, structure fire control, and conduct a primary search for victims. This action is taken when there is insufficient time to safely set up ahead of the fire, or the intensity of the fire would likely cause injury to personnel located in front of the fire.

Fixed Site Security Unit Leader. The Fixed Site Security Unit Leader(s) reports to the Mobile Field Force Group Supervisor and/or the Patrol Group Supervisor. The Fixed Site Security Unit Leader is responsible for the continuous physical security focused on the protection of people, property, and the sites for a named place(s) or facility(s), including providing security or access control for these sites, place(s) or facility(s). This could include incident facilities such as the Incident Command Post and staging.

Flood Evacuation Boat (FEB). Resource with personnel trained to operate in floodwaters with the specific task of evacuating persons or small domestic animals from isolated areas.

General Staff. The group of incident management personnel comprised of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Group. Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section. (See Division).

Handler. The Handler reports to the Decontamination Lane Manager. The Handler is responsible for the movement of ambulatory/non-ambulatory victims through the Contamination Reduction Corridor. The Handler assists with the movement of victims within the contamination reduction zone from receipt of victim through the decontamination process. Handlers will go through the appropriate decontamination measures as outlined in the Site Safety and Control Plan (ICS From 208) prior to exiting the Contamination Reduction Zone (CRZ).

Hazardous Material. Any solid, liquid, gas, or mixture thereof that can potentially cause harm to the human body through respiration, ingestion, skin absorption or contact and may pose a substantial threat to life, the environment, or to property.

Hazardous Materials Categorization. A process to determine hazardous materials classification, and chemical and physical properties of unknown substances.

Hazardous Materials Categorization Test (HAZ CAT). A field analysis to determine the hazardous characteristics of an unknown material.

Hazardous Materials Company. Any piece(s) of equipment having the capabilities, PPE, equipment, and complement of personnel as specified in the Hazardous Materials Company Types and Minimum Standards found in the Field Operations Guide (ICS 420-1).

Hazardous Materials Incident. The uncontrolled release or threat of release of a hazardous material that may impact life, the environment, or property.

Hazardous Materials Incident Contingency Plan (HMICP). Hazardous Materials Incident Contingency Plan Section 8574.16-8574.18 of the California Government Code. California State Toxic Disaster Plan that would provide for an integrated and effective state procedure to respond to the occurrence of toxic disasters within the state.

Hazardous Materials Refuge Area Manager. The Hazardous Materials Refuge Area Manager reports to the Hazardous Materials Site Access Control Leader and coordinates with the Hazardous Materials Decontamination Leader and the Hazardous Materials Entry Leader. The Hazardous Materials Refuge Area Manager is responsible for evaluating and prioritizing victims with a high possibility for contamination for decontamination and treatment. This area should be separate from the Safe Refuge Area to prevent the spread of contamination by these victims. If there is a need for the Hazardous Materials Refuge Area Manager to enter the Contamination Reduction Zone in order to fulfill assigned responsibilities, then the appropriate Personal Protective Equipment (PPE) shall be worn.

Heavy Floor Construction. Structures of this type are built utilizing cast-in-place concrete construction consisting of flat slab panel, waffle, or two-way concrete slab assemblies. Pre-tensioned or post-tensioned reinforcing steel rebar or cable systems are common components for structural integrity. The vertical structural supports include integrated concrete columns, concrete-enclosed or steel frame, that carry the load of all floor and roof assemblies. This type includes heavy timber construction that may use steel rods for reinforcing. Examples of this type of construction include offices, schools, apartments, hospitals, parking structures, and multi-purpose facilities. Common heights vary from single-story to high-rise structures.

Heavy Wall Construction. Materials used for construction are generally heavy and utilize an interdependent structural or monolithic system. These types of materials and their assemblies tend to make the structural system inherently rigid. This construction type is usually built without a skeletal structural frame. It utilizes a heavy wall support and assembly system to provide support for the floors and roof assemblies. Occupancies utilizing tilt-up concrete construction are typically one to three stories in height and consist of multiple monolithic concrete wall panel assemblies. They also use an interdependent girder, column, and beam system for providing lateral wall support of floor and roof assemblies. Occupancies typically include commercial, mercantile, and industrial. Other examples of this type of construction include reinforced and un-reinforced masonry (URM) buildings typically of low-rise construction, one to six stories in height, and of any type of occupancy.

Helibase. A location within the general incident area for parking, fueling, maintenance, and loading of helicopters.

Helicopter Rescue Operational. Personnel trained and equipped to work with helicopters and crew, for hoist, short haul-line victim extraction, rappel, or low-level insertions.

Helispot. A location where a helicopter can take off and land.

Helitanker. A helicopter equipped with a fixed tank, Air Tanker Board Certified, capable of delivering a minimum of 1,000 gallons of water, retardant, or foam.

High Rise Rapid Ascent Team. The High Rise Rapid Ascent Team is responsible for directing and/or relocating the building occupants and casualties through the evacuation stairwell(s) to refuge area(s).

Hospital Alert System. A communications system between medical facilities and on-incident medical personnel that provides available hospital patient receiving capability and/or medical control.

Immediate Treatment. First priority category in the START triage system. Immediate treatment patients require rapid assessment and medical intervention for survival.

Incident Action Plan (IAP). A plan that contains objectives that reflect the incident strategy and specific control actions for the current or next operational period.

Incident Command Post (ICP). That location at which the primary command functions are executed and usually co-located with the incident base.

Incident Command System (ICS). The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.

Incident Objectives. Statements of guidance and direction that are achievable, measurable, and necessary for the selection of appropriate strategy(ies) and the tactical direction of resources.

Infrared (IR). A heat detection system used for fire detection, mapping, and hot spot identification.

Infrared (IR) Groundlink. A capability through the use of a special mobile ground station to receive air-to-ground infrared imagery for interpretation.

Initial Response. Resources initially committed to an incident.

Intelligence Group Supervisor. Initially reports to the Incident Commander, Planning Section Chief, or the Operations Section Chief. In a large or complex incident, Intelligence may report to the Law Enforcement Group Supervisor or Branch Director. Based on the needs of the incident, Intelligence may be assigned as a Unit under Planning or a Group under Operations Branch.

Investigation Unit Leader/Group Supervisor. Initially reports to the Incident Commander, Planning Section Chief, or the Operations Section Chief. In a large or complex incident, Investigation may report to the Law Enforcement Group Supervisor or Branch Director. Based on the needs of the incident, Investigation may be assigned as a Unit under Planning or a Group under Operations Branch.

IRB. Inflatable rescue boat.

Joint Information System (JIS). Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated inter-agency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

JumpSTART. A pediatric version of the START Triage system that focuses on the physiological differences unique to pediatric trauma triage.

Jurisdictional Agency. The agency having responsibility for a specific geographical area or function as designated by statute or contract.

Light Frame Construction. Materials used for construction are generally lightweight and provide a high degree of structural flexibility to applied forces, such as earthquakes, hurricanes, tornadoes, etc. These structures are typically constructed with a skeletal structural frame system of wood or light gauge steel components, which provide support to the floor or roof assemblies. Examples of this construction type are wood frame structures used for residential, multiple low-rise occupancies, and light commercial occupancies up to four stories in height. Light gauge steel frame buildings include commercial business and light manufacturing occupancies and facilities.

Mass Decontamination Group Supervisor. The Mass Decontamination Group Supervisor reports to the Operations Section Chief, the Hazardous Materials Branch Director, or the Mass Decontamination Branch Director (if activated). The Mass Decontamination Group Supervisor is responsible for the implementation of the phases of the Incident Action Plan dealing with the Mass Decontamination Group operations. The Mass Decontamination Group Supervisor is responsible for the assignment of resources within the Mass Decontamination Group, reporting on the progress of control operations and the status of resources within the Mass Decontamination Group. The Mass Decontamination Group Supervisor directs the overall operations of the Mass Decontamination Group.

Mass Decontamination Unit Leader. The Mass Decontamination Unit Leader reports to the Hazardous Materials Group Supervisor or Mass Decontamination Group Supervisor (if activated). The Mass Decontamination Unit Leader is responsible for the operations of the mass decontamination element providing decontamination as required by the Incident Action Plan.

Medical Supply Cache. A cache consists of standardized medical supplies and equipment stored in a predetermined location for dispatch to incidents.

Message Center. The Message Center receives, records, and routes information about resources reporting to the incident, resource status, and administration and tactical traffic.

MICU (Mobile Intensive Care Unit). Refers to a vehicle equipped to support paramedic functions. It would include drugs, medications, cardiac monitors and telemetry, and other specialized emergency medical equipment.

Minor Treatment. Third priority category in the START triage system. These patients' injuries require basic first-aid.

Mobile Field Force Group Supervisor. The Mobile Field Force Group Supervisor reports to the Operations Section Chief or Law Branch Director (if activated). The Mobile Field Force Group Supervisor is responsible for managing operations that may exceed the capabilities of the Patrol Group. The Mobile Field Force Group is trained and equipped to deal with large crowds, acts of civil disobedience, maintaining order, and preserving the peace. They can be used in multiple configurations and or varying tasks. The Mobile Field Force Group Supervisor is responsible for assigning resources within the Mobile Field Force Group.

Mobilization Center. An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

Morgue (Temporary On-Incident). Area designated for temporary placement of the dead.

Multi-Agency Coordination (MAC). The coordination of assisting agency resources and support to emergency operations.

Multi-Agency Coordination System (MACS). The combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination of assisting agency resources and support to agency emergency operations.

Multi-Casualty. The combination of numbers of injured personnel and types of injuries that exceed the capability of an agency's normal first response.

Not Threatened. A term used to describe a structure that, based on forecasted fire behavior, has construction features and/or defensible space making it unlikely that the structure will ignite during the initial wildland fire front contact.

Operational Period. The period of time scheduled for execution of a given set of tactical actions as specified in the Incident Action Plan.

Operations Coordination Center (OCC). The primary facility of the Multi-Agency Coordination System. It houses the staff and equipment necessary to perform the MACS functions.

Orthophoto Maps. Aerial photographs corrected to scale so that geographic measurements may be taken directly from the prints.

Out-of-Service Resources. Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

P.A.C.E. A military acronym adopted by the fire service that promotes contingency planning during fire ground activities.

Patient Transportation Recorder. Responsible for recording pertinent information regarding off-incident transportation of patients.

Patrol Group Supervisor. The Patrol Group Supervisor reports to Operations Section Chief or Law Branch Director (if activated). The Patrol Group Supervisor is responsible for general law enforcement activities such as perimeter control, assisting in evacuation and shelter in place, traffic control, and liaison with the public. They can be used in multiple configurations and for varying tasks. The Patrol Group Supervisor is responsible for assigning resources within the Patrol Group.

Personal Protective Equipment (PPE). That equipment and clothing required to shield and/or isolate personnel from thermal, chemical, radiological, physical, or biological hazards.

Personnel Accountability. The ability to account for the location and status of personnel.

Personnel Accountability Reports (PAR). Periodic reports verifying the status of responders assigned to an incident.

PFD. Personal flotation device with a minimum U.S. Coast Guard rating of Type III or V.

Planning Meeting. A meeting, held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations and for service and support planning.

Pre-Cast Construction. Structures of this type are built utilizing modular pre-cast concrete components that include floors, walls, columns, and other sub-components that are field-connected upon placement on site. Individual concrete components utilize imbedded steel reinforcing rods and welded wire mesh for structural integrity and may have either steel beam, column, or concrete framing systems utilized for the overall structural assembly and building enclosure. These structures rely on single or multi-point connections for floor and wall enclosure assembly and are a safety and operational concern during collapse operations. Examples of this type of construction include commercial, mercantile, office, and multi-use or multi-function structures including parking structures and large occupancy facilities.

Prep and Defend. A tactic used to identify WUI structure defense activities where resources will remain and defend a structure when the fire front arrives. This tactic is used when the conditions are such that it is safe for firefighters to remain. A Safety Zone or TRA must exist on site.

Prep and Go. A tactic used to identify WUI structure defense activities where there is some time to prepare a structure for defense ahead of the fire front arriving, but resources withdraw prior to fire contact. There may be some time to prepare a structure for defense ahead of the fire front (foam and/or gel application, combustible materials removal), but potential fire intensity makes it too dangerous for fire resources to stay.

Protective Actions. The actions taken to preserve the health and safety of emergency responders and the public during an incident involving releases of hazardous materials. Examples include evacuations or in-place protection techniques.

PWC. Personal watercraft (water bike, jet ski).

Qualified. A person meeting a recognized level of training, experience, and certification for the assigned position.

Radiation Monitoring and Detection. The use of specialized devices to determine the presence, type, and intensity of ionizing radiation and to determine dosage over time.

Radio Cache. A cache may consist of a number of portable radios, a base station, and, in some cases, a repeater stored in a predetermined location for dispatch to incidents.

Rapid Extraction Module Support (REMS). The Rapid Extraction Module Support is a pre-staged rescue team assigned to a wildland fire to provide firefighters a safe, effective, and efficient method of egress off the fireline in the event of injury or illness incurred during firefighting operations.

Rapid Intervention Crew/Company (RIC). A crew or company designated to stand by in a state of readiness to rescue emergency personnel.

Refuge Area. An area identified within the incident for the assembly of individuals in order to reduce the risk of further contamination or injury.

Reinforced Response. Those resources requested in addition to the initial response.

Reporting Locations. Any one of six facilities/locations where incident-assigned resources may check in.

Resources. All personnel and major items of equipment available, or potentially available, for assignment to incident tasks on which status is maintained.

Respiratory Protection. The provision of a NIOSH-approved breathing system to protect the respiratory system of the wearer from hazardous atmospheres.

Responder Rehabilitation. The rest and treatment of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions.

RHIB. Rigid hull inflatable boat.

Rigid Hull. A boat constructed of wood, fiberglass, or aluminum with no inflated components.

Safe Refuge Area (SRA). A safe area within the Contamination Reduction Zone (CRZ) for the assembly of individuals who were on site at the time of the spill. Separation of any potentially contaminated or exposed persons from non-exposed persons should be accomplished in the SRA.

Search Marking System. A standardized marking system employed during and after the search of a structure for potential victims.

SEAT. Single Engine Airtanker.

Section. The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.

SEMS (Standardized Emergency Management System). California's Emergency Management System that facilitates priority setting, interagency cooperation, and the efficient flow of resources and information utilizing ICS principles including the five elements of Command, Operations, Planning, Logistics, and Finance/Administration. SEMS is used in California at five levels: Field Response, Local Government, Operational Areas, Regions, and State. SEMS incorporates the Incident Command System, Multi/Inter-Agency Coordination, Mutual Aid, and the Operational Area Concept.

Shelter-in-Place. A protective action term used to advise people to stay secure at their current location.

Single Resource. An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

Site. That area within the Contamination Reduction Control Line at a hazardous materials incident.

Site Safety and Control Plan (ICS Form 208). An emergency response plan describing the general safety procedures to be followed at an incident involving hazardous materials and prepared in accordance with CCR Title 8, Section 5192, and 29 CFR 1910.120.

Special Weapons and Tactics (SWAT) Group Supervisor. The SWAT Group Supervisor reports to Operations Section Chief or Law Branch Director (if activated). The SWAT Group Supervisor is responsible for law enforcement incidents such as hostage situations, barricaded suspects, armed suspects, and victim rescues. The SWAT Group Supervisor may coordinate Force protection for responders or dignitaries. The SWAT Group Supervisor is responsible for assigning resources within the SWAT Group.

Staging Area. That location where incident personnel and equipment are assigned on a three-minute available status.

Standby Members (2-in, 2-out). Two personnel who remain outside the hazard area during the initial stages of an incident to rescue responders and who are responsible for maintaining a constant awareness of the number and identity of members operating in the area, and their location, function, and time of entry.

S.T.A.R.T. Acronym for Simple Triage And Rapid Treatment.

Strategy. The general plan or direction selected to accomplish incident objectives.

Strike Team. Specified combinations of the same kind and type of resources, with common communications and a leader.

Structure/Hazards Marking System. A standardized marking system to identify structures in a specific area and any hazards found within or near the structure.

Support Zone. The area outside of the Contamination Control Line where equipment and personnel are assembled in support of incident operations, wherein such personnel and equipment are not expected to become contaminated.

Swiftwater. Water that is moving fast enough to produce sufficient force to present a significant life and safety hazard to a person entering the water.

Training Levels:

Awareness. Knowledge-based course of instruction emphasizing hazards and personnel safety. Generally lecture only.

Operational. Participation-based course of instruction emphasizing personal safety, team safety, and limited low-risk victim rescue. The course generally includes objective evaluation and testing.

Technician. Performance-based course of instruction emphasizing personnel safety, team safety, and mid- to high-risk victim rescue. The course generally includes objective evaluation and testing.

Tactical Maneuver. Actions that imply movement and purposeful reaction to change. Reacting to changes in fire behavior with agile tactical solutions as opposed to rigid defending and inflexible plans.

Tactical Patrol. A WUI tactic focused on resource mobility and the continuous monitoring of an assigned area. Situational awareness, active suppression actions, and vigilance are key elements of tactical patrol.

Tactics. Deploying and directing resources on an incident to accomplish the objectives designated by current incident strategy.

Task Force. A group of resources with common communications and a leader that may be pre-established and sent to an incident or formed at an incident.

Technical Reference. Access to, use of, and interpretation of various technical databases, chemical substance data depositories, response guidelines, regulatory documents, and other sources both in print and electronic format.

Technical Specialists. Personnel with special skills who are activated only when needed.

Technical Specialist-Hazardous Materials Reference. Reports to the Hazardous Materials Group Supervisor or Hazardous Materials Branch Director (if activated). This position provides continuous technical information and assistance to the Hazardous Materials Group using various reference sources such as computer databases, technical journals, CHEMTREC, and phone contact with facility representatives. The Technical Specialist Hazardous Materials Reference may provide product identification using hazardous categorization tests and/or any other means of identifying unknown materials.

Temporary Refuge Area (TRA). A fire ground location intended to provide firefighters with limited short-term relief or refuge from an unexpected increase in fire intensity without the immediate need of a fire shelter. A TRA should provide time enough for responders to assess their situation and execute a plan to safely survive the increase in fire behavior.

Threatened-Defensible. A term used to describe a structure that based on forecasted fire behavior, has a Safety Zone or TRA available on-site, and firefighters can safely remain at the structure when the fire front arrives.

Threatened-Non-Defensible. A term used to describe a structure, that based on forecasted fire behavior, does not have a Safety Zone or TRA available on site.

Triage. Screening and classification to determine priority needs in order to ensure the efficient use of personnel, equipment, and facilities.

Triage Tag (medical). A tag used by triage personnel to identify and document the patient's medical condition.

Unified Command. Unified Command is a team effort that allows all agencies with jurisdictional responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

Unit. An organizational element having responsibility for a specific function within the Operations, Plans, Logistics, or Finance Sections.

Urban Search and Rescue (US&R) Company. Any ground vehicle(s) providing a specified level of US&R operational capability, rescue equipment, and personnel.

Urban Search and Rescue (US&R) Crew. A pre-determined number of individuals who are supervised, organized, and trained principally for a specified level of US&R operational capability. They respond without equipment and are used to relieve or increase the number of US&R personnel at the incident.

Watershed Rehabilitation. Restoration of watershed to, as near as possible, its pre-incident condition or to a condition where it can recover on its own. Also known as "rehab".

Weapons of Mass Destruction (WMD). Reference to those substances that can be weaponized and are developed for the purpose of creating widespread injury, illness, and death. Agents are produced in quantity and/or filled into munitions in a specialized formulation with enhanced shelf life or dissemination properties.

APPENDIX A

COMMUNICATIONS GUIDELINES

FIRESCOPE RADIO COMMUNICATIONS GUIDELINES

FIRESCOPE Radio Communications Guidelines are derived from the Cooperative Agreements for Use of Radio Frequencies between fire service agencies of California allowing for mutual use of radio channels during mutual aid efforts.

VHF Highband is the default radio frequency band utilized by the California fire service. There are one hundred (100) VHF channels that should be pre-programmed into all VHF radios utilized by fire service agencies providing mutual aid in California (see *FIRESCOPE Statewide Channel Plan*).

Fire service agencies whose normal dispatch system is on a band other than VHF Highband should ensure that their mobile and portable radios and dispatch centers are properly programmed to operate on the UHF, 700 and 800 MHz interoperability channels contained within the FIRESCOPE Statewide Channel Plan.

IMPORTANT COMMUNICATIONS ISSUES

Travel Channel

The California Emergency Services Radio System (CESRS) is the only VHF statewide channel authorized for use as a Travel Channel within the State of California. As a Travel Channel, CESRS must be used in the Direct Mode for line-of-sight travel communications. Agencies with a need to contact a State ECC or OES resource during an emergency are authorized to use Repeat Mode.

Narrow-banding

ALL VHF and UHF radios **MUST** be Narrowband compliant. Any non-compliant radio equipment used on Narrowband channels may present a life-safety hazard. All radios that are not capable of Narrowband technology shall be taken out of service and not placed into service by another fire service agency (e.g., donations, personal, or volunteer use). Any radios returned to the vendor or disposed of as surplus should have all programming deleted or crystals removed.

GUIDELINES

1. While numerous radio channels/talk-groups can be pre-programmed into radios, it is important to note that in order to transmit on those channels/talk-groups, (including channels listed in the FIRESCOPE Statewide Channel Plan) the user:

    - Must be authorized by the FCC or NTIA to transmit on those frequencies.
    - Must have a radio use agreement or Memorandum of Understanding with the agency which is licensed for the channels, *or* Must be assigned to an incident with that channel/talk-group listed on the Incident Radio Communications Plan (ICS Form 205).

2. Any agency requesting mutual aid will advise responding agencies of an initial contact channel for the incident. Generally, the initial contact channel will be VFIRE21. Incident Communications Centers (ICCs) and Staging Area Managers should monitor VFIRE21 or another specified initial contact channel to assist resources arriving at the incident.

3. Local policy will dictate radio channel/talk-group assignments for an incident until a Communications

Unit Leader (COML) establishes the Incident Radio Communications Plan (ICS Form 205).

4. The Incident Commander or, if assigned, the Communications Unit Leader is responsible for managing assigned radio channels/talk-groups and must clear the use of local, state and federal frequencies with the controlling agencies prior to inclusion in an Incident Radio Communications Plan (ICS Form 205).

5. Clear text (plain English) should be used for all communications. **CODES SHALL NOT BE USED!** Standardized channel/talk-group names should be stated (e.g., “VFIRE22”,or “NIFC Tac 2”). Channel/talk-group numbers corresponding to how a specific radio is programmed should not be used except if published in an IAP (e.g., “Channel 1”, or “Channel A14”).

6. When calling another unit/ICS position, the standard is to identify who you are calling first, followed by your call sign (e.g., “Engine 2111, Battalion 2104” or “Division B, Strike Team 6412C”). Recognize that on large mutual aid incidents, there may be several units with the same radio ID. In those cases, the agency name should also be used (e.g., "Oceanside Engine 2111, Oceanside Battalion 2104”).

7. Data communications (i.e., automated or push button status keeping for “computer aided dispatch” (CAD) systems) **SHALL NOT** be used outside the local agency’s normal area of operation.

8. Radio programming that enables data signaling (e.g., MDC1200 push-to-talk identification) is prohibited on interoperability channels (e.g., VFIRE22,VFIRE23).

9. Vehicular repeater systems (mobile extenders) **SHALL NOT** be used outside the local agency’s normal area of operation.

10. The use of gateways (including portable, mobile or fixed) shall be limited to the smallest geographical area of coverage to meet the temporary needs of the incident. Gateways shall only be used on channels/talk-groups that are specifically licensed for that type of operation (i.e., temporary mobile relay) and must be specifically authorized based upon an approved Incident Radio Communications Plan (ICS Form 205) or be recognized as a fixed gateway, included in the California Statewide Communications Interoperability Plan (Cal-SCIP).

11. Family Radio Service (FRS) and Relm/BendixKing(BK) EPH radios are prohibited from use on Federal and State of California incidents. Use of any non-public safety radio (e.g., FRS, GMRS), or use of a frequency/talk-group not identified on the Incident Radio Communications Plan (ICS Form 205) is prohibited.

12. The use of any frequency outside the agency's normal, licensed area of operation is prohibited by FCC and NTIA rules and will likely cause harmful interference to other users (i.e., Strike Teams using a local channel in a distant part of the state).The FCC will enforce this rule beginning 2015.

FIRESCOPE STATEWIDE CHANNEL PLAN

The FIRESCOPE Statewide Channel Plan was developed to assist California Fire Service agencies in buying and programming synthesized radios so as to maximize their effectiveness for mutual aid responses.

Regardless of the radio system used on a daily basis, all California Fire Service agencies should maintain an adequate number of VHF mobile and portable radios to support mutual aid operations. In addition to the VHF interoperability channels, UHF, 700 and 800 MHz interoperability channels are also available to support mutual aid and all-risk incidents.

USAGE NOTES FOR ICS 217A COMMUNICATIONS RESOURCE WORKSHEETS

1. VFIRE channels are for fire/fire-based EMS inter-agency use. No single-agency/routine communications permitted. Tone 6 (156.7 Hz.) is used as the common tone (transmit and receive). Additional VFIRE operational policies are outlined in California's Office of Emergency Services (OES) Fire Operations Bulletin #28 and the California Statewide Communications Interoperability Plan (Cal-SCIP).

2. Use of CALCORD is subject to the CALCORD Plan, under an executed CALCORD agreement with OES and/or in accordance with the California Statewide Communications Interoperability Plan (Cal-SCIP). Contact OES Telecommunications for information.

3. The following thirty-two standard tones are used by the Fire Service in California for repeater access and/or tone protection in radios. However, if radios can only be programmed with 16 tones, then program tones 1 through 16:

1) 110.9	2) 123.0	3) 131.8	4) 136.5
5) 146.2	6) 156.7	7) 167.9	8) 103.5
9) 100.0	10) 107.2	11) 114.8	12) 127.3
13) 141.3	14) 151.4	15) 162.2	16) 192.8
17) 67.0	18) 71.9	19) 74.4	20) 77.0
21) 79.7	22) 82.5	23) 85.4	24) 88.5
25) 91.5	26) 94.8	27) 97.4	28) 118.8
29) 173.8	30) 179.9	31) 186.2	32) 203.5

4. Mobile transmitters are to be set to lowest available power setting* on: VFIRE's, VTAC's, UTAC's, CAL FIRE Tac's,

---

*Lowest available power setting means operations shall be at 10 watts or the lowest power setting above 10 watts available in the radio.

NIFC Command and Tac's, and all Air-to-Ground channels, etc.

5. Use of the NIFC Command, Tactical and Logistics channels is based upon an approved Incident Radio Communications Plan (ICS Form 205). Communications Unit Leaders must obtain authorization for the use of these channels through the NIFC Communications Duty Officer.

6. For use based upon an approved Incident Radio Communications Plan (ICS Form 205).Communications Unit Leaders must obtain authorization for the use of these channels through the CAL FIRE Southern Region/South Operations GACC or Northern Region Command Center/North Operations GACC.

7. These channels are for inter-agency/inter-discipline use. No single-agency/routine communications permitted. Tone 6 156.7 Hz.) is used as the common tone (transmit and receive).

8. Not available for use in Imperial, Kern, Los Angeles, Orange, Riverside, San Bernardino, San Diego, San Luis Obispo, Santa Barbara, and Ventura counties.

9. AIR GUARD –168.625 MHz –A National Interagency Air Guard frequency for government aircraft assigned to incidents. It is used for emergency communications by aviation. A separate receiver is required to permit continuous monitoring in aircraft. Transmitters on this channel must encode a CTCSS of 110.9 Hz. All Incident Radio Communications Plans (ICS Form 205) on incidents that use federal or Cal-Fire aircraft SHALL have AIR GUARD programmed in the last available channel slot of all portable radios.

   Communications Unit Leaders shall place AIR GUARD in channel slot 16 (Bendix-King GPH & DPH and other manufacturers who use 16 channels in a zone/group) and channel slot 20 (Bendix-King GPH-CMD and DPH-CMD).

AIR GUARD is restricted to the following use:

a. Air-to-Air emergency contact and coordination.
b. Air-to-Ground emergency contact.
c. Initial call, recall, and re-direction of aircraft when no other contact frequency is available.

10. The California Emergency Services Radio System (CESRS) is the only VHF statewide channel authorized for use as a Travel Channel within the State of California. As a Travel Channel, CESRS must be used in the Direct Mode for line-of-sight travel communications. Agencies with a need to contact a State ECC or OES resources during an emergency are authorized to use Repeat Mode.

11. Users with radios that are capable of switching between direct and repeat should program the repeat channel (and not two separate channels, a direct channel and a repeat channel).

12. Users with radios that are **NOT** capable of switching between direct and repeat should program both the repeater and direct version of each repeated channel and place a “D” in the display to identify the direct version.

The frequency list for the FIRESCOPE Statewide Channel Plan will no longer be printed in the Field Operations Guide because of the dynamic nature of the Plan.

http://www.firescope.org/macs-docs/firescope_channel_plan.xlsx

This Page Intentionally Left Blank

APPENDIX B

CALIFORNIA AGENCY DESIGNATORS BY AGENCY

AGENCY	MACS-ID	CITY
233rd Fire Fighting Team CNA	FFT	Roseville
800 Pauma Reserv. FD	PYR	Pauma Valley
Adelanto FD	ADL	Adelanto
Adin FPD	ADI	Adin
Air Force Plant 42-Pyramid Svc. Inc.	PLN	Palmdale
Air National Guard FD	ANG	Fresno
Alameda Co. FD	ACF	Dublin
Alameda FD	ALA	Alameda
Albany FD	ALB	Albany
Albion-Little River VFD	ALR	Albion
Alderpoint VFD	ADP	Alderpoint
Alhambra FD	ALH	Alhambra
Alpine CFD	ALP	Camino
Alpine FPD	ACP	Alpine
Alpine Meadows FPD	ASC	Tahoe City
Alta FPD	AFP	Alta
Altaville-Melones FPD	ALT	Altaville
Alturas City FD	ALV	Alturas
Alturas Indian Rancheria Tribal FS	AIR	Alturas
Alturas Rural FPD	ALF	Alturas
Amador FPD	AMC	Jackson
American Canyon FPD	ACY	American Canyon
American Chemical	KMC	Trona
Anaheim FD	ANA	Anaheim
Anderson FPD	AFD	Anderson
Anderson Valley CSD FD	AVY	Boonville
Angels Camp FD	AGL	Angels Camp
Annapolis VFD	ANN	Annapolis
Antelope Valley FD	ANT	Coleville
Apple Valley FPD	APP	Apple Valley
Aptos-La Selva FPD	APT	Aptos
Arbuckle-College City FPD CNA	ARB	Arbuckle

AGENCY	MACS-ID	CITY
Arcadia FD	ARC	Arcadia
Arcata FPD	ARF	Arcata
Aromas Tri-Co. FPD	ATC	Monterey
Arrowbear Lake FD	ABL	Arrowbear Lake
Artois FPD	ART	Artois
Aspendell Fire Company	ASP	Bishop
Atascadero City FD	ATA	Atascadero
Atascadero State Hospital FD	ATS	Atascadero
Atwater FD	ATW	Atwater
Auberry VFD	AUB	Auberry
Auburn VFD	ABR	Auburn
Avalon FD	AVA	Avalon
Avila Beach FPD	AVI	Avila Beach
Bakersfield FD	BKF	Bakersfield
Bald Mountain VFD	BLD	Auberry
Baldwin Lake VFD	BLF	Baldwin Lake
Banning FD RRU	BAN	Perris
Barona Band of Misn. Indians FD	BBB	Lakeside
Barstow FPD	BAR	Barstow
Bayliss FPD	BAY	Glenn
Beale AFB FD	BEA	Beale AFB
Bear Valley FD	BRV	Bear Valley
Bear Valley-Indian Valley FD	BIV	Stonyford
Beaumont FD RRU	BMT	Perris
Beckwourth Fire Dist.	BEC	Beckwourth
Belmont FD	BEL	Belmont
Ben Lomond FPD	BEN	Ben Lomond
Benicia FD	BNC	Benicia
Bennett Valley FPD	BVF	Santa Rosa
Berkeley FD	BER	Berkeley
Beverly Hills FD	BHL	Beverly Hills
Big Bear City CSD	BBC	Big Bear City
Big Bear FA	BFA	Big Bear Lake
Big Creek VFD	BCR	Big Creek
Big Pine FPD	BGP	Big Pine
Big Sur Vol Fire Brigade	BSB	Big Sur
Big Valley FPD	BGV	Bieber

AGENCY	MACS-ID	CITY
Biggs FD (Sch. A c/o CAL FIRE)	BIG	Oroville
Bishop VFD	BSH	Bishop
BLM CA Desert Dist.	CDD	Moreno Valley
BLM CA State Office	CSO	Sacramento
BLM Central CA Dist.	CND	Bakersfield
BLM Northern CA Dist.	NOD	Susanville
Bloomfield VFD	BFC	Valley Ford
Blue Lake VFD	BLU	Blue Lake
Blythe FD	BLY	Blythe
Bodega Bay FPD	BDB	Bodega Bay
Bodega VFD	BOD	Bodega
Bohemian Grove FD (Seasonal)	BOH	Monte Rio
Bolinas FPD	BOL	Bolinas
Bonita-Sunnyside FPD	BON	Bonita
Borrego Springs FPD	BGO	Borrego Springs
Boulder Creek FPD	BOU	Boulder Creek
Branciforte FPD	BRN	Santa Cruz
Brawley FD	BRW	Brawley
Brea FD	BRE	Brea
Briceland VFD	BCL	Briceland-Redway
Bridgeport FPD	BRI	Bridgeport
Brisbane FD	BRS	Daly City
British Petroleum Carson FD	BPC	Carson
Brooktrails CSD FD	BCS	Willits
Burbank FD	BRK	Burbank
Burbank Paradise FPD	BRB	Modesto
Burney FPD	BUF	Burney
Butte City FD	GLC	Butte City
Butte Co. FD	BUT	Oroville
Butte Valley FPD	BTE	MacDoel
C & H Sugar Company FD	CNH	Crockett
C Road CSD	CSD	Blairsden
CA Conservation Corps	CCC	Sacramento
CA Dept. of Corr. and Rehab.	CDC	Sacramento
CA Dept. of Public Health	DPH	Sacramento
CA Dept. of Transportation	DOT	Sacramento
CA National Guard (Army)	CNA	Sacramento

AGENCY	MACS-ID	CITY
CA Pines FD	CPV	Alturas
CA State Parks	CSP	Sacramento
Cachagua FPD	CFC	Carmel Valley
Cahuilla Band of Indians FD	CBI	Anza
Calaveras Co. FD	FRG	San Andreas
Calaveras Consolidated FA	CCN	Valley Springs
Calexico FD	CLX	Calexico
California City FD	CAC	California City
California Highway Patrol	CHP	Sacramento
Calimesa FD RRU	CMS	Perris
Calipatria FD	CPT	Calipatria
Calistoga FD	CAL	Calistoga
Cambria FD	CMB	Cambria
Cameron Park FD	CAM	Cameron Park
Camp Meeker VFD	CMK	Camp Meeker
Camp Pendleton FD	MCP	Camp Pendleton
Camp Roberts Emerg. Svcs.	BOB	Camp Roberts
Campo Reserv. FD (BIA)	CBK	Campo
Camptonville VFD	CTN	Camptonville
Canby FPD	CAN	Canby
Canyon Lake FD RRU	CYN	Perris
Capay FPD	CPY	Brooks
Capay Valley FPD	PAY	Brooks
Carlotta CSD	CAR	Carlotta
Carlsbad FD	CBD	Carlsbad
Carmel by the Sea FD	CBS	Carmel
Carmel Highlands FPD	CHF	Monterey
Carpinteria-Summerland FPD	CRP	Carpinteria
Castella FPD	CPD	Castella
Cathedral City FD	CDR	Cathedral City
Cayucos FPD	CAY	Cayucos
Cazadero FD	CAZ	Cazadero
CDCR Avenal State Prison FD	AVP	Avenal
CDCR CA Correctional Ctr. FD	CCO	Susanville
CDCR CA Correctional Inst.	CCI	Tehachapi
CDCR CA Inst. for Men FD	CIM	Chino
CDCR CA Inst. for Women	CIW	Corona

AGENCY	MACS-ID	CITY
CDCR CA Medical Fac.	CMF	Vacaville
CDCR CA Men’s Colony	CMC	San Luis Obispo
CDCR CA Rehab. Ctr.	CRC	Norco
CDCR Calipatria State Prison	CLP	Calipatria
CDCR Centinela State Prison	CEP	Imperial
CDCR Central CA Womens Fac. FD	CWF	Chowchilla
CDCR Chuckawalla Vly State Prison	CVP	Blythe
CDCR Corcoran State Prison	CCP	Corcoran
CDCR Correctional Trng. Fac.	CTF	Soledad
CDCR Deuel Vocational Inst.	DVI	Tracy
CDCR Folsom State Prison	FSP	Represa
CDCR Mule Creek State Prison	MUP	Ione
CDCR North Kern State Prison	NKP	Delano
CDCR Pelican Bay State Prison	PBP	Crecent City
CDCR Pleasant Vly State Prison	PVP	Coalinga
CDCR Richard J Donovan Corr. Fac.	RJD	San Diego
CDCR San Quentin State Prison	SQP	San Quentin
CDCR Sierra Conservation Cntr.	SCP	Jamestown
CDCR Wasco State Prison Rec. Ctr.	WSP	Wasco
CDF Amador-El Dorado	AEU	Camino
CDF Butte	BTU	Oroville
CDF CA No. Region Command	CNR	Redding
CDF CA S. Region Admn	CSR1	Fresno
CDF CA S. Region Command	CSR	Riverside
CDF CAL FIRE San Diego Unit	MVU	El Cajon
CDF Fire Academy	CFA	Ione
CDF Fresno-Kings	FKU	Sanger
CDF Humboldt-Del Norte	HUU	Fortuna
CDF Lake Napa-Sonoma	LNU	Saint Helena
CDF Lassen-Modoc	LMU	Susanville
CDF Madera-Mariposa-Merced	MMU	Mariposa
CDF Mendocino	MEU	Willits
CDF Nevada-Yuba-Placer	NEU	Auburn
CDF Riverside Co. FD	RRU	Perris
CDF San Benito-Monterey	BEU	Monterey
CDF San Bernardino	BDU	San Bernardino
CDF San Luis Obispo Unit	SLU	San Luis Obispo

AGENCY	MACS-ID	CITY
CDF San Mateo-Santa Cruz	CZU	Felton
CDF Santa Clara	SCU	Morgan Hill
CDF Shasta-Trinity	SHU	Redding
CDF Siskiyou	SKU	Yreka
CDF Tehema-Glenn	TGU	Red Bluff
CDF Tulare	TUU	Visalia
CDF Tuolumne-Calaveras	TCU	San Andreas
Cedarville FPD	CDV	Cedarville
Central CA Agency (BIA)	CCA	Sacramento
Central Calaveras FRPD	CCF	Mokelumne
Central Co. FD	CEN	Burlingame
Central Fire Auth. of Sonoma Co.	CSC	Windsor
Central FPD (XCZ)	CTL	Santa Cruz
Ceres DPS Fire Div.	CES	Ceres
Chalfant Valley FD	CVV	Chalfant Valley
Chester FD-PUD	CHE	Chester
Chevron FD (XCC)	OIL	Richmond
Chevron Refinery FD (XLA)	CVN	El Segundo
Chico FD	CHI	Chico
Chino Valley Independent FD	CHO	Chino Hills
Chowchilla VFD	CHW	Chowchilla
Chula Vista FD	CHV	Chula Vista
City of L.A./L.A. World Airports	OAP	Ontario
Clarksburg FPD	CBF	Clarksburg
Clear Creek CSD FD	CLC	Clear Creek
Clements Rural FPD	CLE	Clements
Cloverdale FPD	CLD	Cloverdale
Clovis FD	CLV	Clovis
Coachella FPD RRU	COA	Perris
Coalinga FD	CLG	Coalinga
Coast Side FPD	CFR	Felton
Coffee Creek VFC	CCV	Trinity Center
Colfax FD	CFX	Colfax
Collegeville FPD	CGV	Stockton
Colma FPD	CLM	Colma
Colton FD	COL	Colton
Columbia College FD (Stn. 79)	CCD	Sonora

AGENCY	MACS-ID	CITY
Columbia FPD	CLB	Columbia
Colusa FD	CLS	Colusa
Combat Ctr. FD USMC	MCT	Twentynine Palms
Comptche CSD VFD	CMT	Comptche
Compton FD	CMP	Compton
Conoco-Phillips Refinery	CPR	Rodeo
Contra Costa Co. Env. Health Svcs.	CCH	Martinez
Contra Costa Co. FPD	CON	Pleasant Hill
Contra Costa Water Dist.	CCW	Concord
Copco Lake FPD	COC	Montague
Copperopolis FPD	COP	Copperopolis
Cordelia FPD	CFD	Fairfield
Corning VFD	CNG	Corning
Corona FD	COR	Corona
Coronado FD	CRD	Coronado
Corte Madera FD	CMD	Corte Madera
Costa Mesa FD	COS	Costa Mesa
Cosumnes CSD	CSM	Elk Grove
Cottonwood FPD	COT	Cottonwood
Courtland FPD	CLF	Courtland
Covelo FPD	CVL	Covelo
Crescent City VFD	CRS	Crescent City
Crescent FPD	CRT	Crescent City
Crescent Mills FPD	CRM	Crescent Mills
Crest Forest FPD	CRF	Crestline
Crockett-Carquinez FPD	CRK	Crockett
Culver City FD	CUL	Culver City
Cypress FPD	CYP	Monterey
Daggett CSD	DAG	Daggett
Daly City FD	DAL	Daly City
Davis Creek FPD	DAV	Davis Creek
Davis FD	DVS	Davis
Deer Springs FD	DSF	Escondido
Defense Logistics Agency FD	DLA	Stockton
Del Mar FD (c/o ENC Encinitas FD)	DMR	Encinitas
Delta FPD	DLT	Rio Vista
Denair FPD	DEN	Denair

AGENCY	MACS-ID	CITY
Desert Hot Springs FD RRU	DSH	Perris
Diamond Springs-El Dorado FPD	DSP	Diamond Springs
Dinuba FD	DIN	Dinuba
Dixon FD	DIX	Dixon
Dobbins-Oregon House FPD	DOF	Oregon House
DOD - Parks RFTA FES	PRK	Dublin
Dorris FD	DOR	Dorris
Dos Palos VFD	DOS	Dos Palos
Douglas City VFD	DOU	Douglas City
Dow Chemical Co. FD	DOW	Pittsburg
Downey FD	DNY	Downey
Downieville FPD	DWN	Downieville
Downriver VFC	DRV	Big Bar
Doyle FPD	DOY	Doyle
Dry Creek Rancheria FD	DCB	Geyserville
Dry Creek VFPD	DCR	Roseville
Dunnigan FPD	DNN	Dunnigan
Dunsmuir FD	DUN	Dunsmuir
Dutch Flat VFD	DUT	Dutch Flat
Eagleville FPD	EAG	Eagleville
East Bay Regional Parks FD	EBY	Castro Valley
East Contra Costa FPD	CCE	Brentwood
East Davis FPD	EDF	Davis
East Diablo FPD	EDI	Brentwood
East Nicolaus FD	NCL	Yuba City
Eastern Alpine FD	EFD	Woodfords
Eastern Plumas Rural FPD	EPR	Portola
Eastvale FD	EVL	Perris
Ebbetts Pass FPD	EBB	Arnold
Edwards AFB FPD	FPB	Edwards AFB
El Cajon FD	ELC	El Cajon
El Centro FD	ECN	El Centro
El Cerrito FD	ECR	El Cerrito
El Dorado Co. FPD	ECF	Camino
El Dorado Hills FD	EDH	El Dorado Hills
El Medio FPD	EMD	Oroville
El Segundo FD	ELS	El Segundo

AGENCY	MACS-ID	CITY
Eldridge FD	SDC	Eldridge
Elfin Forest-Harmony Grove FD	EFF	Elfin Forest
Elk Creek FPD	ELK	Elk Creek
Elk CSD VFD	EKV	Elk
Elkhorn VFD	EHF	W. Sacramento
Encinitas FD	ENC	Encinitas
Escalon Consolidated FPD	ESL	Escalon
Escondido FD	ESC	Escondido
Esparto FPD	ESP	Esparto
Etna FD	ETN	Etna
Exeter FD	EXE	Farmersville
Fairfield FD	FRF	Fairfield
Fall River Mills FD	FAL	Fall River Mills
Fallen Leaf Lake FD	FLL	S. Lake Tahoe
Farmersville FD	FMV	Farmersville
Farmington Rural FPD	FAR	Farmington
Federal Correctional Complex FD	LCI	Lompoc
Federal FD (XVE)	FFV	Point Mugu
Felton FPD	FEL	Felton
Ferndale FPD	FEN	Ferndale
Fieldbrook FD	FBR	Fieldbrook
Fillmore VFD	FLM	Fillmore
Firebaugh FD	FRB	Firebaugh
Fish and Wildlife Svc. CA	FWS	Sacramento
Five Cities Fire Auth.	FIV	Arroyo Grande
Folsom FD	FOL	Folsom
Foothill FPD (XYU)	FTL	Brownsville
Foresthill FPD	FHF	Foresthill
Forestville FPD	FRV	Forestville
Fort Bidwell FD	FTB	Fort Bidwell
Fort Bragg FP	BRG	Fort Bragg
Fort Dick FPD	FDK	Fort Dick
Fort Hunter-Ligget FD	FHL	Fort Hunter-Ligget
Fort Irwin FD	SFD	Fort Irwin
Fort Jones FD	FTJ	Fort Jones
Fort Ross VFC	FTR	Cazadero
Fortuna FPD	FRT	Fortuna

AGENCY	MACS-ID	CITY
Foster City FD	FOS	Foster City
Fountain Valley FD	FVY	Fountain Valley
Fowler FD	FOW	Fowler
Fremont FD	FRE	Fremont
French Camp-McKinley Rural FPD	FRC	French Camp
Fresno Airport FD	FDA	Fresno
Fresno City FD	FRN	Fresno
Fresno Co. FPD	FCO	Sanger
Fruitland VFC	FLV	Myers Flat
Fullerton FD	FUL	Fullerton
Furnace Creek VFD	DVF	Death Valley
FWS Bitter Creek NWR	BRR	Ventura
FWS Hopper Mountain NWR	HPR	Ventura
FWS lower Klamath NWR	LKR	Tulelake
FWS S. CA Refuges	TNR	Jamul
FWS Sacramento NWR/Complex	SWR	Willows
FWS San Luis NWR Complex	LUR	Los Banos
Garberville FPD	GAR	Garberville
Garden Grove FD	GGV	Garden Grove
Garden Valley FPD	GRV	Garden Valley
Gasquet FPD	GAS	Gasquet
Gazelle FPD	GAZ	Gazelle
Georgetown FPD	GEO	Georgetown
Geyserville FPD	GEY	Geyerserville
Gilroy FD	GIL	Gilroy
Glen Ellen FPD	GLE	Glen Ellen
Glendale FD	GLN	Glendale
Glenn-Codora FPD	GCF	Glenn
Gold Ridge FPD	GFD	Sebastopol
Gonzales VFD	GNZ	Gonzales
Governor’s Office of Emerg. Svcs.	OES	Mather
Graeagle FPD	GRA	Graeagle
Grand Terrace FD BDU	GRT	San Bernardio
Grass Valley FD	GRS	Grass Valley
Graton FPD	GTN	Graton
Greenfield FPD	GRN	Greenfield
Greenhorn Creek CSD VFD	GHC	Quincy

AGENCY	MACS-ID	CITY
Greenville FPD	GVF	Greenville
Greenwood Ridge FD	GWR	Elk
Grenada FPD	GND	Grenada
Gridley FD	GRD	Oroville
Groveland CSD FD	GCS	Groveland
Guadalupe FD	GUA	Guadalupe
Gustine VFD	GUS	Gustine
Hallwood CSD 10	HCS	Marysville
Hamilton Branch FPD	HBF	Lake Almanor
Hamilton City FPD	HAM	Hamilton City
Hammond Ranch Co. of Siskiyou FZ	HMM	Yreka
Hanford FD	HAN	Hanford
Happy Camp FPD	HAP	Happy Camp
Happy Valley FPD	HVF	Anderson
Hawkins Bar VFD	HBV	Salyer
Hayfork FPD	HYF	Hayfork
Hayward FD	HAY	Hayward
Healdsburg FD	HEA	Healdsburg
Hearst Castle FD/CSP	HCF	San Simeon
Heartland Comm. Ctr.	HTL	El Cajon
Heartland FR	HRT	La Mesa
Hemet FD	HMT	Hemet
Herald FPD	HER	Herald
Herlong VFD	HRL	Herlong
Hermosa Beach FD	HMB	Hermosa Beach
Hesperia FD	HES	Hesperia
Higgins Area FPD	HGF	Auburn
Hollister FD	HOL	Hollister
Holtville FD	HLT	Holtville
Hoopa Valley Tribal FD (BIA)	HIA	Hoopa
Hoopa VFD	HOO	Hoopa
Hopland VFD	HOP	Hopland
Hornbrook, FPD	HOR	Hornbrook
Hughson FPD	HGS	Hughson
Humboldt Bay Fire JPA	HUM	Eureka
Hume Lake VFRC	HFR	Hume Lake
Huntington Beach FD	HTB	Huntington Beach

AGENCY	MACS-ID	CITY
Huntington Lake VFD	HLV	Clovis
Hyampom FD	HYM	Hyampom
Idyllwild FPD	IDL	Idyllwild
Imperial Beach FD	IMB	Imperial Beach
Imperial Co. FD	IMP	Imperial
Imperial FD	IMR	Imperial
Independence FPD	IDP	Independence
Indian Wells FD RRU	INW	Perris
Indio FD RRU	IND	Perris
Inverness PUD (IFD)	INV	Inverness
Ione FD	ION	Ione
Irish Beach VFD	IBV	Manchester
Isleton FD	ISL	Isleton
Jackson FD	JKS	Jackson
Jackson Valley FPD	JCK	Ione
Jamestown FPD	JST	Jamestown
Janesville FPD	JNV	Janesville
Jenner VFD	JNR	Jenner
Jet Propulsion Lab. FD	JPL	Pasadena
Julian Cuyamaca FPD	JVF	Julian
Junction City FPD	JCF	Junction City
June Lake FPD	JUN	June Lake
Kanawha FPD	KAN	Willows
Keeler FC	KEE	Keeler
Kelseyville FPD	KLS	Kelseyville
Kentfield FPD	KNT	Kentfield
Kenwood FPD	KWD	Kenwood
Kern Co. FD	KRN	Bakersfield
Kern National Wildlife Refuge	KRR	Delano
Keyes FPD	KEY	Keyes
King City FD	KIN	King City
Kings CFD	KCF	Hanford
Kingsburg FD	KNG	Kingsburg
Kirkwood VFD	KRK	Kirkwood
KJC Operating Co. Emgy Response	KJC	Boron
Klamath FPD	KLA	Klamath
Klamath River FC	KLR	Klamath River

AGENCY	MACS-ID	CITY
Kneeland FPD	KFD	Kneeland
Knights Landing VFD	KNI	Knights Landing
Knights Valley VFD	KNV	Calistoga
La Habra Heights FD	LHH	La Habra Heights
La Jolla Reserv. FD	LJR	Pauma Valley
La Mesa FD	LMS	La Mesa
La Porte FPD	LPR	La Porte
La Quinta FD RRU	LAQ	Perris
La Verne FD	LVN	La Verne
Laguna Beach FD	LAB	Laguna Beach
Lake City FPD	LKC	Lake City
Lake Co. FPD	LSH	Clearlake
Lake Elsinore FD RRU	LSN	Perris
Lake Forest VFD	LFV	Susanville
Lake Shastina DPS	LST	Weed
Lake Valley FPD	LAV	S. Lake Tahoe
Lakeport FPD	LKP	Lakeport
Lakeside FPD	LKS	Lakeside
Lakeville VFD	LKV	Petaluma
Larkspur FD	LRK	Larkspur
Lathrop-Manteca FPD	LMD	Lathrop
Laton FPD	LAT	Laton
Latrobe FPD	LTB	Shingle Springs
Lawrence-Livermore Lab. FD (c/o)	LLL	San Leandro
Lee Vining VFD	LEE	Lee Vining
Leggett Valley FPD	LEG	Leggett
Lemon Grove FD	LGV	Lemon Grove
Lemoore VFD	LEM	Lemoore
Lewiston FD	LEW	Lewiston
Liberty Rural FPD	LIB	Acampo
Likely FPD	LIK	Likely
Lincoln FD	LNC	Lincoln
Linda FPD	LNA	Marysville
Linden-Peters Rural FPD	LPE	Linden
Lindsay FD	LNS	Lindsay
Little Lake FPD	LTL	Willits
Little Valley CSD FD	LVV	Little Valley

AGENCY	MACS-ID	CITY
Livermore-Pleasanton FD	LAP	Pleasanton
Livingston FD	LVG	Atwater
Local Gvmt Resources	LGR	
Lockheed Missle-Space FD	LHM	Santa Cruz
Lockwood FPD	LFP	Volcano
Lodi FD	LOD	Lodi
Loleta FPD	LOL	Loleta
Loma Linda FD	LOM	Loma Linda
Loma Rica-Browns Valley CSD	LRB	Loma Rica
Lompoc FD	LMP	Lompoc
Lone Pine VFD	LPN	Lone Pine
Long Beach FD	LOB	Long Beach
Long Valley FD	LVL	Cromberg
Long Valley FPD	LNG	Crowley Lake
Long Valley FPD	LVF	Laytonville
Lookout FPD	LOO	Lookout
Loomis FPD	LMF	Loomis
Los Alamitos JFTB	LOS	Los Alamitos
Los Angeles Co. FD	LAC	Los Angeles
Los Angeles FD	LFD	Los Angeles
Los Banos FD.	LBN	Los Banos
Loyalton FD	LOY	Loyalton
Lytle Creek BDU (Stn. 20)	LCC	San Bernardino
Madeline FPD	MAD	Madeline
Madera City FD	MDA	Madera
Madera Co. FD	MDC	Madera
Madison FPD	MDS	Madison
Mammoth Lakes FPD	MAM	Mammoth Lakes
Manhattan Beach FD	MHB	Manhattan Beach
Manteca FD	MAN	Manteca
Maple Creek VFC	CMV	Korbel
March Air Reserve Base FD	MAB	March Air Reserve Base
Marin Co. FD	MRN	Woodacre
Marin Co. Muni. Water Dist.	MWD	Corte Madera
Marina FD	MAR	Marina
Marine Corps Air Station Miramar FD	MSM	San Diego

AGENCY	MACS-ID	CITY
Marine Corps Logistics Base FD	MCB	Barstow
Marinwood FD	MRW	San Rafael
Mariposa Co. FD	MPA	Mariposa
Mariposa PUD FD	MRI	Mariposa
Martinez Refining Company FD	MRC	Martinez
Marysville FD	MAY	Marysville
Mason Valley Fire	XXX	Livermore
Maxwell FPD	MAX	Maxwell
Mayacamas VFD	MYC	Glen Ellen
Mayten Fire Dist.	MTN	Montague
McArthur VFD	MCA	McArthur
McCloud FD	MCU	McCloud
Meadow Valley FPD	MVF	Meadow Valley
Meeks Bay FPD	MEK	Tahoma
Mendocino Co. Fire Warden c/o OES	MFW	Willits
Mendocino FPD	MND	Mendocino
Mendota FD	MEN	Sanger
Menifee FD RRU	MFE	Perris
Menlo Park FPD	MNL	Menlo Park
Merced Co. FD	MRD	Atwater
Merced FD	MER	Merced
Meridian FD	MDN	Meridian
Mesa Grande Reserv. FD	MGR	Santa Ysabel
Mid-Coast Fire Brigade	MCC	Carmel
Mid-Peninsula Open Space Dist.	MOS	Los Altos
Mil. Ocean Term. Concord MC FFD	TNT	Concord
Milford FPD	MLF	Milford
Mill Valley FD	MLV	Mill Valley
Millbrae FD	MIL	Millbrae
Millville FPD	MVL	Millville
Milpitas FD	MLP	Milpitas
Miranda CSD	MIR	Miranda
Mi-Wuk--Sugar Pine FPD	WUK	Mi Wuk Village
Modesto FD	MST	Modesto
Modesto Regional Fire Auth.	RFA	Modesto
Mokelumne Hill FPD	MOK	Mokelumne Hill
Mokelumne Rural FD	MKE	Lockford

AGENCY	MACS-ID	CITY
Mono City FPD	MON	Lee Vining
Monrovia FD	MRV	Monrovia
Montague FPD	MTF	Montague
Montclair FD	MTC	Montclair
Monte Rio FPD	MRO	Monte Rio
Montebello FD	MTB	Montebello
Montecito FPD	MTO	Santa Barbara
Monterey Co. Reg'l FPD	MCF	Salinas
Monterey FD	MNT	Monterey
Monterey Park FD	MPK	Monterey Park
Monterey Penninsula Airport Dist.	PMA	Monterey
Montezuma FPD (XSJ)	ZUM	Stockton
Montezuma FPD (XSO)	MTZ	Rio Vista
Montgomery Creek VFC	MTG	Montgomery Creek
Mooretown Rancheria VFD	MTR	Oroville
Moraga-Orinda FPD	MOR	Moraga
Moreno Valley FD RRU	MOE	Perris
Morgan Hill City FD	MRG	Morgan Hill
Morongo Indian Reserv. FD	MRF	Banning
Morongo Valley CSD	MGO	Morongo Valley
Morro Bay FD	MRB	Morro Bay
Mosquito FPD	MQT	Placerville
Mount Baldy FD	BDY	Mt. Baldy
Mount Shasta FPD	MSH	Mt. Shasta
Mountain FR	MFR	Mountain Ranch
Mountain Gate FD	WMG	Redding
Mountain Trng. Warfare Ctr. USMC	MCM	Bridgeport
Mountain Valley VFD	MVY	Dunlap
Mountain VFD	MOU	Calistoga
Mountain View FD	MTV	Mountain View
Mountain View FPD	MVW	Crows Landing
Mountains Rec. and Conserv. Auth.	MRA	Los Angeles
Mt. Shasta FD	MTS	Mt. Shasta
Mt. Shasta Vista VFC	MSV	Montague
Muir Beach VFD	MUI	Muir Beach
Murphys FPD	MRP	Murphys
Murrieta FPD	MUR	Murrieta

AGENCY	MACS-ID	CITY
Myers Flat FPD	MYR	Myers Flat
N. CA Agency (BIA)	NCA	Redding
N. CA Geographic Area Coord. Ctr.	ONC	Redding
N. Co. FPD of Monterey Co. (XMY)	NCD	Castroville
Napa Co. FD	NPA	St. Helena
Napa FD	NAP	Napa
Napa State Hospital FD	NSH	Napa
NAS Lemoore FD	NLE	San Diego
NASA Ames FD	MOF	Moffett Field
National City FD	NAT	National City
Naval Air Fac. FD	NAF	El Centro
Naval Wpns. Station FD Seal Beach	NVW	San Diego
Navy Fire & Emerg. Svcs.	FFD	San Diego
NAWS China Lake FD	NWC	China Lake
Needles FD	NED	San Bernardino
Nevada City FD	NEV	Nevada City
Nevada Co. Consolidated FD	NCC	Grass Valley
Nevada Co. FD CDF	NCO	Auburn
Newark FD (c/o to Alameda Co. FD)	NRK	San Leandro
Newberry Springs FD	NBY	Newberry Springs
Newcastle FPD	NEW	Newcastle
Newhall FPD	NSP	Tulelake
Newman VFD	NWM	Newman
Newport Beach FD	NPB	Newport Beach
Nicasio VFD	NCS	Nicasio
Niland FD	NIL	Niland
Norco FD	NOR	Norco
North Central FPD	NCN	Kerman
North Co. Dispatch JPA (No.Comm)	NCJ	Rancho Santa Fe
North Co. FPD (XSD)	NCF	Fallbrook
North San Juan FPD	NSJ	Nevada City
North Tahoe FPD	NTF	Tahoe City
Northern CA Youth Auth.	NCY	Stockton
Northrop Grumman FD	NAG	Palmdale
Northshore FPD	NSD	Lucerne
Northstar FD	NRS	Truckee
Northwest Lassen FD	NWL	Mcarthur

AGENCY	MACS-ID	CITY
Novato FPD	NOV	Novato
NPS Channel Islands NP	CNP	Ventura
NPS Death Valley NP	DVP	Death Valley
NPS Golden Gate NRA	GNP	Sausalito
NPS Joshua Tree NP	JTP	Twentynine Palms
NPS Lassen Volcanic NP	LNP	Mineral
NPS Lava Beds NM	BNP	Tulelake
NPS Manzanar NHS	MZP	Independence
NPS Mojave NP	MNP	Barstow
NPS Pacific West Region	WRP	Oakland
NPS Pinnacles NM	PIP	Paicines
NPS Point Reyes Nat'l Seashore	RNP	Point Reyes
NPS Redwood NP	RWP	Crescent City
NPS Santa Monica Mtns. NRA	SMP	Thousand Oaks
NPS Sequoia-Kings Canyon NP	KNP	Three Rivers
NPS Whiskeytown NRA	WNP	Whiskeytown
NPS Yosemite NP	YNP	Yosemite
Oakdale FD	ODF	Oakdale
Oakdale Rural FPD	ODL	Oakdale
Oakland FD	OKL	Oakland
Occidental Fire - Community Svcs.	OCD	Occidental
Oceanside FD	OCS	Oceanside
Olancha-Cartago FD	OLC	Olancha
Olivehurst PUD	OLI	Olivehurst
Ontario FD	OTO	Ontario
Ophir Hill FPD	OPH	Cedar Ridge
Orange Co. Fire Auth.	ORC	Irvine
Orange Cove FPD	OCF	Orange Cove
Orange FD	ORG	Orange
Ord Bend FPD	ORD	Glenn
Orick CSD	ORK	Orick
Orland FPD	ORL	Orland
Orleans VFD	OLN	Orleans
Oroville FD	ORO	Oroville
Oxnard FD	OXD	Oxnard
Pacific Regional Office (BIA)	PAA	Sacramento
Pacifica FD	PFC	Daly City

AGENCY	MACS-ID	CITY
Painted Cave VFD	PDF	Santa Barbara
Pajaro Valley Fire Dist.	PAJ	Watsonville
Pala FD	PAL	Pala
Palm Desert Fire RRU	PDS	Perris
Palm Springs FD	PSP	Palm Springs
Palo Alto FD	PAF	Palo Alto
Paradise FD	PRA	Oroville
Paradise FPD	PRD	Oroville
Parlier FD	PAR	Sanger
Pasadena FD	PAS	Pasadena
Paso Robles FD DES	PRF	Paso Robles
Patterson FD	PAT	Patterson
Peardale-Chicago Park FPD	PCP	Chicago Park
Pebble Beach CSD FD	PEB	Pebble Beach
Pechanga FD (BIA)	PFD	Temecula
Peninsula FPD	PNS	Lake Almanor
Penn Valley FPD	PNV	Penn Valley
Penryn Fire Dist.	RYN	Penryn
Perris FD RRU	PER	Perris
Petaluma FD	PTL	Petaluma
Petrolia FPD	PET	Petrolia
Phillipsville FPD	PHL	Phillipsville
Piedmont FD	PIE	Piedmont
Piercy FPD	PRC	Piercy
Pine Ridge VFD	PRG	Shaver Lake
Pinole FD	POE	Hercules
Pioneer FPD	PIO	Somerset
Pismo Beach FD	PSM	San Luis Obispo
Placer Co. FD	PCF	Auburn
Placer Hills FPD	PHF	Meadow Vista
Platina-Wildwood VFC	PLW	Wildwood
Pleasant Grove FD	PLG	Yuba City
Pleasant Valley Fire Control	PVF	Dorris
Pliocene Ridge CSD	PRS	Pike City
Plumas-Eureka FD	PEF	Blairsden
Plymouth FD	PLY	Plymouth
Porterville FD	PVL	Porterville

AGENCY	**MACS-ID**	**CITY**
Portola FD	POR	Portola
Post Mountain VFD	PMT	Hayfork
Potter Valley CSD	POT	Potter Valley
Poway FD	POW	Poway
Prattville-Almanor FD	PRT	Canyon Dam
Presidio FD	PSF	San Francisco
Presido Of Monterey FD	POM	Monterey
Princeton FPD	PRN	Princeton
Quincy FPD	QUI	Quincy
Ramona Band of Cahuilla FD	RBC	Anza
Ramona FD	RAM	Ramona
Rancho Adobe FPD	RAD	Penngrove
Rancho Cucamonga FPD	RCF	Rancho Cucamonga
Rancho Mirage FD RRU	RMG	Perris
Rancho Santa Fe FPD	RSF	Rancho Santa Fe
Red Bluff FD	RBU	Red Bluff
Redcrest VFC	RCV	Redcrest
Redding FD	RDN	Redding
Redlands FD	RED	Redlands
Redondo Beach FD	RDB	Redondo Beach
Redway FPD	RDW	Redway
Redwood City FD	RWO	Redwood City
Redwood Coast VFD	PTA	Point Arena
Redwood Valley-Calpella FPD	RVF	Redwood Valley
Reedley FD	REE	Reedley
Rescue FPD	RES	Rescue
Reserved PRIVATE RESOURCES	PVT	
Rialto FD	RIA	Rialto
Richmond FD	RMD	Richmond
Rincon Reserv. FD	RCR	Valley Center
Rio Dell FPD	RIO	Rio Dell
Rio Lindo Acadamy Fire Brigade	RLN	Healdsburg
Rio Vista FD	RVS	Rio Vista
Ripon FPD	RIP	Ripon
River Delta FPD	RID	Rio Vista
Riverdale PUD FD	RVD	Riverdale
Riverside Co. FD	RVC	Riverside

AGENCY	**MACS-ID**	**CITY**
Riverside FD	RIV	Riverside
Rocklin FD	ROK	Rocklin
Rodeo-Hercules FPD	RDO	Hercules
Rohnert Park DPS FD	ROH	Rohnert Park
Roseville City FD	RSV	Roseville
Ross Dept. of Public Safety	ROS	Ross
Ross Valley FD	RVY	San Anselmo
Rough and Ready FPD	RAR	Rough and Ready
Round Valley Tribe	RVA	Covelo
Running Springs FD	RSP	Running Springs
Russian River FPD	RRF	Guerneville
Ryer Island FPD	RYR	Rio Vista
S. Bay FD	SBY	San Luis Obispo
S. CA Agency (BIA)	SCA	Riverside
S. CA Geographic Area Coord. Ctr.	OSC	Riverside
S. Coast FPD	SCF	Gualala
S. Inyo FPD	TSH	Tecopa
S. Lake Co. FPD	MDT	Middletown
S. Lake Tahoe FD	SLT	S. Lake Tahoe
S. Marin FPD	SOM	Mill Valley
S. Monterey Co. FPD	SMY	Monterey
S. Pasadena FD	SPS	S. Pasadena
S. Placer FPD	SPL	Granite Bay
S. San Francisco FD	SSF	S. San Francisco
S. Santa Clara Co. Fire Dist.	SCC	Morgan Hill
S. Trinity VFD	SOT	Mad River
S. Yreka FPD	SYR	Yreka
Sac. Reg'l Fire EMS Comm. Ctr.	SRC	Sacramento
Sacramento FD	SCR	Sacramento
Sacramento Metropolitan Fire Dist.	SAC	Mather
Sacramento River FPD	SRV	Colusa
Sacto Co. Dept. of Airport FD	MAF	Sacramento
Saint Helena FD	STH	St. Helena
Salida FPD	SLA	Salida
Salinas FD	SLS	Salinas
Salmon Creek VFC	SCV	Miranda

AGENCY	MACS-ID	CITY
Salmon River VFR	CCL	Forks of the Salmon
Salton City CSD	SAL	Salton City
Salton Sea Beach VFD	SSB	Salton Sea Beach
Salyer VFD	SLV	Salyer
Samoa Peninsula FD	SAM	Samoa
San Andreas FPD	AND	San Andreas
San Antonio VFD	SAF	Petaluma
San Ardo VFC	SAV	San Ardo
San Benito Co. FD	SBN	Monterey
San Bernardino Co. FD	BDC	San Bernardino
San Bernardino FD	BDO	San Bernardino
San Bruno FD	SBR	San Bruno
San Carlos FD	SCS	Redwood City
San Diego Co. Fire Auth.	SDF	El Cajon
San Diego FRD	SND	San Diego
San Francisco FD	SFR	San Francisco
San Gabriel FD	SGB	San Gabriel
San Jacinto FD RRU	SJT	Perris
San Jose FD	SJS	San Jose
San Juan Bautista FD	SJB	San Juan Bautista
San Luis Obispo FD	SLO	San Luis Obispo
San Luis Obispo, Co. of DBA FD	SLC	San Luis Obispo
San Manuel Band Msn. Indians FD	SMI	Highland
San Marcos FD	SMC	San Marcos
San Marcos Pass VFD	SMM	Santa Barbara
San Marino FD	SNM	San Marino
San Mateo Co. FD	CFS	Felton
San Mateo Co. Public Safety Comm.	PSC	Redwood City
San Mateo FD	MEO	Foster City
San Miguel Consolidated FPD	SMG	Spring Valley
San Miguel FD	SMF	San Miguel
San Onofre FD So. CA Edison	SNO	San Clemente
San Pasqual Reserv. FD	SPI	Valley Center
San Rafael FD	SNR	San Rafael
San Ramon Valley FPD	SRM	San Ramon

AGENCY	MACS-ID	CITY
Sanger FD	SAN	Sanger
Santa Ana FD	STA	Santa Ana
Santa Barbara Co. FD	SBC	Santa Barbara
Santa Barbara FD	STB	Santa Barbara
Santa Clara Co. FD	CNT	Los Gatos
Santa Clara FD	SNC	Santa Clara
Santa Cruz Co. FD	CRZ	Felton
Santa Cruz Consolidated ECC	NET	Santa Cruz
Santa Cruz FD	SCZ	Santa Cruz
Santa Fe Springs FD	SFS	Santa Fe Springs
Santa Margarita VFD	SMV	Santa Margarita
Santa Maria FD	SMR	Santa Maria
Santa Monica FD	SMA	Santa Monica
Santa Paula FD	SPA	Santa Paula
Santa Rosa FD	SRS	Santa Rosa
Santa Ynez Band Chumash Ind. FD	CHU	Santa Ynez
Santa Ysabel Reserv. FD	RFB	Santa Ysabal
Santee FD	SNT	Santee
Saratoga FPD	SAR	Saratoga
Sausalito FD	SIT	Sausalito
Schell-Vista FPD	SCH	Sonoma
Scotia VFC	SCT	Scotia
Scott Valley FPD	SVF	Greenview
Scotts Valley FPD (XCZ)	SCO	Scotts Valley
Sea Ranch FD	TSR	Sea Ranch
Seaside FD	SEA	Seaside
Sebastopol FD	SEB	Sebastopol
Seiad Valley FD	SEI	Seiad Valley
Selma FD	SLM	Selma
Shasta Co. FD	SHS	Redding
Shasta College FD	SHC	Redding
Shasta FD	SHA	Shasta
Shasta Lake FPD	SLF	Shasta Lake
Shaver Lake FD	SHL	Shaver Lake
Shelter Cove CSD	SHE	Whitehorn
Sierra Army Depot FES	SAD	Herlong
Sierra City FPD	SRA	Sierra City

AGENCY	MACS-ID	CITY
Sierra Co. FPD 1	SER	Sierraville
Sierra Madre FD	SMD	Sierra Madre
Sierra Valley FPD	SIE	Chilcoot
Siskyou Co. FD	SIS	Yreka
Skywalker Ranch Fire Brigade	SKY	San Rafael
Smartville FPD	SFP	Smartville
Smith River FPD	SMT	Smith River
Soboba VFD	SBA	San Jacinto
Solana Beach FD (c/o Encinitas FD)	SOL	Encinitas
Solano Co. Sheriff’s Dept.	SCD	Fairfield
Soledad VFD	SLD	Soledad
Sonoma Co. FES	SSR	Santa Rosa
Sonoma Valley FRA	SON	Sonoma
Sonora FD	SOF	Sonora
Spaulding CSD FD-Eagle Lake	EGL	Susanville
Spreckels VFD	SPK	Spreckels
Spring Valley VFD	SPV	Milpitas
Squaw Valley FD	SQU	Olympic Valley
Standish Litchfield FPD	STL	Standish
Stanford Univ. Fire Marshal	SUF	Stanford
Stanislaus Co. Fire Warden	SFW	Modesto
Stanislaus Consolidated FPD	SSL	Riverbank
Stinson Beach FPD	SNB	Stinson Beach
Stockton FD	STO	Stockton
Stones Bengard CSD	SBG	Susanville
Strawberry VFD	STW	Strawberry
Suisun City FD	SUC	Suisun City
Suisun FPD	SUI	Fairfield
Sunnyvale DPS FD	SNY	Sunnyvale
Susan River FPD	SSN	Susanville
Susanville FD	SUS	Susanville
Susanville Indian Rancheria FD	SVR	Susanville
Sutter Basin FPD	SBF	Robbins
Sutter Co. FD	STC	Yuba City
Sutter Creek FD	SUT	Sutter Creek
Sycuan FD	SYC	El Cajon
Taylorsville, FPD	TAY	Taylorsville

AGENCY	MACS-ID	CITY
Tehachapi FD	THC	Tehachapii
Tehama Co. FD	TCR	Red Bluff
Telegraph Ridge VFC	TEL	Redway
Temecula FD RRU	TMC	Temecula
Templeton FPD	TEM	Templeton
Tennant FD	TEN	Tennant
Thornton FPD	THO	Thornton
Tiburon FPD	TIB	Tiburon
Timber Cove FPD	TIM	Cazadero
Tomales VFC	TOM	Tomales
Torrance FD	TOR	Torrance
Tracy FD	TRY	Tracy
Travis AFB	TRV	Travis AFB
Trinidad VFD	TRN	Trinidad
Trinity Ctr. CSD	TCC	Trinity Center
Truckee FPD	TRK	Truckee
Tulare Co. FD	TLC	Farmersville
Tulare FD	TLR	Tulare
Tule River Indian Reserv. FD (BIA)	TIA	Porterville
Tulelake Multi-Co. Fire Dist.	TUL	Tulelake
Tuolumne Co. FD	TLU	Sonora
Tuolumne FPD	TUO	Tuolumne
Tuolumne Rancheria FD	TMI	Tuolumne
Turlock FD	TUR	Turlock
Turlock Rural FPD	TRL	Turlock
Twain Harte FPD	TWA	Twain Harte
Twentynine Palms FD	TWP	Twentynine Palms
Two Rock VFD	TWO	Petaluma
UC Campus Fire Marshal (XAL)	UCB	Berkeley
UC Campus Fire Marshal (XRI)	UCR	Riverside
UC Campus Fire Marshal (XSB)	USB	Santa Barbara
UC Davis FD	UCD	Davis
UC Irvine Campus Fire Marshal	UCI	Irvine
UC Santa Cruz FPS	UCZ	Santa Cruz
UCLA Campus Fire Marshal	UCL	Los Angeles
Ukiah FD	UKH	Ukiah
Ukiah Valley Fire Dist.	UKV	Ukiah

AGENCY	MACS-ID	CITY
Union City FD (c/o to Alameda Co.)	UNU	San Leandro
United Technology Corp.	UTC	San Jose
Unocal-Moly Corp.	PSS	Mountain Pass
Upland FD	UPL	Upland
US Coast Guard FD Two Rock	CGT	Petaluma
USFS Angeles NF	ANF	Arcadia
USFS Cleveland NF	CNF	Rancho Bernardo
USFS Eldorado National Forest	ENF	Placerville
USFS Inyo NF	INF	Bishop
USFS Klamath NF	KNF	Yreka
USFS Lake Tahoe Basin Mgmt. Unit	TMU	S. Lake Tahoe
USFS Lassen NF	LNF	Susanville
USFS Los Padres NF	LPF	Santa Barbara
USFS Mendocino NF	MNF	Willows
USFS Modoc NF	MDF	Alturas
USFS Pacific SW Reg'l Office (FS5)	USF	Vallejo
USFS Plumas NF	PNF	Quincy
USFS San Bernardino NF	BDF	San Bernardino
USFS Sequoia NF	SQF	Porterville
USFS Shasta-Trinity NF	SHF	Redding
USFS Sierra NF	SNF	Fresno
USFS Six Rivers NF	SRF	Eureka
USFS Stanislaus NF	STF	Sonora
USFS Tahoe NF	TNF	Nevada City
Vacaville FD	VAC	Vacaville
Vacaville FPD	VVF	Vacaville
Valero Refinery Company FD	VLO	Benicia
Vallejo FD	VLJ	Vallejo
Valley Ctr. FPD	VCF	Valley Center
Valley Ford VFD	VFV	Valley Ford
Valley of the Moon FPD	VOM	Sonoma
Van Duzen VFD	VAN	Bridgeville
Vandenberg AFB FD	AFV	Vandenberg AFB
Ventura Co. FD	VNC	Camarillo
Ventura FD	VEN	Ventura
Vernon FD	VER	Vernon
Victorville FD	VCV	Victorville

AGENCY	MACS-ID	CITY
Viejas Reserv. FD	VJS	Alpine
Visalia FD	VSA	Visalia
Vista FD FPD	VTA	Vista
Walnut Grove FD	WAL	Walnut Grove
Warner Brothers FD	BKS	Burbank
Warner Springs Ranch FD	WSR	Warner Springs
Washington VFD	WAF	Washington
Waterloo-Morada FPD	WMR	Stockton
Watsonville FD	WTS	Watsonville
Weaverville Fire Dist.	WEA	Weaverville
Weed FD	WED	Weed
Weott VFD	WEO	Weott
West Almanor CSD	WAC	Chester
West Covina FD	WCV	West Covina
West Plainfield FPD	WPL	Davis
West Point FPD	WPT	West Point
West Sacramento FD	EYO	W. Sacramento
West Stanislaus Co. FPD	WSF	Patterson
Westhaven VFD	WVF	Trinidad
Westmorland FD	WML	Westmorland
Westport FD	WPF	Modesto
Westport VFD	WPV	Westport
Westwood FD	WWO	Westwood
Whale Gulch VFC	VFC	Whitethorn
Wheatland Fire Auth.	WFA	Wheatland
Wheeler Crest FPD	SWF	Swall Meadows
White Mountain FPD	WMT	Benton
Whitehorn VFD	WHT	Whitehorn
Wildomar FD RRU	WDR	Perris
Williams FPD	WIL	Williams
Willow Creek FPD	WCR	Willow Creek
Willow Oak FPD	WOF	Woodland
Willow Ranch FPD	WWR	New Pine Creek
Willows FD	WLL	Willows
Willows Rural FPD	WLO	Willows
Wilmar FD	WLM	Petaluma
Wilton FPD	WLT	Wilton

AGENCY	MACS-ID	CITY
Winterhaven FPD	WNT	Winterhaven
Winters FD	WFD	Winters
Woodbridge FPD	WOO	Woodbridge
Woodlake FD	WLF	Woodlake
Woodland Avenue FPD	WLA	Modesto
Woodland FD	WDL	Woodland
Woodside FPD	WOD	Woodside
Yermo CSD	YER	Yermo
Yocha Dehe Tribal FD (BIA)	YDF	Brooks
Yolo FD	YOL	Yolo
Yreka VFD	YRE	Yreka
Yuba City FD	YUB	Yuba City
Yucaipa FD BDC	YUC	San Bernardino
Yurok Indian Agency	YIA	Weitchpec
Zamora FPD	ZAM	Zamora
Zayante FPD	ZAY	Felton
Zenia-Kettenpom VFD	ZEN	Zenna
Airport Auth. Of Washoe Co.	NV-AAUX	Reno
BLM Bishop Field Office	CA-OVD	Bishop
Carlin VFD	NV-CARX	Carlin
Carson City FD	NV-CCFX	Carson City
Central Lyon Co. FPD	NV-CLCX	Dayton
Clark Co. FD	NV-CLRX	Las Vegas
East Fork Fire-Paramedic Dist.	NV-EFKX	Minden
Elko FD	NV-ELKX	Elko
Ely FD	NV-WHIX	Ely
Fallon FD	NV-FALX	Fallon
Fernley FD	NV-LYOX	Fernley
Future Nevada FD	NV-XYZ	
Henderson FD	NV-CLAX-HEN	Henderson
Las Vegas FR	NV-CLAX-LVS	Las Vegas
Lovelock FD	NV-PERX-LOV	Lovelock
Mineral FD	NV-MINX	Mineral
N. Lake Tahoe FPD	NV-NLTX	Incline Village
N. Las Vegas FD	NV-NLVX	N. Las Vegas
N. Lyon Co. FPD	NV-NLCX	Fernley

AGENCY	MACS-ID	CITY
Naval Air Station Fallon	NV-NASX	San Diego
Nellis AFB FD	NV-NELX	Las Vegas
Nevada Div. Of Forestry	NV-NDFX	Carson City
Nevada Test Site	NV-NTSX	N. Las Vegas
Pahrump Valley FRS	NV-PAHX	Pahrump
Reno FD	NV-RNOX	Reno
Rural-Metro FD	AZ-RMY	Yuma
Sierra FPD	NV-SFDX	Reno
Sparks FD	NV-SPKX	Sparks
Storey Co. FD	NV-STOX	Virginia City
Susanville Indian Rancheria FD	CA-SVR	Susanville
Tahoe-Douglas FPD	NV-TDOX	Zephyr Cove
Truckee Meadows FPD	NV-TMFX	Reno
USFS Toiyabe-Humboldt NF	NV-TOFX	Sparks
Walker River VFD	NV-XXX	Shurz
Yerington-Mason Valley FPD	NV-YERX	Yerington
Yuma FD	AZ-YMA	Yuma
Yuma Marine Corps Air Station FD	AZ-YCS	MCAS-Yuma

APPENDIX B

CALIFORNIA AGENCY DESIGNATORS BY MACS-ID

MACS-ID	AGENCY	CITY
ABL	Arrowbear Lake FD	Arrowbear Lake
ABR	Auburn VFD	Auburn
ACF	Alameda Co. FD	Dublin
ACP	Alpine FPD	Alpine
ACY	American Canyon FPD	American Canyon
ADI	Adin FPD	Adin
ADL	Adelanto FD	Adelanto
ADP	Alderpoint VFD	Alderpoint
AEU	CDF Amador-El Dorado	Camino
AFD	Anderson FPD	Anderson
AFP	Alta FPD	Alta
AFV	Vandenberg AFB FD	Vandenberg AFB
AGL	Angels Camp FD	Angels Camp
AIR	Alturas Indian Rancheria Tribal FS	Alturas
ALA	Alameda FD	Alameda
ALB	Albany FD	Albany
ALF	Alturas Rural FPD	Alturas
ALH	Alhambra FD	Alhambra
ALP	Alpine CFD	Camino
ALR	Albion-Little River VFD	Albion
ALT	Altaville-Melones FPD	Altaville
ALV	Alturas City FD	Alturas
AMC	Amador FPD	Jackson
ANA	Anaheim FD	Anaheim
AND	San Andreas FPD	San Andreas
ANF	USFS Angeles NF	Arcadia
ANG	Air National Guard FD	Fresno
ANN	Annapolis VFD	Annapolis
ANT	Antelope Valley FD	Coleville
APP	Apple Valley FPD	Apple Valley
APT	Aptos-La Selva FPD	Aptos
ARB	Arbuckle-College City FPD CNA	Arbuckle

MACS-ID	AGENCY	CITY
ARC	Arcadia FD	Arcadia
ARF	Arcata FPD	Arcata
ART	Artois FPD	Artois
ASC	Alpine Meadows FPD	Tahoe City
ASP	Aspendell Fire Company	Bishop
ATA	Atascadero City FD	Atascadero
ATC	Aromas Tri-Co. FPD	Monterey
ATS	Atascadero State Hospital FD	Atascadero
ATW	Atwater FD	Atwater
AUB	Auberry VFD	Auberry
AVA	Avalon FD	Avalon
AVI	Avila Beach FPD	Avila Beach
AVP	CDCR Avenal State Prison FD	Avenal
AVY	Anderson Valley CSD FD	Boonville
BAN	Banning FD RRU	Perris
BAR	Barstow FPD	Barstow
BAY	Bayliss FPD	Glenn
BBB	Barona Band of Misn. Indians FD	Lakeside
BBC	Big Bear City CSD	Big Bear City
BCL	Briceland VFD	Briceland-Redway
BCR	Big Creek VFD	Big Creek
BCS	Brooktrails CSD FD	Willits
BDB	Bodega Bay FPD	Bodega Bay
BDC	San Bernardino Co. FD	San Bernardino
BDF	USFS San Bernardino NF	San Bernardino
BDO	San Bernardino FD	San Bernardino
BDU	CDF San Bernardino	San Bernardino
BDY	Mount Baldy FD	Mt. Baldy
BEA	Beale AFB FD	Beale AFB
BEC	Beckwourth Fire Dist.	Beckwourth
BEL	Belmont FD	Belmont
BEN	Ben Lomond FPD	Ben Lomond
BER	Berkeley FD	Berkeley
BEU	CDF San Benito-Monterey	Monterey
BFA	Big Bear FA	Big Bear Lake
BFC	Bloomfield VFD	Valley Ford
BGO	Borrego Springs FPD	Borrego Springs

MACS-ID	AGENCY	CITY
BGP	Big Pine FPD	Big Pine
BGV	Big Valley FPD	Bieber
BHL	Beverly Hills FD	Beverly Hills
BIG	Biggs FD (Sch. A c/o CAL FIRE)	Oroville
BIV	Bear Valley-Indian Valley FD	Stonyford
BKF	Bakersfield FD	Bakersfield
BKS	Warner Brothers FD	Burbank
BLD	Bald Mountain VFD	Auberry
BLF	Baldwin Lake VFD	Baldwin Lake
BLU	Blue Lake VFD	Blue Lake
BLY	Blythe FD	Blythe
BMT	Beaumont FD RRU	Perris
BNC	Benicia FD	Benicia
BNP	NPS Lava Beds NM	Tulelake
BOB	Camp Roberts Emerg. Svcs.	Camp Roberts
BOD	Bodega VFD	Bodega
BOH	Bohemian Grove FD (Seasonal)	Monte Rio
BOL	Bolinas FPD	Bolinas
BON	Bonita-Sunnyside FPD	Bonita
BOU	Boulder Creek FPD	Boulder Creek
BPC	British Petroleum Carson FD	Carson
BRB	Burbank Paradise FPD	Modesto
BRE	Brea FD	Brea
BRG	Fort Bragg FP	Fort Bragg
BRI	Bridgeport FPD	Bridgeport
BRK	Burbank FD	Burbank
BRN	Branciforte FPD	Santa Cruz
BRR	FWS Bitter Creek NWR	Ventura
BRS	Brisbane FD	Daly City
BRV	Bear Valley FD	Bear Valley
BRW	Brawley FD	Brawley
BSB	Big Sur Vol Fire Brigade	Big Sur
BSH	Bishop VFD	Bishop
BTE	Butte Valley FPD	MacDoel
BTU	CDF Butte	Oroville
BUF	Burney FPD	Burney
BUT	Butte Co. FD	Oroville

MACS-ID	AGENCY	CITY
BVF	Bennett Valley FPD	Santa Rosa
CAC	California City FD	California City
CAL	Calistoga FD	Calistoga
CAM	Cameron Park FD	Cameron Park
CAN	Canby FPD	Canby
CAR	Carlotta CSD	Carlotta
CAY	Cayucos FPD	Cayucos
CAZ	Cazadero FD	Cazadero
CBD	Carlsbad FD	Carlsbad
CBF	Clarksburg FPD	Clarksburg
CBI	Cahuilla Band of Indians FD	Anza
CBK	Campo Reserv. FD (BIA)	Campo
CBS	Carmel by the Sea FD	Carmel
CCA	Central CA Agency (BIA)	Sacramento
CCC	CA Conservation Corps	Sacramento
CCD	Columbia College FD (Stn. 79)	Sonora
CCE	East Contra Costa FPD	Brentwood
CCF	Central Calaveras FRPD	Mokelumne
CCH	Contra Costa Co. Env. Health Svcs.	Martinez
CCI	CDCR CA Correctional Inst.	Tehachapi
CCL	Salmon River VFR	Forks of the Salmon
CCN	Calaveras Consolidated FA	Valley Springs
CCO	CDCR CA Correctional Ctr. FD	Susanville
CCP	CDCR Corcoran State Prison	Corcoran
CCV	Coffee Creek VFC	Trinity Center
CCW	Contra Costa Water Dist.	Concord
CDC	CA Dept. of Corr. and Rehab.	Sacramento
CDD	BLM CA Desert Dist.	Moreno Valley
CDR	Cathedral City FD	Cathedral City
CDV	Cedarville FPD	Cedarville
CEN	Central Co. FD	Burlingame
CEP	CDCR Centinela State Prison	Imperial
CES	Ceres DPS Fire Div.	Ceres
CFA	CDF Fire Academy	Ione
CFC	Cachagua FPD	Carmel Valley
CFD	Cordelia FPD	Fairfield
CFR	Coast Side FPD	Felton

MACS-ID	AGENCY	CITY
CFS	San Mateo Co. FD	Felton
CFX	Colfax FD	Colfax
CGT	US Coast Guard FD Two Rock	Petaluma
CGV	Collegeville FPD	Stockton
CHE	Chester FD-PUD	Chester
CHF	Carmel Highlands FPD	Monterey
CHI	Chico FD	Chico
CHO	Chino Valley Independent FD	Chino Hills
CHP	California Highway Patrol	Sacramento
CHU	Santa Ynez Band Chumash Ind. FD	Santa Ynez
CHV	Chula Vista FD	Chula Vista
CHW	Chowchilla VFD	Chowchilla
CIM	CDCR CA Inst. for Men FD	Chino
CIW	CDCR CA Inst. for Women	Corona
CLB	Columbia FPD	Columbia
CLC	Clear Creek CSD FD	Clear Creek
CLD	Cloverdale FPD	Cloverdale
CLE	Clements Rural FPD	Clements
CLF	Courtland FPD	Courtland
CLG	Coalinga FD	Coalinga
CLM	Colma FPD	Colma
CLP	CDCR Calipatria State Prison	Calipatria
CLS	Colusa FD	Colusa
CLV	Clovis FD	Clovis
CLX	Calexico FD	Calexico
CMB	Cambria FD	Cambria
CMC	CDCR CA Men’s Colony	San Luis Obispo
CMD	Corte Madera FD	Corte Madera
CMF	CDCR CA Medical Fac.	Vacaville
CMK	Camp Meeker VFD	Camp Meeker
CMP	Compton FD	Compton
CMS	Calimesa FD RRU	Perris
CMT	Comptche CSD VFD	Comptche
CMV	Maple Creek VFC	Korbel
CNA	CA National Guard (Army)	Sacramento
CND	BLM Central CA Dist.	Bakersfield
CNF	USFS Cleveland NF	Rancho Bernardo

MACS-ID	AGENCY	CITY
CNG	Corning VFD	Corning
CNH	C & H Sugar Company FD	Crockett
CNP	NPS Channel Islands NP	Ventura
CNR	CDF CA No. Region Command	Redding
CNT	Santa Clara Co. FD	Los Gatos
COA	Coachella FPD RRU	Perris
COC	Copco Lake FPD	Montague
COL	Colton FD	Colton
CON	Contra Costa Co. FPD	Pleasant Hill
COP	Copperopolis FPD	Copperopolis
COR	Corona FD	Corona
COS	Costa Mesa FD	Costa Mesa
COT	Cottonwood FPD	Cottonwood
CPD	Castella FPD	Castella
CPR	Conoco-Phillips Refinery	Rodeo
CPT	Calipatria FD	Calipatria
CPV	CA Pines FD	Alturas
CPY	Capay FPD	Brooks
CRC	CDCR CA Rehab. Ctr.	Norco
CRD	Coronado FD	Coronado
CRF	Crest Forest FPD	Crestline
CRK	Crockett-Carquinez FPD	Crockett
CRM	Crescent Mills FPD	Crescent Mills
CRP	Carpinteria-Summerland FPD	Carpinteria
CRS	Crescent City VFD	Crescent City
CRT	Crescent FPD	Crescent City
CRZ	Santa Cruz Co. FD	Felton
CSC	Central Fire Auth. of Sonoma Co.	Windsor
CSD	C Road CSD	Blairsden
CSM	Cosumnes CSD	Elk Grove
CSO	BLM CA State Office	Sacramento
CSP	CA State Parks	Sacramento
CSR	CDF CA S. Region Command	Riverside
CSR1	CDF CA S. Region Admn	Fresno
CTF	CDCR Correctional Trng. Fac.	Soledad
CTL	Central FPD (XCZ)	Santa Cruz
CTN	Camptonville VFD	Camptonville

MACS-ID	AGENCY	CITY
CUL	Culver City FD	Culver City
CVL	Covelo FPD	Covelo
CVN	Chevron Refinery FD (XLA)	El Segundo
CVP	CDCR Chuckawalla Vly State Prison	Blythe
CVV	Chalfant Valley FD	Chalfant Valley
CWF	CDCR Central CA Womens Fac. FD	Chowchilla
CYN	Canyon Lake FD RRU	Perris
CYP	Cypress FPD	Monterey
CZU	CDF San Mateo-Santa Cruz	Felton
DAG	Daggett CSD	Daggett
DAL	Daly City FD	Daly City
DAV	Davis Creek FPD	Davis Creek
DCB	Dry Creek Rancheria FD	Geyserville
DCR	Dry Creek VFPD	Roseville
DEN	Denair FPD	Denair
DIN	Dinuba FD	Dinuba
DIX	Dixon FD	Dixon
DLA	Defense Logistics Agency FD	Stockton
DLT	Delta FPD	Rio Vista
DMR	Del Mar FD (c/o ENC Encinitas FD)	Encinitas
DNN	Dunnigan FPD	Dunnigan
DNY	Downey FD	Downey
DOF	Dobbins-Oregon House FPD	Oregon House
DOR	Dorris FD	Dorris
DOS	Dos Palos VFD	Dos Palos
DOT	CA Dept. of Transportation	Sacramento
DOU	Douglas City VFD	Douglas City
DOW	Dow Chemical Co. FD	Pittsburg
DOY	Doyle FPD	Doyle
DPH	CA Dept. of Public Health	Sacramento
DRV	Downriver VFC	Big Bar
DSF	Deer Springs FD	Escondido
DSH	Desert Hot Springs FD RRU	Perris
DSP	Diamond Springs-El Dorado FPD	Diamond Springs
DUN	Dunsmuir FD	Dunsmuir
DUT	Dutch Flat VFD	Dutch Flat
DVF	Furnace Creek VFD	Death Valley

MACS-ID	AGENCY	CITY
DVI	CDCR Deuel Vocational Inst.	Tracy
DVP	NPS Death Valley NP	Death Valley
DVS	Davis FD	Davis
DWN	Downieville FPD	Downieville
EAG	Eagleville FPD	Eagleville
EBB	Ebbetts Pass FPD	Arnold
EBY	East Bay Regional Parks FD	Castro Valley
ECF	El Dorado Co. FPD	Camino
ECN	El Centro FD	El Centro
ECR	El Cerrito FD	El Cerrito
EDF	East Davis FPD	Davis
EDH	El Dorado Hills FD	El Dorado Hills
EDI	East Diablo FPD	Brentwood
EFD	Eastern Alpine FD	Woodfords
EFF	Elfin Forest-Harmony Grove FD	Elfin Forest
EGL	Spaulding CSD FD-Eagle Lake	Susanville
EHF	Elkhorn VFD	W. Sacramento
EKV	Elk CSD VFD	Elk
ELC	El Cajon FD	El Cajon
ELK	Elk Creek FPD	Elk Creek
ELS	El Segundo FD	El Segundo
EMD	El Medio FPD	Oroville
ENC	Encinitas FD	Encinitas
ENF	USFS Eldorado National Forest	Placerville
EPR	Eastern Plumas Rural FPD	Portola
ESC	Escondido FD	Escondido
ESL	Escalon Consolidated FPD	Escalon
ESP	Esparto FPD	Esparto
ETN	Etna FD	Etna
EVL	Eastvale FD	Perris
EXE	Exeter FD	Farmersville
EYO	West Sacramento FD	W. Sacramento
FAL	Fall River Mills FD	Fall River Mills
FAR	Farmington Rural FPD	Farmington
FBR	Fieldbrook FD	Fieldbrook
FCO	Fresno Co. FPD	Sanger
FDA	Fresno Airport FD	Fresno

MACS-ID	AGENCY	CITY
FDK	Fort Dick FPD	Fort Dick
FEL	Felton FPD	Felton
FEN	Ferndale FPD	Ferndale
FFD	Navy Fire & Emerg. Svcs.	San Diego
FFT	233rd Fire Fighting Team CNA	Roseville
FFV	Federal FD (XVE)	Point Mugu
FHF	Foresthill FPD	Foresthill
FHL	Fort Hunter-Ligget FD	Fort Hunter-Ligget
FIV	Five Cities Fire Auth.	Arroyo Grande
FKU	CDF Fresno-Kings	Sanger
FLL	Fallen Leaf Lake FD	S. Lake Tahoe
FLM	Fillmore VFD	Fillmore
FLV	Fruitland VFC	Myers Flat
FMV	Farmersville FD	Farmersville
FOL	Folsom FD	Folsom
FOS	Foster City FD	Foster City
FOW	Fowler FD	Fowler
FPB	Edwards AFB FPD	Edwards AFB
FRB	Firebaugh FD	Firebaugh
FRC	French Camp-McKinley Rural FPD	French Camp
FRE	Fremont FD	Fremont
FRF	Fairfield FD	Fairfield
FRG	Calaveras Co. FD	San Andreas
FRN	Fresno City FD	Fresno
FRT	Fortuna FPD	Fortuna
FRV	Forestville FPD	Forestville
FSP	CDCR Folsom State Prison	Represa
FTB	Fort Bidwell FD	Fort Bidwell
FTJ	Fort Jones FD	Fort Jones
FTL	Foothill FPD (XYU)	Brownsville
FTR	Fort Ross VFC	Cazadero
FUL	Fullerton FD	Fullerton
FVY	Fountain Valley FD	Fountain Valley
FWS	Fish and Wildlife Svc. CA	Sacramento
GAR	Garberville FPD	Garberville
GAS	Gasquet FPD	Gasquet
GAZ	Gazelle FPD	Gazelle

MACS-ID	AGENCY	CITY
GCF	Glenn-Codora FPD	Glenn
GCS	Groveland CSD FD	Groveland
GEO	Georgetown FPD	Georgetown
GEY	Geyserville FPD	Geyerserville
GFD	Gold Ridge FPD	Sebastopol
GGV	Garden Grove FD	Garden Grove
GHC	Greenhorn Creek CSD VFD	Quincy
GIL	Gilroy FD	Gilroy
GLC	Butte City FD	Butte City
GLE	Glen Ellen FPD	Glen Ellen
GLN	Glendale FD	Glendale
GND	Grenada FPD	Grenada
GNP	NPS Golden Gate NRA	Sausalito
GNZ	Gonzales VFD	Gonzales
GRA	Graeagle FPD	Graeagle
GRD	Gridley FD	Oroville
GRN	Greenfield FPD	Greenfield
GRS	Grass Valley FD	Grass Valley
GRT	Grand Terrace FD BDU	San Bernardio
GRV	Garden Valley FPD	Garden Valley
GTN	Graton FPD	Graton
GUA	Guadalupe FD	Guadalupe
GUS	Gustine VFD	Gustine
GVF	Greenville FPD	Greenville
GWR	Greenwood Ridge FD	Elk
HAM	Hamilton City FPD	Hamilton City
HAN	Hanford FD	Hanford
HAP	Happy Camp FPD	Happy Camp
HAY	Hayward FD	Hayward
HBF	Hamilton Branch FPD	Lake Almanor
HBV	Hawkins Bar VFD	Salyer
HCF	Hearst Castle FD/CSP	San Simeon
HCS	Hallwood CSD 10	Marysville
HEA	Healdsburg FD	Healdsburg
HER	Herald FPD	Herald
HES	Hesperia FD	Hesperia
HFR	Hume Lake VFRC	Hume Lake

MACS-ID	AGENCY	CITY
HGF	Higgins Area FPD	Auburn
HGS	Hughson FPD	Hughson
HIA	Hoopa Valley Tribal FD (BIA)	Hoopa
HLT	Holtville FD	Holtville
HLV	Huntington Lake VFD	Clovis
HMB	Hermosa Beach FD	Hermosa Beach
HMM	Hammond Ranch Co. of Siskiyou FZ	Yreka
HMT	Hemet FD	Hemet
HOL	Hollister FD	Hollister
HOO	Hoopa VFD	Hoopa
HOP	Hopland VFD	Hopland
HOR	Hornbrook, FPD	Hornbrook
HPR	FWS Hopper Mountain NWR	Ventura
HRL	Herlong VFD	Herlong
HRT	Heartland FR	La Mesa
HTB	Huntington Beach FD	Huntington Beach
HTL	Heartland Comm. Ctr.	El Cajon
HUM	Humboldt Bay Fire JPA	Eureka
HUU	CDF Humboldt-Del Norte	Fortuna
HVF	Happy Valley FPD	Anderson
HYF	Hayfork FPD	Hayfork
HYM	Hyampom FD	Hyampom
IBV	Irish Beach VFD	Manchester
IDL	Idyllwild FPD	Idyllwild
IDP	Independence FPD	Independence
IMB	Imperial Beach FD	Imperial Beach
IMP	Imperial Co. FD	Imperial
IMR	Imperial FD	Imperial
IND	Indio FD RRU	Perris
INF	USFS Inyo NF	Bishop
INV	Inverness PUD (IFD)	Inverness
INW	Indian Wells FD RRU	Perris
ION	Ione FD	Ione
ISL	Isleton FD	Isleton
JCF	Junction City FPD	Junction City
JCK	Jackson Valley FPD	Ione
JKS	Jackson FD	Jackson

MACS-ID	AGENCY	CITY
JNR	Jenner VFD	Jenner
JNV	Janesville FPD	Janesville
JPL	Jet Propulsion Lab. FD	Pasadena
JST	Jamestown FPD	Jamestown
JTP	NPS Joshua Tree NP	Twentynine Palms
JUN	June Lake FPD	June Lake
JVF	Julian Cuyamaca FPD	Julian
KAN	Kanawha FPD	Willows
KCF	Kings CFD	Hanford
KEE	Keeler FC	Keeler
KEY	Keyes FPD	Keyes
KFD	Kneeland FPD	Kneeland
KIN	King City FD	King City
KJC	KJC Operating Co. Emgy Response	Boron
KLA	Klamath FPD	Klamath
KLR	Klamath River FC	Klamath River
KLS	Kelseyville FPD	Kelseyville
KMC	American Chemical	Trona
KNF	USFS Klamath NF	Yreka
KNG	Kingsburg FD	Kingsburg
KNI	Knights Landing VFD	Knights Landing
KNP	NPS Sequoia-Kings Canyon NP	Three Rivers
KNT	Kentfield FPD	Kentfield
KNV	Knights Valley VFD	Calistoga
KRK	Kirkwood VFD	Kirkwood
KRN	Kern Co. FD	Bakersfield
KRR	Kern National Wildlife Refuge	Delano
KWD	Kenwood FPD	Kenwood
LAB	Laguna Beach FD	Laguna Beach
LAC	Los Angeles Co. FD	Los Angeles
LAP	Livermore-Pleasanton FD	Pleasanton
LAQ	La Quinta FD RRU	Perris
LAT	Laton FPD	Laton
LAV	Lake Valley FPD	S. Lake Tahoe
LBN	Los Banos FD.	Los Banos
LCC	Lytle Creek BDU (Stn. 20)	San Bernardino
LCI	Federal Correctional Complex FD	Lompoc

MACS-ID	AGENCY	CITY
LEE	Lee Vining VFD	Lee Vining
LEG	Leggett Valley FPD	Leggett
LEM	Lemoore VFD	Lemoore
LEW	Lewiston FD	Lewiston
LFD	Los Angeles FD	Los Angeles
LFP	Lockwood FPD	Volcano
LFV	Lake Forest VFD	Susanville
LGR	Local Gvmt Resources	
LGV	Lemon Grove FD	Lemon Grove
LHH	La Habra Heights FD	La Habra Heights
LHM	Lockheed Missle-Space FD	Santa Cruz
LIB	Liberty Rural FPD	Acampo
LIK	Likely FPD	Likely
LJR	La Jolla Reserv. FD	Pauma Valley
LKC	Lake City FPD	Lake City
LKP	Lakeport FPD	Lakeport
LKR	FWS lower Klamath NWR	Tulelake
LKS	Lakeside FPD	Lakeside
LKV	Lakeville VFD	Petaluma
LLL	Lawrence-Livermore Lab. FD (c/o)	San Leandro
LMD	Lathrop-Manteca FPD	Lathrop
LMF	Loomis FPD	Loomis
LMP	Lompoc FD	Lompoc
LMS	La Mesa FD	La Mesa
LMU	CDF Lassen-Modoc	Susanville
LNA	Linda FPD	Marysville
LNC	Lincoln FD	Lincoln
LNF	USFS Lassen NF	Susanville
LNG	Long Valley FPD	Crowley Lake
LNP	NPS Lassen Volcanic NP	Mineral
LNS	Lindsay FD	Lindsay
LNU	CDF Lake Napa-Sonoma	Saint Helena
LOB	Long Beach FD	Long Beach
LOD	Lodi FD	Lodi
LOL	Loleta FPD	Loleta
LOM	Loma Linda FD	Loma Linda
LOO	Lookout FPD	Lookout

MACS-ID	AGENCY	CITY
LOS	Los Alamitos JFTB	Los Alamitos
LOY	Loyalton FD	Loyalton
LPE	Linden-Peters Rural FPD	Linden
LPF	USFS Los Padres NF	Santa Barbara
LPN	Lone Pine VFD	Lone Pine
LPR	La Porte FPD	La Porte
LRB	Loma Rica-Browns Valley CSD	Loma Rica
LRK	Larkspur FD	Larkspur
LSH	Lake Co. FPD	Clearlake
LSN	Lake Elsinore FD RRU	Perris
LST	Lake Shastina DPS	Weed
LTB	Latrobe FPD	Shingle Springs
LTL	Little Lake FPD	Willits
LUR	FWS San Luis NWR Complex	Los Banos
LVF	Long Valley FPD	Laytonville
LVG	Livingston FD	Atwater
LVL	Long Valley FD	Cromberg
LVN	La Verne FD	La Verne
LVV	Little Valley CSD FD	Little Valley
MAB	March Air Reserve Base FD	March Air Reserve Base
MAD	Madeline FPD	Madeline
MAF	Sacto Co. Dept. of Airport FD	Sacramento
MAM	Mammoth Lakes FPD	Mammoth Lakes
MAN	Manteca FD	Manteca
MAR	Marina FD	Marina
MAX	Maxwell FPD	Maxwell
MAY	Marysville FD	Marysville
MCA	McArthur VFD	McArthur
MCB	Marine Corps Logistics Base FD	Barstow
MCC	Mid-Coast Fire Brigade	Carmel
MCF	Monterey Co. Reg’l FPD	Salinas
MCM	Mountain Trng. Warfare Ctr. USMC	Bridgeport
MCP	Camp Pendleton FD	Camp Pendleton
MCT	Combat Ctr. FD USMC	Twentynine Palms
MCU	McCloud FD	McCloud
MDA	Madera City FD	Madera

MACS-ID	AGENCY	CITY
MDC	Madera Co. FD	Madera
MDF	USFS Modoc NF	Alturas
MDN	Meridian FD	Meridian
MDS	Madison FPD	Madison
MDT	S. Lake Co. FPD	Middletown
MEK	Meeks Bay FPD	Tahoma
MEN	Mendota FD	Sanger
MEO	San Mateo FD	Foster City
MER	Merced FD	Merced
MEU	CDF Mendocino	Willits
MFE	Menifee FD RRU	Perris
MFR	Mountain FR	Mountain Ranch
MFW	Mendocino Co. Fire Warden c/o OES	Willits
MGO	Morongo Valley CSD	Morongo Valley
MGR	Mesa Grande Reserv. FD	Santa Ysabel
MHB	Manhattan Beach FD	Manhattan Beach
MIL	Millbrae FD	Millbrae
MIR	Miranda CSD	Miranda
MKE	Mokelumne Rural FD	Lockford
MLF	Milford FPD	Milford
MLP	Milpitas FD	Milpitas
MLV	Mill Valley FD	Mill Valley
MMU	CDF Madera-Mariposa-Merced	Mariposa
MND	Mendocino FPD	Mendocino
MNF	USFS Mendocino NF	Willows
MNL	Menlo Park FPD	Menlo Park
MNP	NPS Mojave NP	Barstow
MNT	Monterey FD	Monterey
MOE	Moreno Valley FD RRU	Perris
MOF	NASA Ames FD	Moffett Field
MOK	Mokelumne Hill FPD	Mokelumne Hill
MON	Mono City FPD	Lee Vining
MOR	Moraga-Orinda FPD	Moraga
MOS	Mid-Peninsula Open Space Dist.	Los Altos
MOU	Mountain VFD	Calistoga
MPA	Mariposa Co. FD	Mariposa
MPK	Monterey Park FD	Monterey Park

MACS-ID	AGENCY	CITY
MQT	Mosquito FPD	Placerville
MRA	Mountains Rec. and Conserv. Auth.	Los Angeles
MRB	Morro Bay FD	Morro Bay
MRC	Martinez Refining Company FD	Martinez
MRD	Merced Co. FD	Atwater
MRF	Morongo Indian Reserv. FD	Banning
MRG	Morgan Hill City FD	Morgan Hill
MRI	Mariposa PUD FD	Mariposa
MRN	Marin Co. FD	Woodacre
MRO	Monte Rio FPD	Monte Rio
MRP	Murphys FPD	Murphys
MRV	Monrovia FD	Monrovia
MRW	Marinwood FD	San Rafael
MSH	Mount Shasta FPD	Mt. Shasta
MSM	Marine Corps Air Station Miramar FD	San Diego
MST	Modesto FD	Modesto
MSV	Mt. Shasta Vista VFC	Montague
MTB	Montebello FD	Montebello
MTC	Montclair FD	Montclair
MTF	Montague FPD	Montague
MTG	Montgomery Creek VFC	Montgomery Creeek
MTN	Mayten Fire Dist.	Montague
MTO	Montecito FPD	Santa Barbara
MTR	Mooretown Rancheria VFD	Oroville
MTS	Mt. Shasta FD	Mt. Shasta
MTV	Mountain View FD	Mountain View
MTZ	Montezuma FPD (XSO)	Rio Vista
MUI	Muir Beach VFD	Muir Beach
MUP	CDCR Mule Creek State Prison	Ione
MUR	Murrieta FPD	Murrieta
MVF	Meadow Valley FPD	Meadow Valley
MVL	Millville FPD	Millville
MVU	CDF CAL FIRE San Diego Unit	El Cajon
MVW	Mountain View FPD	Crows Landing
MVY	Mountain Valley VFD	Dunlap
MWD	Marin Co. Muni. Water Dist.	Corte Madera
MYC	Mayacamas VFD	Glen Ellen

MACS-ID	**AGENCY**	**CITY**
MYR	Myers Flat FPD	Myers Flat
MZP	NPS Manzanar NHS	Independence
NAF	Naval Air Fac. FD	El Centro
NAG	Northrop Grumman FD	Palmdale
NAP	Napa FD	Napa
NAT	National City FD	National City
NBY	Newberry Springs FD	Newberry Springs
NCA	N. CA Agency (BIA)	Redding
NCC	Nevada Co. Consolidated FD	Grass Valley
NCD	N. Co. FPD of Monterey Co. (XMY)	Castroville
NCF	North Co. FPD (XSD)	Fallbrook
NCJ	North Co. Dispatch JPA (No.Comm)	Rancho Santa Fe
NCL	East Nicolaus FD	Yuba City
NCN	North Central FPD	Kerman
NCO	Nevada Co. FD CDF	Auburn
NCS	Nicasio VFD	Nicasio
NCY	Northern CA Youth Auth.	Stockton
NED	Needles FD	San Bernardino
NET	Santa Cruz Consolidated ECC	Santa Cruz
NEU	CDF Nevada-Yuba-Placer	Auburn
NEV	Nevada City FD	Nevada City
NEW	Newcastle FPD	Newcastle
NIL	Niland FD	Niland
NKP	CDCR North Kern State Prison	Delano
NLE	NAS Lemoore FD	San Diego
NOD	BLM Northern CA Dist.	Susanville
NOR	Norco FD	Norco
NOV	Novato FPD	Novato
NPA	Napa Co. FD	St. Helena
NPB	Newport Beach FD	Newport Beach
NRK	Newark FD (c/o to Alameda Co. FD)	San Leandro
NRS	Northstar FD	Truckee
NSD	Northshore FPD	Lucerne
NSH	Napa State Hospital FD	Napa
NSJ	North San Juan FPD	Nevada City
NSP	Newhall FPD	Tulelake
NTF	North Tahoe FPD	Tahoe City

MACS-ID	AGENCY	CITY
NVW	Naval Wpns. Station FD Seal Beach	San Diego
NWC	NAWS China Lake FD	China Lake
NWL	Northwest Lassen FD	Mcarthur
NWM	Newman VFD	Newman
OAP	City of L.A./L.A. World Airports	Ontario
OCD	Occidental Fire - Community Svcs.	Occidental
OCF	Orange Cove FPD	Orange Cove
OCS	Oceanside FD	Oceanside
ODF	Oakdale FD	Oakdale
ODL	Oakdale Rural FPD	Oakdale
OES	Governor’s Office of Emerg. Svcs.	Mather
OIL	Chevron FD (XCC)	Richmond
OKL	Oakland FD	Oakland
OLC	Olancha-Cartago FD	Olancha
OLI	Olivehurst PUD	Olivehurst
OLN	Orleans VFD	Orleans
ONC	N. CA Geographic Area Coord. Ctr.	Redding
OPH	Ophir Hill FPD	Cedar Ridge
ORC	Orange Co. Fire Auth.	Irvine
ORD	Ord Bend FPD	Glenn
ORG	Orange FD	Orange
ORK	Orick CSD	Orick
ORL	Orland FPD	Orland
ORO	Oroville FD	Oroville
OSC	S. CA Geographic Area Coord. Ctr.	Riverside
OTO	Ontario FD	Ontario
OXD	Oxnard FD	Oxnard
PAA	Pacific Regional Office (BIA)	Sacramento
PAF	Palo Alto FD	Palo Alto
PAJ	Pajaro Valley Fire Dist.	Watsonville
PAL	Pala FD	Pala
PAR	Parlier FD	Sanger
PAS	Pasadena FD	Pasadena
PAT	Patterson FD	Patterson
PAY	Capay Valley FPD	Brooks
PBP	CDCR Pelican Bay State Prison	Crecent City
PCF	Placer Co. FD	Auburn

MACS-ID	AGENCY	CITY
PCP	Peardale-Chicago Park FPD	Chicago Park
PDF	Painted Cave VFD	Santa Barbara
PDS	Palm Desert Fire RRU	Perris
PEB	Pebble Beach CSD FD	Pebble Beach
PEF	Plumas-Eureka FD	Blairsden
PER	Perris FD RRU	Perris
PET	Petrolia FPD	Petrolia
PFC	Pacifica FD	Daly City
PFD	Pechanga FD (BIA)	Temecula
PHF	Placer Hills FPD	Meadow Vista
PHL	Phillipsville FPD	Phillipsville
PIE	Piedmont FD	Piedmont
PIO	Pioneer FPD	Somerset
PIP	NPS Pinnacles NM	Paicines
PLG	Pleasant Grove FD	Yuba City
PLN	Air Force Plant 42-Pyramid Svc. Inc.	Palmdale
PLW	Platina-Wildwood VFC	Wildwood
PLY	Plymouth FD	Plymouth
PMA	Monterey Penninsula Airport Dist.	Monterey
PMT	Post Mountain VFD	Hayfork
PNF	USFS Plumas NF	Quincy
PNS	Peninsula FPD	Lake Almanor
PNV	Penn Valley FPD	Penn Valley
POE	Pinole FD	Hercules
POM	Presido Of Monterey FD	Monterey
POR	Portola FD	Portola
POT	Potter Valley CSD	Potter Valley
POW	Poway FD	Poway
PRA	Paradise FD	Oroville
PRC	Piercy FPD	Piercy
PRD	Paradise FPD	Oroville
PRF	Paso Robles FD DES	Paso Robles
PRG	Pine Ridge VFD	Shaver Lake
PRK	DOD - Parks RFTA FES	Dublin
PRN	Princeton FPD	Princeton
PRS	Pliocene Ridge CSD	Pike City
PRT	Prattville-Almanor FD	Canyon Dam

MACS-ID	AGENCY	CITY
PSC	San Mateo Co. Public Safety Comm.	Redwood City
PSF	Presidio FD	San Francisco
PSM	Pismo Beach FD	San Luis Obispo
PSP	Palm Springs FD	Palm Springs
PSS	Unocal-Moly Corp.	Mountain Pass
PTA	Redwood Coast VFD	Point Arena
PTL	Petaluma FD	Petaluma
PVF	Pleasant Valley Fire Control	Dorris
PVL	Porterville FD	Porterville
PVP	CDCR Pleasant Vly State Prison	Coalinga
PVT	Reserved PRIVATE RESOURCES	
PYR	800 Pauma Reserv. FD	Pauma Valley
QUI	Quincy FPD	Quincy
RAD	Rancho Adobe FPD	Penngrove
RAM	Ramona FD	Ramona
RAR	Rough and Ready FPD	Rough and Ready
RBC	Ramona Band of Cahuilla FD	Anza
RBU	Red Bluff FD	Red Bluff
RCF	Rancho Cucamonga FPD	Rancho Cucamonga
RCR	Rincon Reserv. FD	Valley Center
RCV	Redcrest VFC	Redcrest
RDB	Redondo Beach FD	Redondo Beach
RDN	Redding FD	Redding
RDO	Rodeo-Hercules FPD	Hercules
RDW	Redway FPD	Redway
RED	Redlands FD	Redlands
REE	Reedley FD	Reedley
RES	Rescue FPD	Rescue
RFA	Modesto Regional Fire Auth.	Modesto
RFB	Santa Ysabel Reserv. FD	Santa Ysabal
RIA	Rialto FD	Rialto
RID	River Delta FPD	Rio Vista
RIO	Rio Dell FPD	Rio Dell
RIP	Ripon FPD	Ripon
RIV	Riverside FD	Riverside
RJD	CDCR Richard J Donovan Corr. Fac.	San Diego

MACS-ID	AGENCY	CITY
RLN	Rio Lindo Acadamy Fire Brigade	Healdsburg
RMD	Richmond FD	Richmond
RMG	Rancho Mirage FD RRU	Perris
RNP	NPS Point Reyes Nat'l Seashore	Point Reyes
ROH	Rohnert Park DPS FD	Rohnert Park
ROK	Rocklin FD	Rocklin
ROS	Ross Dept. of Public Safety	Ross
RRF	Russian River FPD	Guerneville
RRU	CDF Riverside Co. FD	Perris
RSF	Rancho Santa Fe FPD	Rancho Santa Fe
RSP	Running Springs FD	Running Springs
RSV	Roseville City FD	Roseville
RVA	Round Valley Tribe	Covelo
RVC	Riverside Co. FD	Riverside
RVD	Riverdale PUD FD	Riverdale
RVF	Redwood Valley-Calpella FPD	Redwood Valley
RVS	Rio Vista FD	Rio Vista
RVY	Ross Valley FD	San Anselmo
RWO	Redwood City FD	Redwood City
RWP	NPS Redwood NP	Crescent City
RYN	Penryn Fire Dist.	Penryn
RYR	Ryer Island FPD	Rio Vista
SAC	Sacramento Metropolitan Fire Dist.	Mather
SAD	Sierra Army Depot FES	Herlong
SAF	San Antonio VFD	Petaluma
SAL	Salton City CSD	Salton City
SAM	Samoa Peninsula FD	Samoa
SAN	Sanger FD	Sanger
SAR	Saratoga FPD	Saratoga
SAV	San Ardo VFC	San Ardo
SBA	Soboba VFD	San Jacinto
SBC	Santa Barbara Co. FD	Santa Barbara
SBF	Sutter Basin FPD	Robbins
SBG	Stones Bengard CSD	Susanville
SBN	San Benito Co. FD	Monterey
SBR	San Bruno FD	San Bruno
SBY	S. Bay FD	San Luis Obispo

MACS-ID	AGENCY	CITY
SCA	S. CA Agency (BIA)	Riverside
SCC	S. Santa Clara Co. Fire Dist.	Morgan Hill
SCD	Solano Co. Sheriff’s Dept.	Fairfield
SCF	S. Coast FPD	Gualala
SCH	Schell-Vista FPD	Sonoma
SCO	Scotts Valley FPD (XCZ)	Scotts Valley
SCP	CDCR Sierra Conservation Cntr.	Jamestown
SCR	Sacramento FD	Sacramento
SCS	San Carlos FD	Redwood City
SCT	Scotia VFC	Scotia
SCU	CDF Santa Clara	Morgan Hill
SCV	Salmon Creek VFC	Miranda
SCZ	Santa Cruz FD	Santa Cruz
SDC	Eldridge FD	Eldridge
SDF	San Diego Co. Fire Auth.	El Cajon
SEA	Seaside FD	Seaside
SEB	Sebastopol FD	Sebastopol
SEI	Seiad Valley FD	Seiad Valley
SER	Sierra Co. FPD 1	Sierraville
SFD	Fort Irwin FD	Fort Irwin
SFP	Smartville FPD	Smartville
SFR	San Francisco FD	San Francisco
SFS	Santa Fe Springs FD	Santa Fe Springs
SFW	Stanislaus Co. Fire Warden	Modesto
SGB	San Gabriel FD	San Gabriel
SHA	Shasta FD	Shasta
SHC	Shasta College FD	Redding
SHE	Shelter Cove CSD	Whitehorn
SHF	USFS Shasta-Trinity NF	Redding
SHL	Shaver Lake FD	Shaver Lake
SHS	Shasta Co. FD	Redding
SHU	CDF Shasta-Trinity	Redding
SIE	Sierra Valley FPD	Chilcoot
SIS	Siskyou Co. FD	Yreka
SIT	Sausalito FD	Sausalito
SJB	San Juan Bautista FD	San Juan Bautista
SJS	San Jose FD	San Jose

MACS-ID	AGENCY	CITY
SJT	San Jacinto FD RRU	Perris
SKU	CDF Siskiyou	Yreka
SKY	Skywalker Ranch Fire Brigade	San Rafael
SLA	Salida FPD	Salida
SLC	San Luis Obispo, Co. of DBA FD	San Luis Obispo
SLD	Soledad VFD	Soledad
SLF	Shasta Lake FPD	Shasta Lake
SLM	Selma FD	Selma
SLO	San Luis Obispo FD	San Luis Obispo
SLS	Salinas FD	Salinas
SLT	S. Lake Tahoe FD	S. Lake Tahoe
SLU	CDF San Luis Obispo Unit	San Luis Obispo
SLV	Salyer VFD	Salyer
SMA	Santa Monica FD	Santa Monica
SMC	San Marcos FD	San Marcos
SMD	Sierra Madre FD	Sierra Madre
SMF	San Miguel FD	San Miguel
SMG	San Miguel Consolidated FPD	Spring Valley
SMI	San Manuel Band Msn. Indians FD	Highland
SMM	San Marcos Pass VFD	Santa Barbara
SMP	NPS Santa Monica Mtns. NRA	Thousand Oaks
SMR	Santa Maria FD	Santa Maria
SMT	Smith River FPD	Smith River
SMV	Santa Margarita VFD	Santa Margarita
SMY	S. Monterey Co. FPD	Monterey
SNB	Stinson Beach FPD	Stinson Beach
SNC	Santa Clara FD	Santa Clara
SND	San Diego FRD	San Diego
SNF	USFS Sierra NF	Fresno
SNM	San Marino FD	San Marino
SNO	San Onofre FD So. CA Edison	San Clemente
SNR	San Rafael FD	San Rafael
SNT	Santee FD	Santee
SNY	Sunnyvale DPS FD	Sunnyvale
SOF	Sonora FD	Sonora
SOL	Solana Beach FD (c/o Encinitas FD)	Encinitas
SOM	S. Marin FPD	Mill Valley

MACS-ID	AGENCY	CITY
SON	Sonoma Valley FRA	Sonoma
SOT	S. Trinity VFD	Mad River
SPA	Santa Paula FD	Santa Paula
SPI	San Pasqual Reserv. FD	Valley Center
SPK	Spreckels VFD	Spreckels
SPL	S. Placer FPD	Granite Bay
SPS	S. Pasadena FD	South Pasadena
SPV	Spring Valley VFD	Milpitas
SQF	USFS Sequoia NF	Porterville
SQP	CDCR San Quentin State Prison	San Quentin
SQU	Squaw Valley FD	Olympic Valley
SRA	Sierra City FPD	Sierra City
SRC	Sac. Reg'l Fire EMS Comm. Ctr.	Sacramento
SRF	USFS Six Rivers NF	Eureka
SRM	San Ramon Valley FPD	San Ramon
SRS	Santa Rosa FD	Santa Rosa
SRV	Sacramento River FPD	Colusa
SSB	Salton Sea Beach VFD	Salton Sea Beach
SSF	S. San Francisco FD	S. San Francisco
SSL	Stanislaus Consolidated FPD	Riverbank
SSN	Susan River FPD	Susanville
SSR	Sonoma Co. FES	Santa Rosa
STA	Santa Ana FD	Santa Ana
STB	Santa Barbara FD	Santa Barbara
STC	Sutter Co. FD	Yuba City
STF	USFS Stanislaus NF	Sonora
STH	Saint Helena FD	St. Helena
STL	Standish Litchfield FPD	Standish
STO	Stockton FD	Stockton
STW	Strawberry VFD	Strawberry
SUC	Suisun City FD	Suisun City
SUF	Stanford Univ. Fire Marshal	Stanford
SUI	Suisun FPD	Fairfield
SUS	Susanville FD	Susanville
SUT	Sutter Creek FD	Sutter Creek
SVF	Scott Valley FPD	Greenview
SVR	Susanville Indian Rancheria FD	Susanville

MACS-ID	AGENCY	CITY
SWF	Wheeler Crest FPD	Swall Meadows
SWR	FWS Sacramento NWR/Complex	Willows
SYC	Sycuan FD	El Cajon
SYR	S. Yreka FPD	Yreka
TAY	Taylorsville, FPD	Taylorsville
TCC	Trinity Ctr. CSD	Trinity Center
TCR	Tehama Co. FD	Red Bluff
TCU	CDF Tuolumne-Calaveras	San Andreas
TEL	Telegraph Ridge VFC	Redway
TEM	Templeton FPD	Templeton
TEN	Tennant FD	Tennant
TGU	CDF Tehema-Glenn	Red Bluff
THC	Tehachapi FD	Tehachapii
THO	Thornton FPD	Thornton
TIA	Tule River Indian Reserv. FD (BIA)	Porterville
TIB	Tiburon FPD	Tiburon
TIM	Timber Cove FPD	Cazadero
TLC	Tulare Co. FD	Farmersville
TLR	Tulare FD	Tulare
TLU	Tuolumne Co. FD	Sonora
TMC	Temecula FD RRU	Temecula
TMI	Tuolumne Rancheria FD	Tuolumne
TMU	USFS Lake Tahoe Basin Mgmt. Unit	S. Lake Tahoe
TNF	USFS Tahoe NF	Nevada City
TNR	FWS S. CA Refuges	Jamul
TNT	Mil. Ocean Term. Concord MC FFD	Concord
TOM	Tomales VFC	Tomales
TOR	Torrance FD	Torrance
TRK	Truckee FPD	Truckee
TRL	Turlock Rural FPD	Turlock
TRN	Trinidad VFD	Trinidad
TRV	Travis AFB	Travis AFB
TRY	Tracy FD	Tracy
TSH	S. Inyo FPD	Tecopa
TSR	Sea Ranch FD	Sea Ranch
TUL	Tulelake Multi-Co. Fire Dist.	Tulelake
TUO	Tuolumne FPD	Tuolumne

MACS-ID	AGENCY	CITY
TUR	Turlock FD	Turlock
TUU	CDF Tulare	Visalia
TWA	Twain Harte FPD	Twain Harte
TWO	Two Rock VFD	Petaluma
TWP	Twentynine Palms FD	Twentynine Palms
UCB	UC Campus Fire Marshal (XAL)	Berkeley
UCD	UC Davis FD	Davis
UCI	UC Irvine Campus Fire Marshal	Irvine
UCL	UCLA Campus Fire Marshal	Los Angeles
UCR	UC Campus Fire Marshal (XRI)	Riverside
UCZ	UC Santa Cruz FPS	Santa Cruz
UKH	Ukiah FD	Ukiah
UKV	Ukiah Valley Fire Dist.	Ukiah
UNU	Union City FD (c/o to Alameda Co.)	San Leandro
UPL	Upland FD	Upland
USB	UC Campus Fire Marshal (XSB)	Santa Barbara
USF	USFS Pacific SW Reg’l Office (FS5)	Vallejo
UTC	United Technology Corp.	San Jose
VAC	Vacaville FD	Vacaville
VAN	Van Duzen VFD	Bridgeville
VCF	Valley Ctr. FPD	Valley Center
VCV	Victorville FD	Victorville
VEN	Ventura FD	Ventura
VER	Vernon FD	Vernon
VFC	Whale Gulch VFC	Whitethorn
VFV	Valley Ford VFD	Valley Ford
VJS	Viejas Reserv. FD	Alpine
VLJ	Vallejo FD	Vallejo
VLO	Valero Refinery Company FD	Benicia
VNC	Ventura Co. FD	Camarillo
VOM	Valley of the Moon FPD	Sonoma
VSA	Visalia FD	Visalia
VTA	Vista FD FPD	Vista
VVF	Vacaville FPD	Vacaville
WAC	West Almanor CSD	Chester
WAF	Washington VFD	Washington
WAL	Walnut Grove FD	Walnut Grove

MACS-ID	AGENCY	CITY
WCR	Willow Creek FPD	Willow Creek
WCV	West Covina FD	West Covina
WDL	Woodland FD	Woodland
WDR	Wildomar FD RRU	Perris
WEA	Weaverville Fire Dist.	Weaverville
WED	Weed FD	Weed
WEO	Weott VFD	Weott
WFA	Wheatland Fire Auth.	Wheatland
WFD	Winters FD	Winters
WHT	Whitehorn VFD	Whitehorn
WIL	Williams FPD	Williams
WLA	Woodland Avenue FPD	Modesto
WLF	Woodlake FD	Woodlake
WLL	Willows FD	Willows
WLM	Wilmar FD	Petaluma
WLO	Willows Rural FPD	Willows
WLT	Wilton FPD	Wilton
WMG	Mountain Gate FD	Redding
WML	Westmorland FD	Westmorland
WMR	Waterloo-Morada FPD	Stockton
WMT	White Mountain FPD	Benton
WNP	NPS Whiskeytown NRA	Whiskeytown
WNT	Winterhaven FPD	Winterhaven
WOD	Woodside FPD	Woodside
WOF	Willow Oak FPD	Woodland
WOO	Woodbridge FPD	Woodbridge
WPF	Westport FD	Modesto
WPL	West Plainfield FPD	Davis
WPT	West Point FPD	West Point
WPV	Westport VFD	Westport
WRP	NPS Pacific West Region	Oakland
WSF	West Stanislaus Co. FPD	Patterson
WSP	CDCR Wasco State Prison Rec. Ctr.	Wasco
WSR	Warner Springs Ranch FD	Warner Springs
WTS	Watsonville FD	Watsonville
WUK	Mi-Wuk--Sugar Pine FPD	Mi Wuk Village
WVF	Westhaven VFD	Trinidad

MACS-ID	AGENCY	CITY
WWO	Westwood FD	Westwood
WWR	Willow Ranch FPD	New Pine Creek
XXX	Mason Valley Fire	Livermore
YDF	Yocha Dehe Tribal FD (BIA)	Brooks
YER	Yermo CSD	Yermo
YIA	Yurok Indian Agency	Weitchpec
YNP	NPS Yosemite NP	Yosemite
YOL	Yolo FD	Yolo
YRE	Yreka VFD	Yreka
YUB	Yuba City FD	Yuba City
YUC	Yucaipa FD BDC	San Bernardino
ZAM	Zamora FPD	Zamora
ZAY	Zayante FPD	Felton
ZEN	Zenia-Kettenpom VFD	Zenna
ZUM	Montezuma FPD (XSJ)	Stockton
AZ-RMY	Rural-Metro FD	Yuma
AZ-YCS	Yuma Marine Corps Air Station FD	MCAS-Yuma
AZ-YMA	Yuma FD	Yuma
CA-SVR	Susanville Indian Rancheria FD	Susanville
CA-OVD	BLM Bishop Field Office	Bishop
NV-AAUX	Airport Auth. Of Washoe Co.	Reno
NV-CARX	Carlin VFD	Carlin
NV-CCFX	Carson City FD	Carson City
NV-CLAX-HEN	Henderson FD	Henderson
NV-CLAX-LVS	Las Vegas FR	Las Vegas
NV-CLCX	Central Lyon Co. FPD	Dayton
NV-CLRX	Clark Co. FD	Las Vegas
NV-EFKX	East Fork Fire-Paramedic Dist.	Minden
NV-ELKX	Elko FD	Elko
NV-FALX	Fallon FD	Fallon
NV-LYOX	Fernley FD	Fernley
NV-MINX	Mineral FD	Mineral
NV-NASX	Naval Air Station Fallon	San Diego
NV-NDFX	Nevada Div. Of Forestry	Carson City
NV-NELX	Nellis AFB FD	Las Vegas
NV-NLCX	N. Lyon Co. FPD	Fernley

MACS-ID	AGENCY	CITY
NV-NLTX	N. Lake Tahoe FPD	Incline Village
NV-NLVX	N. Las Vegas FD	N. Las Vegas
NV-NTSX	Nevada Test Site	N. Las Vegas
NV-PAHX	Pahrump Valley FRS	Pahrump
NV-PERX-LOV	Lovelock FD	Lovelock
NV-RNOX	Reno FD	Reno
NV-SFDX	Sierra FPD	Reno
NV-SPKX	Sparks FD	Sparks
NV-STOX	Storey Co. FD	Virginia City
NV-TDOX	Tahoe-Douglas FPD	Zephyr Cove
NV-TMFX	Truckee Meadows FPD	Reno
NV-TOFX	USFS Toiyabe-Humboldt NF	Sparks
NV-WHIX	Ely FD	Ely
NV-XXX	Walker River VFD	Shurz
NV-XYZ	Future Nevada FD	
NV-YERX	Yerington-Mason Valley FPD	Yerington

OPERATIONAL AREA IDENTIFIERS

REGION I

ID	Operational Area (County)
XLA	Los Angeles, Area "A"
XLB	Los Angeles, Area "B"
XLC	Los Angeles, Area "C"
XLE	Los Angeles, Area "E"
XLF	Los Angeles, Area "F"
XLG	Los Angeles, Area "G"
XOR	Orange
XSL	San Luis Obispo
XSB	Santa Barbara
XVE	Ventura

REGION II

ID	Operational Area (County)
NORTH	
XDN	Del Norte
XHU	Humboldt
XLK	Lake
XMR	Marin
XME	Mendocino
XNA	Napa
XSO	Solano
XSN	Sonoma
SOUTH	
XAL	Alameda
XCC	Contra Costa
XMY	Monterey
XBE	San Benito
XSF	San Francisco
XSM	San Mateo
XSC	Santa Clara
XCZ	Santa Cruz

REGION III

ID	Operational Area (County)
XBU	Butte
XCO	Colusa
XGL	Glenn
XLS	Lassen
XMO	Modoc
XPU	Plumas
XSH	Shasta
XSI	Sierra
XSK	Siskiyou
XSU	Sutter
XTE	Tehama
XTR	Trinity
XYU	Yuba

REGION IV

ID	Operational Area (County)
XAP	Alpine
XAM	Amador
XCA	Calaveras
XED	El Dorado
XNE	Nevada
XPL	Placer
XSA	Sacramento
XSJ	San Joaquin
XST	Stanislaus
XTB	Tahoe Basin Area
XTO	Tuolumne
XYO	Yolo

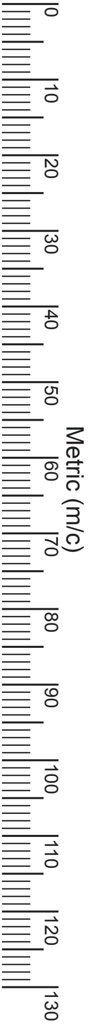
REGION V

ID	Operational Area (County)
XFR	Fresno
XKE	Kern
XKI	Kings
XMA	Madera
XMP	Mariposa
XMD	Merced
XTU	Tulare

REGION VI

ID	Operational Area (County)
XIM	Imperial
XIN	Inyo
XMN	Mono
XRI	Riverside
XBO	San Bernardino
XSD	San Diego

This Page Intentionally Left Blank



WATCH OUT SITUATIONS

1. Fire not scouted and sized up.
2. In country not seen in daylight.
3. Safety zones and escape routes not identified.
4. Unfamiliar with weather and local factors influencing fire behavior.
5. Uninformed on strategy, tactics, and hazards.
6. Instructions and assignments not clear.
7. No communication link with crew members or supervisor.
8. Constructing line without safe anchor point.
9. Building fireline downhill with fire below.
10. Attempting frontal assault on fire.
11. Unburned fuel between you and fire.
12. Cannot see main fire; not in contact with someone who can.
13. On a hillside where rolling material can ignite fuel below.
14. Weather becomes hotter and drier.
15. Weather increases and/or changes direction.
16. Getting frequent spot fires across line.
17. Terrain and fuels make escape to safety zones difficult.
18. Taking nap near fireline.

0
1
2
3
4
5
Decimal (Inch)

Safety Comes First
On Every Incident
Every Time

Lookouts
Communications
Escape Routes
Safety Zones