All-Hazards Safety Officer

Student Manual

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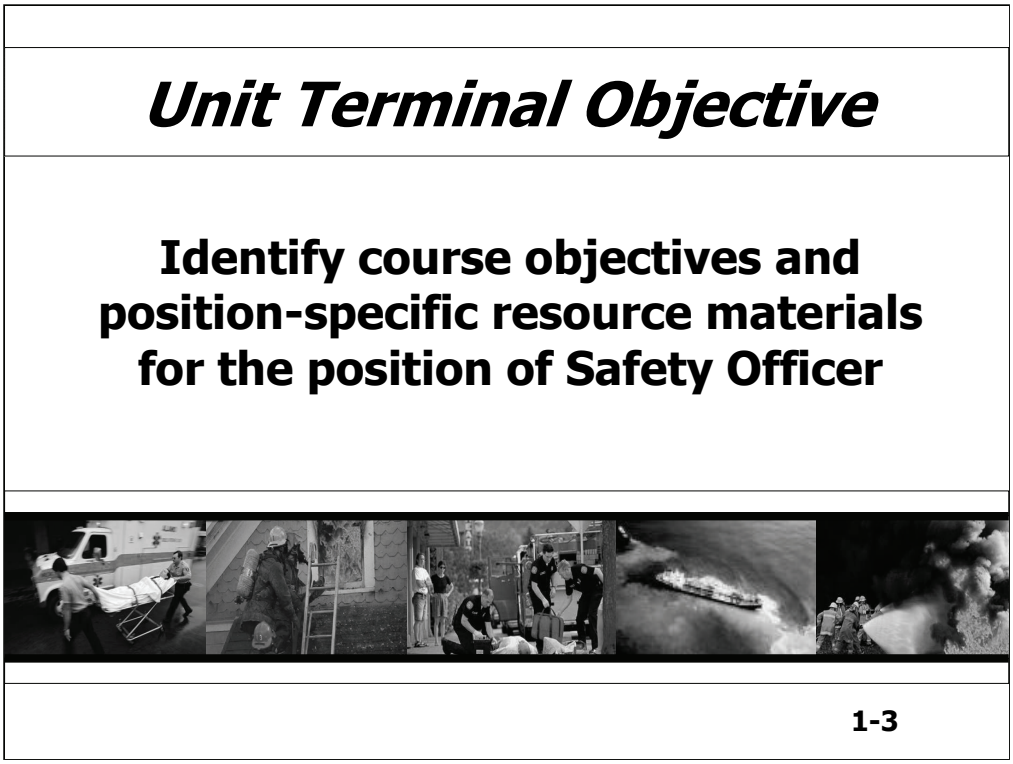
ALL-HAZARDS SAFETY OFFICER

Unit 1

Course Introduction

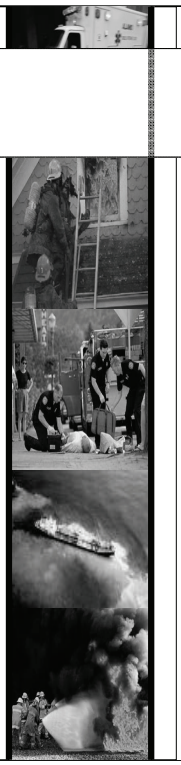


UNIT OBJECTIVES

- Unit Terminal Objective
  - Identify course objectives and position-specific resource materials for the position of Safety Officer.
- Unit Enabling Objectives
  - Describe the course objectives.
  - Explain the purpose of Position Task Books.

Unit Overview

- **Introductions**
- **Expectations**
- **Course Objective**
- **Course Scope**
- **Position Task Book**



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Introductions

- **Instructor and Student Introductions**
- **Incident Response Experiences**
- **Reasons for being a Safety Officer**

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INTRODUCTIONS

- Instructor introduction
  - Brief background
- Student introduction
  - Self introductions
  - Incident response experiences
  - Why be a Safety Officer?

EXPECTATIONS

Our Expectations
for this course….

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Course Objective

Upon completion of this course, students will demonstrate, through exercises and a final exam, an understanding of the duties, responsibilities, and capabilities of an effective Safety Officer

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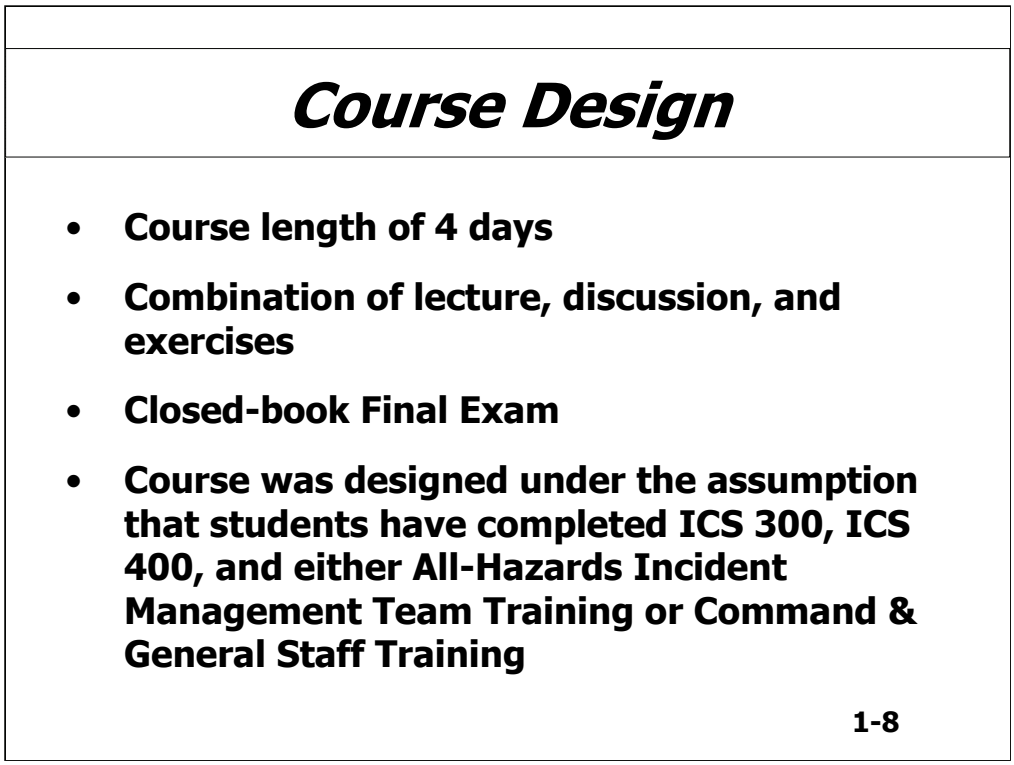
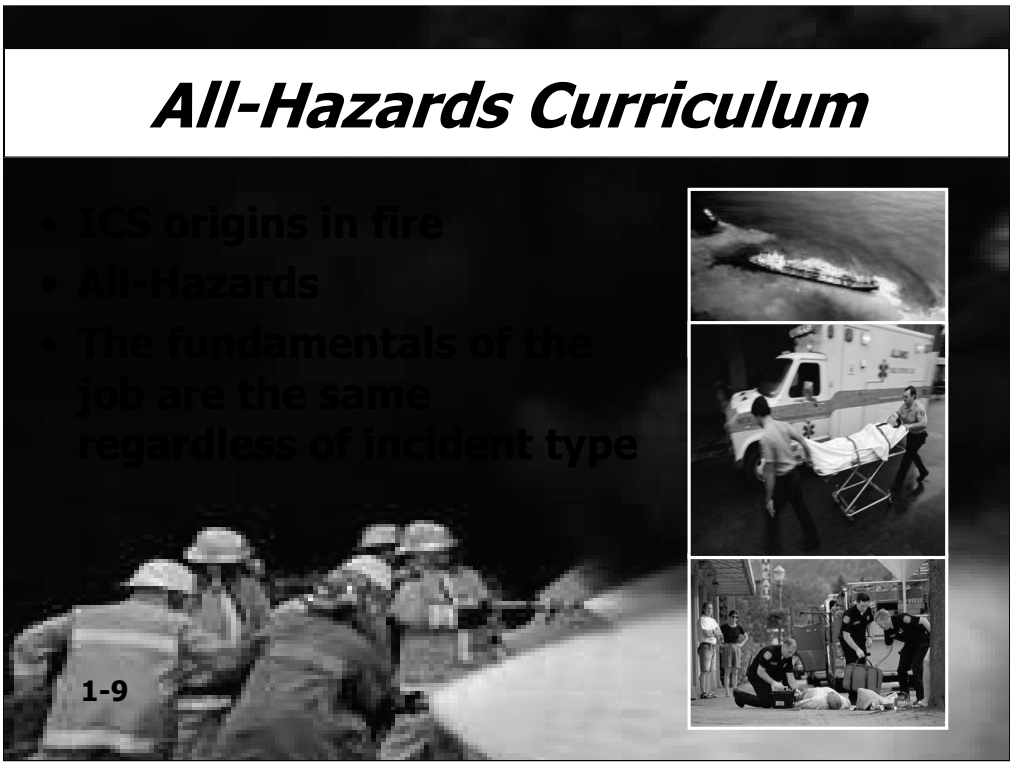


COURSE DESIGN

- The course has been designed to be 4 days in length.
- Through a combination of lecture, discussion, and exercises, students, upon course completion, will be provided the knowledge to meet the objectives of the course.
  - Student interaction and participation will be integral to this process.
- Students will be required to successfully complete a closed-book Final Exam in order to obtain a certificate of completion.
  - 70% or higher will be required to pass
  - Final Exam questions will be based on the Unit Enabling Objectives
- The course was designed under the assumption that students would have completed ICS 300, ICS 400, and the All-Hazards Incident Management Team course or the Command & General Staff Functions in the Incident Command System course prior to attending this training.
  - The course material was not developed to substantively delve into the topics covered in those courses; rather, this is a position-specific course focusing on the duties and responsibilities of one member of an IMT in an all-hazards context.

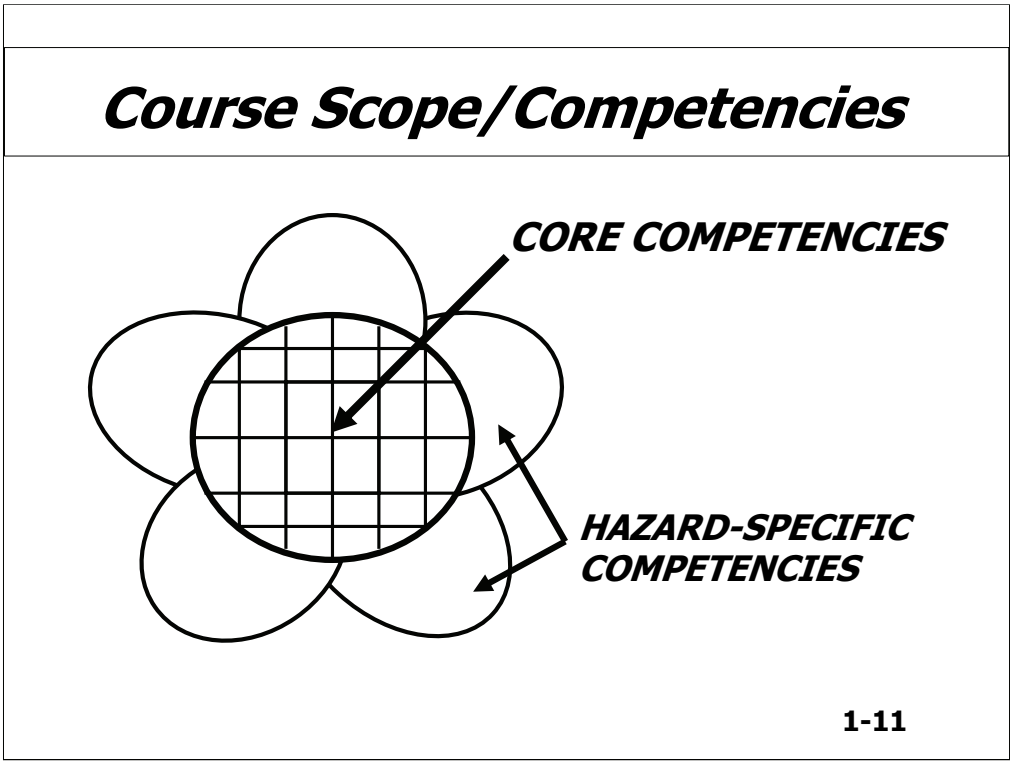


ALL-HAZARDS CURRICULUM

- ICS origins in fire
  - The principles of ICS (Incident Command System) were exercised nearly exclusively on fire-based incidents prior to the attacks on September 11, 2001.
  - ICS is currently being integrated into other disciplines and an All-Hazards approach to training has been adopted.
- What are the hazards or types of incidents to which the emergency community responds?
- A Safety Officer needs to fundamentally possess the same core knowledge, skills, and abilities whether they are responding to a fire, an oil spill, a mass-casualty incident, etc. In other words, regardless of the hazard/discipline/incident, the essential job of a Safety Officer is the same.
- Therefore, students should not be deterred if one hazard from the entire list of hazards is spoken to more than another. Students can still obtain critical insight to the position and should add examples from their own disciplines to the discourse.

SS MINNOW & THE LOVEBOAT: THE 99% & 1% SOLUTION

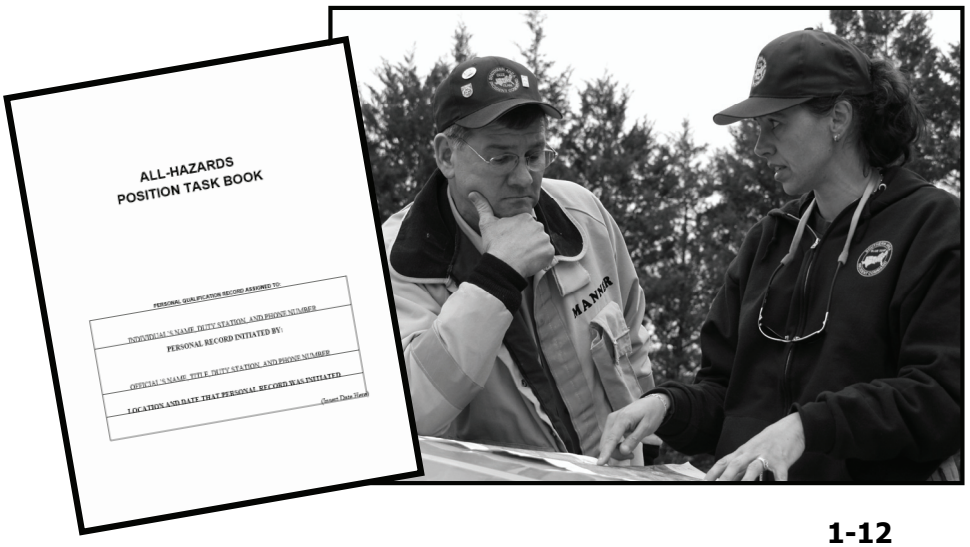
- Regardless of the scale of the incident, you will require the same types of resources and competencies, the only difference between incidents being the level at which they are applied.
- This course will focus training at a high-level of application, allowing students to scale and apply the lessons learned to the types or levels of incidents to which they may respond.



COURSE SCOPE/COMPETENCIES

- Competencies
  - A broad description that groups core behaviors necessary to perform a specific function.
- The Flower Diagram
  - The center of the flower represents the core competencies of the position.
  - The petals represent the hazard-specific competencies associated with specific disciplines.
  - You can not be competent as a Safety Officer with only the center of the flower or only the petals – "the flower needs to be complete" to ensure qualification.
- This course will help to establish core competencies (center of the flower) for the Safety Officer position. The hazard-specific competencies will have to be developed through additional agency or discipline training, field training, and the completion of the Safety Officer Position Task Book.

Position Task Books



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POSITION TASK BOOK (PTB)

- The PTB is a checklist of tasks that trainees must demonstrate or perform successfully to become certified in the ICS position to which they aspire. A person qualified in that position must observe, evaluate, and sign-off on the trainee's PTB for the trainee to gain certification.
- Demonstration of proficiency can be performed 1) on an incident as a trainee, 2) in a simulation, 3) or in training, depending on the type of task being executed. The "code" (see the "Code" column in the PTB) assigned to the task indicates in which of these three areas the task must be demonstrated or performed.
- PTBs are organized into a hierarchy of:
  - Competencies – A broad description that groups core behaviors necessary to perform a specific function.
    - Behaviors – A general description of an observable activity or action demonstrated by an individual in a particular context.
      - Tasks– A specific description of a unit of work activity that is a logical and necessary action in the performance of a behavior; how the behavior is demonstrated or performed in a particular context. Again, these are signed-off by qualified evaluators.
- A given agency/department must individually adopt PTBs as its training standard.
  - PTBs are an integral part of the "performance based" system federal agencies have adopted for emergency response training.
- In order to earn a PTB, a trainee must first successfully complete the requisite training courses for that position.

EXERCISE 1
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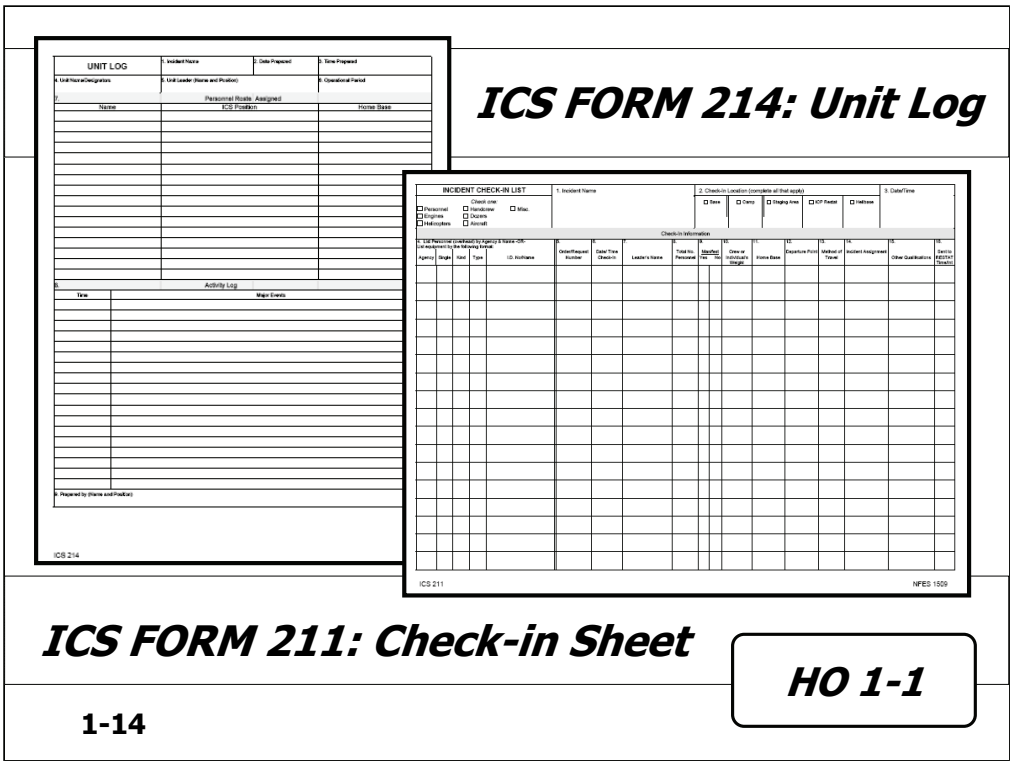
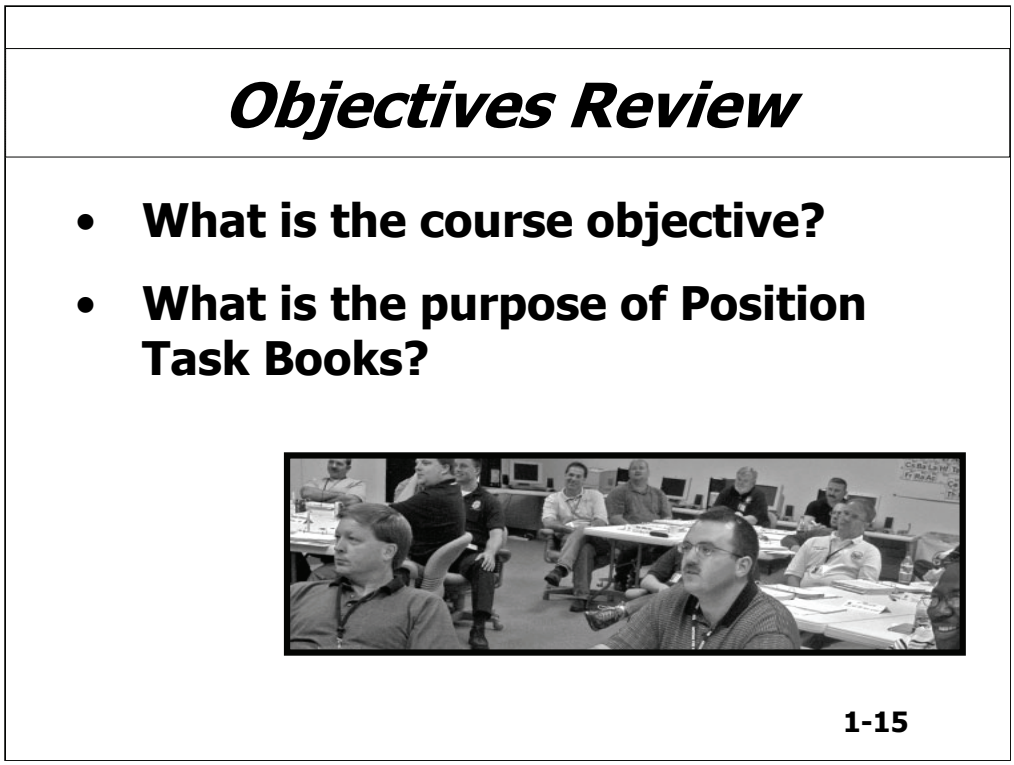


ICS FORM 211: CHECK-IN SHEET

- For this course: At the beginning of each day of the course, be sure to sign-in on the posted 211.

ICS FORM 214: UNIT LOG

- For this course: You are responsible for filling in a 214 each day and handing it in to the instructors at the end of the day.
- ICS Form 214 should capture the three "3 A's": **A**ctions, **A**greements, **A**ccidents.
- Handout 1-1 may be used as an model for how the 214's should be filled in each day.
  - For each unit in this course, students should list the three most important things that they learned in that unit.



OBJECTIVES REVIEW

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Exercise 1
Unit 1

Purpose

The purpose of this exercise is to provide participants with an opportunity to identify functions essential to the Safety Officer that they perform regularly at their daily jobs.

Objectives

Students will:

- Identify common functions performed on a regular basis as part of their job and match those to duties and responsibilities of a Safety Officer.
- Be able to identify basic requirements of the Safety Officer position as identified in the Draft Position Task Book.

Exercise Structure

This exercise is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Participants will review the Safety Officer Position Task Book (PTB) and identify their current job responsibilities that are similar to those identified in the PTB. This analysis should stay at the **Competencies** level; students should not start comparing their job with the Behaviors and Tasks listed in the PTB. Each group will present their findings to the rest of the group.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the exercise:

1. Within your work group, select a group spokesperson.
2. Review the Draft PTB from the Appendix of your student manual. Looking at the **Competencies** (do not delve into Behaviors or Tasks), identify functions and duties that you perform during your regular job and that are listed in the Draft PTB.
3. Write the common functions/duties/responsibilities on easel pad paper.
4. Present your list to the rest of the class.

Facilitators moderate discussions, answer questions and provide additional information as required.

Exercise 1 Schedule

Exercise Introduction and Overview	2 minutes	Classroom
Discussion / Documentation	15 minutes	Small Groups
Debrief / Review	15 minutes	Classroom

EXAMPLE COMPLETED ICS 214 UNIT LOG

UNIT LOG	1. Incident Name **Parker Creek Tornado**	2. Date Prepared **8-15-06**	3. Time Prepared **0800**
4. Unit Name/Designators **Liaison Officer (IMT)**	5. Unit Leader (Name and Position) **LNO Frank Paulson**		6. Operational Period **0800 - 1700**

7. Personnel Roster Assigned		
Name	ICS Position	Home Base
Frank Paulson	LNO	Baker City FD
Ed Gross	Assistant LNO	Adam City FD
AREPS	AREPS	
Judy Crane	Tri-County Ambulance	Adam City Hospital
Peter Morris	Parker County	Parker County Gov't Office
Jake Carter	Adam City FD	Station 1
Maria Madrigal	Baker City Public Works	City Maintenance Yard

8. Activity Log	
Time	Major Events
0730	Attended briefing. Announced my contact info.
0800	Assigned Ed Gross to track down AREP from Tri-county ambulance service – have not talked to ambulance service since last night. Medical unit asking where the standby ambulance is.
0930	Baker County Commissioner, Jane Cotter, called me and said she would be here at the ICP @ 1400. Notified IC who said to set up a briefing. Contacted PIO. They will set up the briefing. I will escort Ms. Cotter.
0945	Ed contacted ambulance AREP. Ambulance will report to Med Unit @ 1000. Misunderstood assignment.
1200	SO told me that a Parker County front end loader backed into a pvt vehicle. I passed this info to the Parker Co. AREP. He is responding to scene.
1300	Parker County AREP says their County has requested their fire engines back due to tornado watches in Parker Co. – Notified Ops and IC.

9. Prepared by (Name and Position)

Frank Paulson (LNO)

HO 1-1: Example Completed ICS Form 214 Unit Log

Key points about information logged on the ICS 214.

The purpose of the 214 is to provide documentation of 'significant' activities you have worked on when on-duty. As with all documentation about an incident, it serves as a record of actions and activities that are part of the official documentation and timeline of the incident.

There is therefore a dual use for this documentation. First as your personal reminder list / memory jog; and second as proof of action taken in fulfilling your official duties.

1. 0730 Noted the briefing and my announcement of contact info. This is my personal record of having provided this critical information. Benefits of noting this are that it is my proof that I provided the info in case someone claims to have not received it.
2. 0800 Assigned Ed Gross to track down AREP from Tri-County Ambulance Service….
    a. This serves as a reminder to me to follow up later if I haven't heard back from Ed and/or Tri-County Ambulance.
    b. Also a documentation that we have tried to establish contact and have not yet done so.
3. 0930 Baker County Commissioner called…
    a. Noted who I informed and the assignment of responsibilities
4. 0945 Ed contacted ambulance AREP
    a. Noted completion of task assignment #2 above.
    b. Noted cause of problem for later AAR follow-up and possible system change on future incidents.
5. 1200 SO told me…
    a. Any safety issue is potentially critical. Noted my involvement in this issue.
    b. Potential follow-up with both SO and AREP later on
6. 1300 Parker County AREP wants fire engines back
    a. Very significant issue
    b. Documented that I informed the two critical C&G staff about this development.
    c. May need to follow-up later.

Unit 2

Overview of the Safety Officer Role

Phoenix Fire Video Discussion

- **During and after the video, consider:**
  - **What are the take home lessons <u>for your IMT</u> from the experiences of the Phoenix Fire Department?**
  - **What is the Safety Officer's role in preventing this type of situation in the future?**
  - **What non-fire safety issues are associated with this incident and its aftermath?**

2-2

PHOENIX FIRE DEPARTMENT

- What are the take home lessons <u>for your IMT</u> from the experiences of the Phoenix Fire Department?
- What is the Safety Officer's role in preventing this type of situation in the future?
- What non-fire safety issues are associated with this incident and its aftermath?

Unit Terminal Objective

Describe the roles and responsibilities of the Safety Officer in assuming the position and creating an attitude of safety on an incident

2-3

UNIT OBJECTIVES

- Unit Terminal Objective
  - Describe the roles and responsibilities of the Safety Officer in assuming the position and creating an attitude of safety on an incident
- Unit Enabling Objectives
  - List materials you as a Safety Officer would include in a Safety Officer kit
  - Discuss the Safety Officer's responsibility to complete the Unit Log (ICS 214)

Unit Overview

- **Safety Officer Role**
- **General Responsibilities**
- **Safety Officer Kit**
- **Planning Process**

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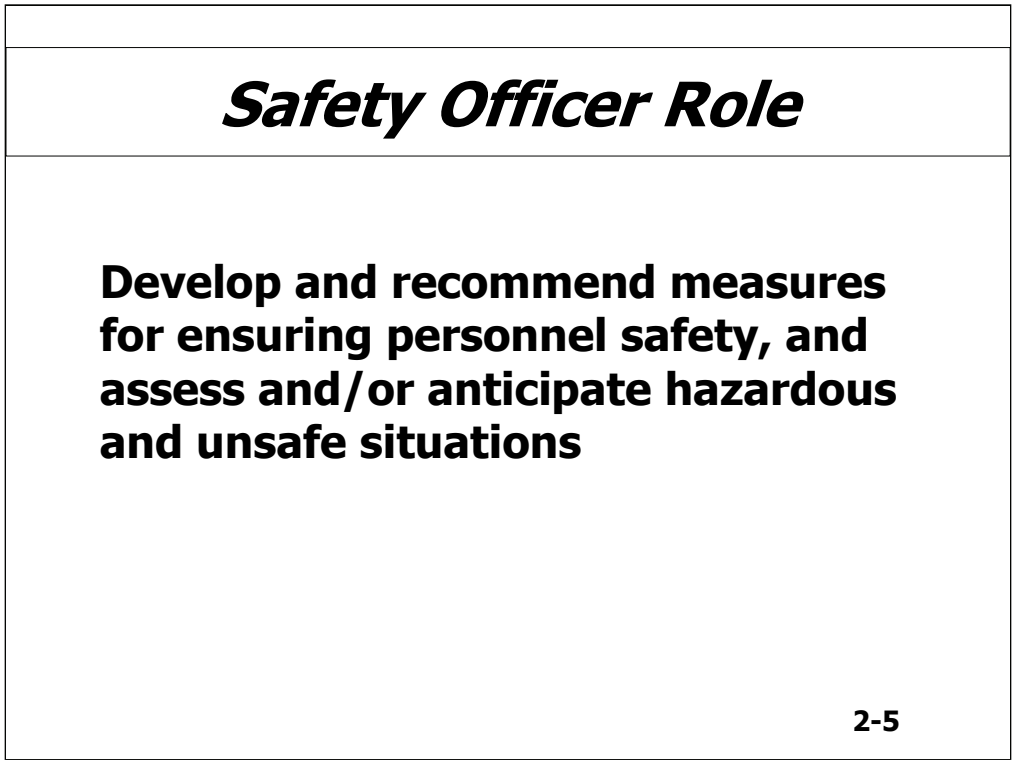
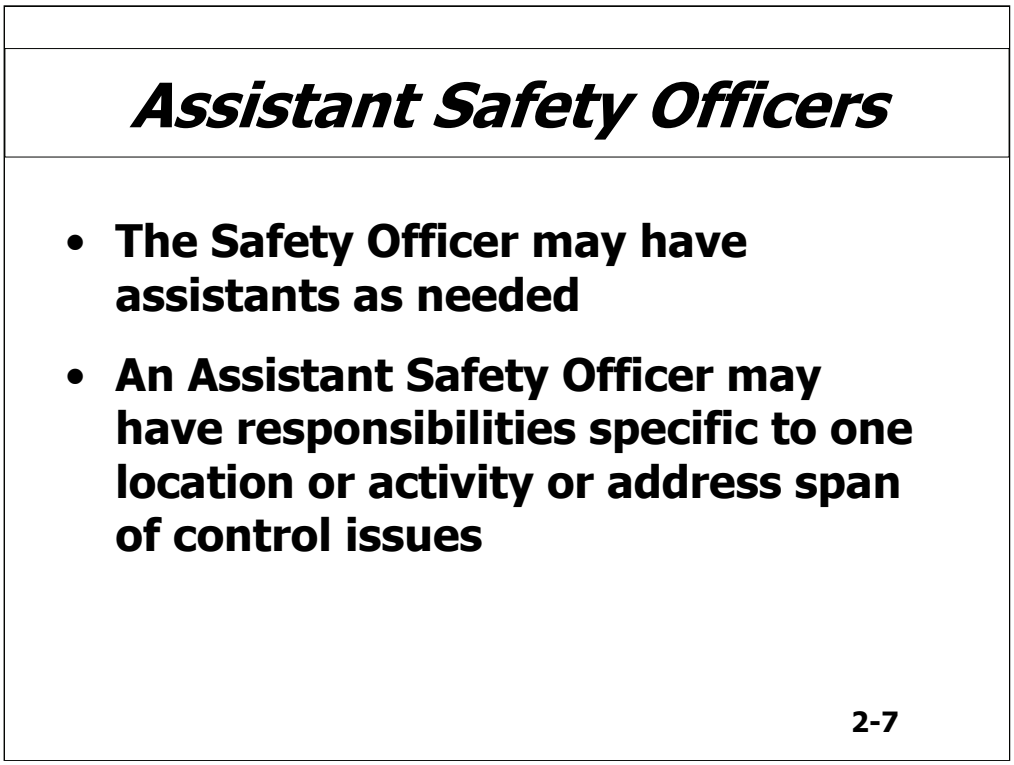


SAFETY OFFICER ROLE

- Develop and recommend measures for ensuring personnel safety, and assess and/or anticipate hazardous and unsafe situations.

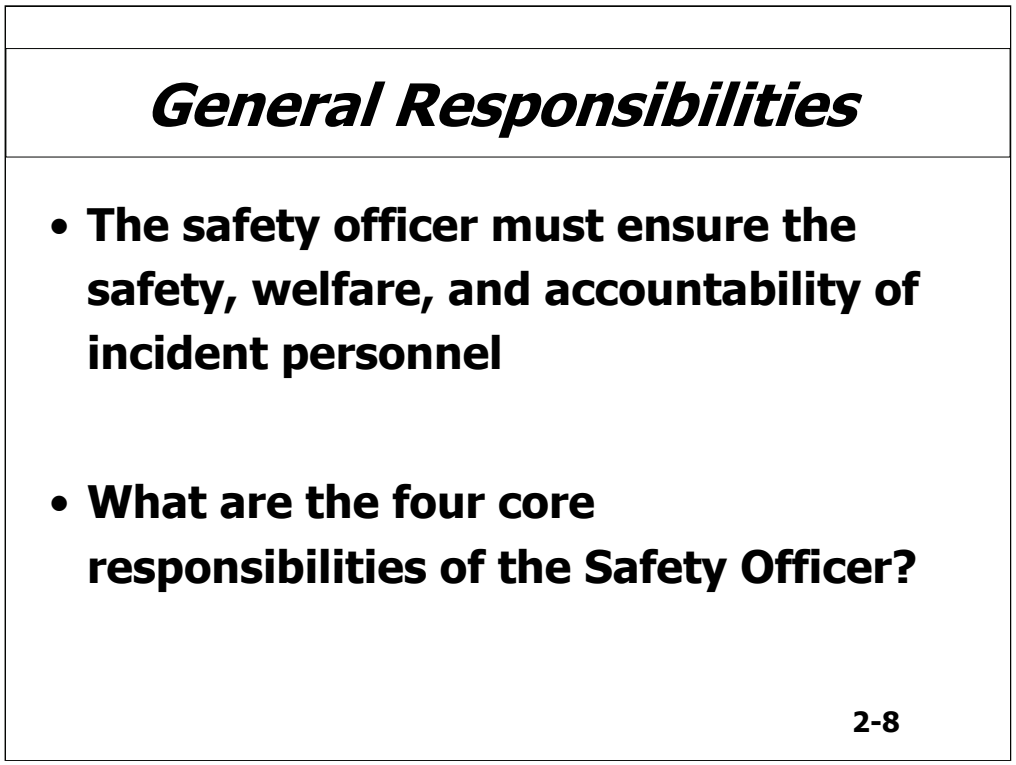
SAFETY FIRST, DEATH LAST

- Safety is an attitude on the incident, starting with the Safety Officer – your job is to get incident personnel to think “Safety First”



ASSISTANT SAFETY OFFICERS

- Only one Incident Safety Officer will be assigned to each incident. The Safety Officer may have assistants as needed. An Assistant Safety Officer may have specific responsibilities such as air monitoring/sampling, air operations, hazardous materials, division, camp assignments, etc., or may help address span of control issues on complex incidents.
- Assistant Safety Officers will be covered in detail in Unit 8

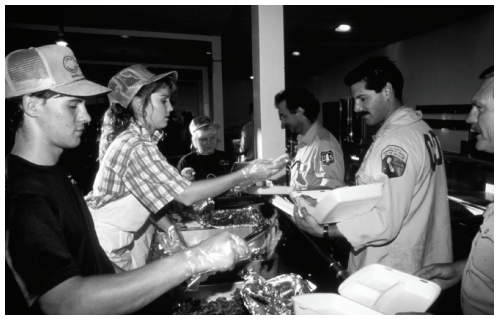


GENERAL RESPONSIBILITIES

- The safety officer must ensure the safety, welfare, and accountability of incident personnel
- What are the four core responsibilities of the Safety Officer to do so?
  - Recognize potentially hazardous situations
  - Inform personnel of hazards
  - Ensure that special precautions are taken when extraordinary hazards exist
  - Ensure adequate rest is provided to all personnel

General Responsibilities (cont.)

- **Establish and maintain positive interpersonal and interagency working relationships**
- **All personnel deserve equal respect**



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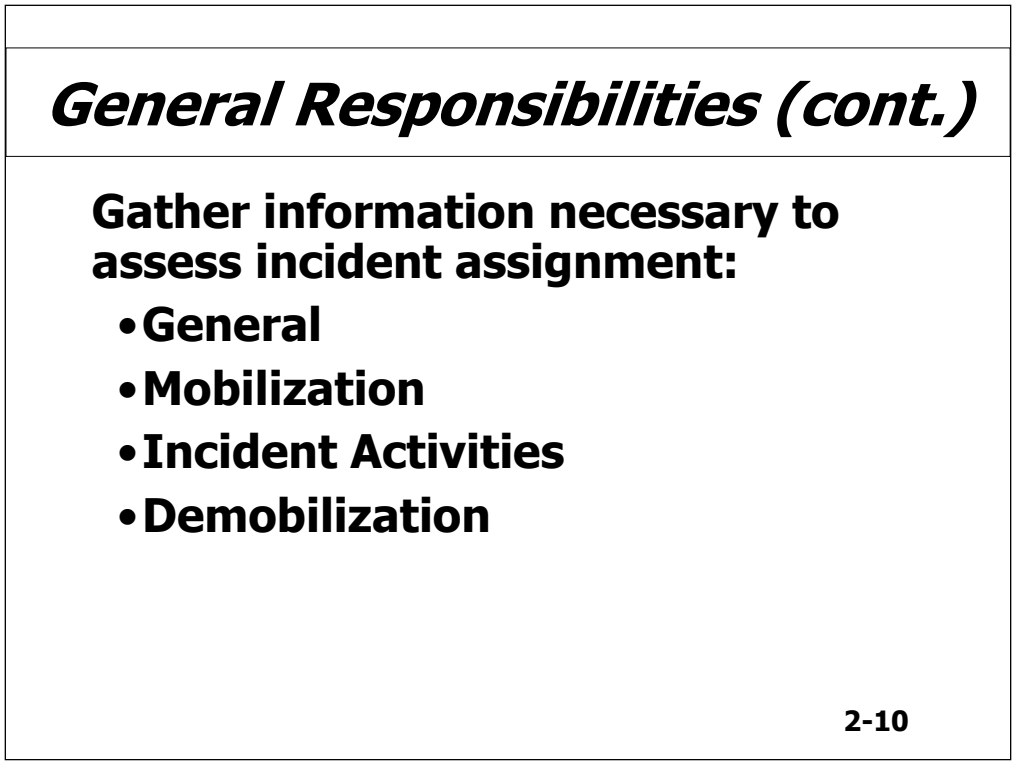
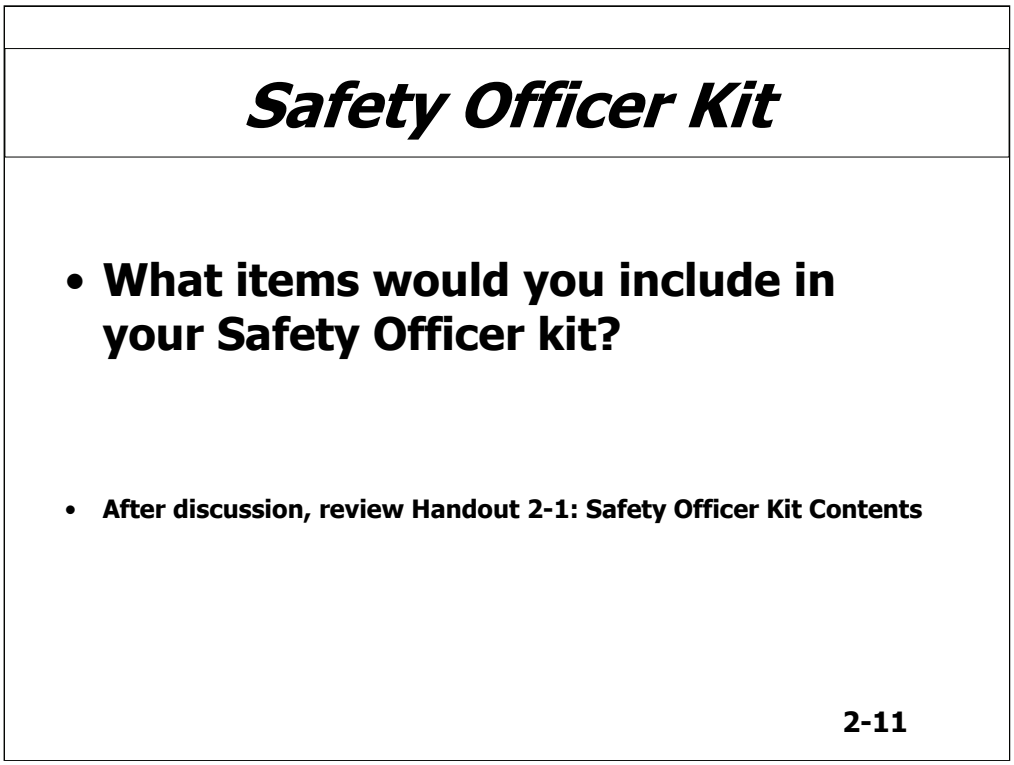
GENERAL RESPONSIBILITIES (cont.)

- Establish and maintain positive interpersonal and interagency working relationships
  - Create a work environment that allows for diversity and provides equal opportunity for all personnel assigned to the incident
  - Recognize functional capabilities of cooperating agencies/cooperators
- Safety Officer is responsible for ALL personnel on an incident, no matter what their role



GENERAL RESPONSIBILITIES (cont.)

- Gather information necessary to assess incident assignment. This is an ongoing task throughout all phases of the incident:
  - General – information about the type of incident and status before you arrive
  - Mobilization – how you will get to the incident and where to report
  - Incident activities – what operations are underway or being considered
  - Demobilization – how personnel, including you, are demobilized



SAFETY OFFICER KIT

- Obtain and assemble information and materials needed for a Safety Officer kit. This kit should be assembled and prepared prior to receiving an assignment. It will contain critical items needed for the assignment and items needed for functioning during the first two operational periods. Kit will be easily transportable and within agency weight limitation (per National Mobilization Guide)

- Review Handout 2-1: Safety Officer Kit Contents

Arrive at incident, properly equipped, and check in

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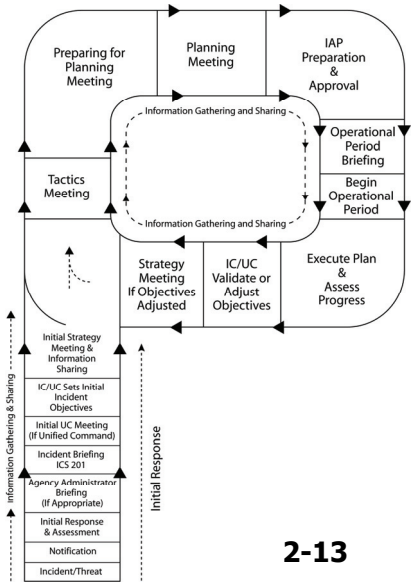
Handout 2-2: Planning P

- **Where is the Safety Officer in the Planning process?**



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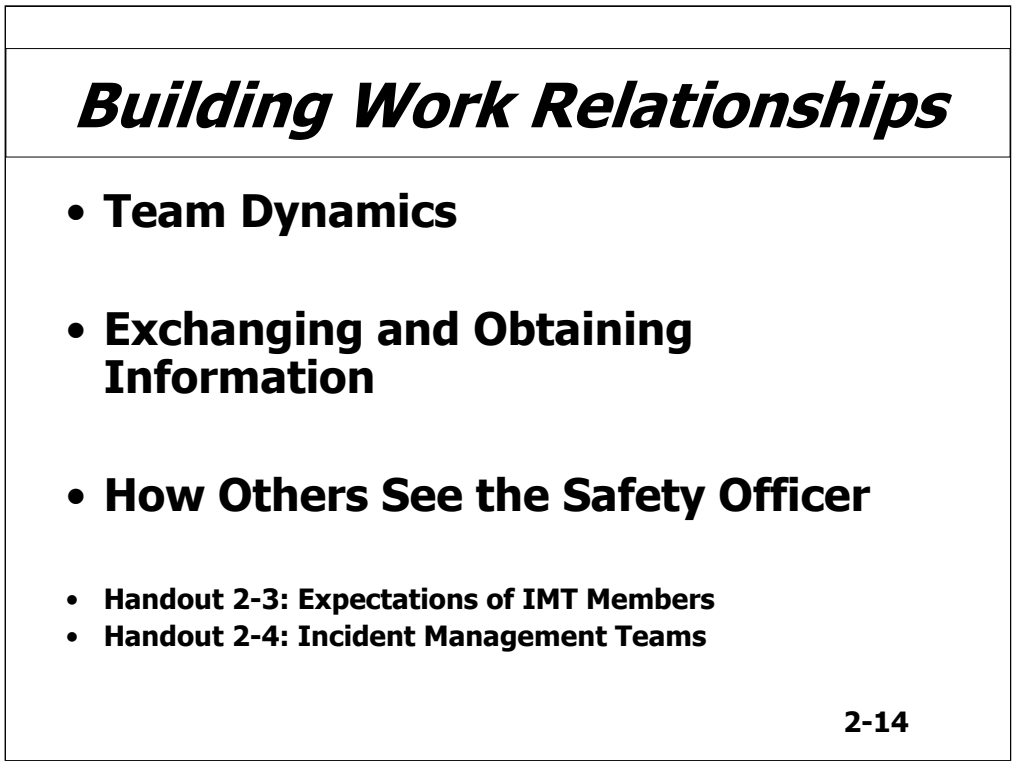
SAFETY OFFICER ROLE IN THE PLANNING PROCESS

- The Safety Officer must be involved in the Tactics and Planning meetings pointing out potential safety hazards and risks associated with the proposed operations
- The Safety Officer speaks at the Operational Period Briefing
- A larger version of the Planning P is available in the Supplemental Materials (Handout 2-2)

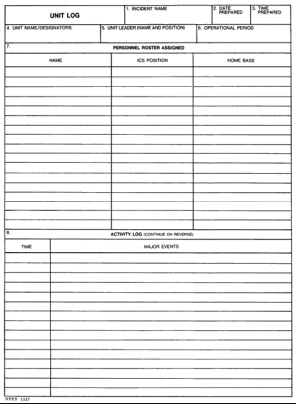


BUILDING WORK RELATIONSHIPS

- Team dynamics
  - The Safety Officer does not take corrective action for unsafe situations, but identifies problems that need to be solved. You must have a relationship with Section Chiefs and Unit Leaders so you know how best to communicate these issues to them
- Exchanging and obtaining information
  - The Safety Officer needs to have a relationship with everyone on the incident in order to effectively communicate information to them
  - The Safety officer needs to have the trust and confidence of incident personnel so they are willing to give information to you
- How others see the Safety Officer
  - The Safety Officer needs to be seen as a trusted partner so that your observations are welcome, and incident personnel consider the importance of safety
- Handout 2-3: Expectations of IMT Members is a description of the types of information and actions that each member of the Command and General Staff can expect from other IMT members, and shows what other IMT members expect from you as the Safety Officer. Handout 2-4: Incident Management Teams is an essay written for the California Department of Forestry and Fire Protection describing IMTs for newly assigned members. Both are valuable resources outside of this course.

Complete Unit Log (ICS Form 214) for each Operational Period

- **Include the three "A"s**
- **Record and remember significant events on the incident**



UNIT LOG	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
4. UNIT NAME/DESIGNATORS	5. UNIT LEADER (NAME AND POSITION)	6. OPERATIONAL PERIOD	

7. PERSONNEL ROSTER ASSIGNED

NAME	ICS POSITION	HOME BASE

8. ACTIVITY LOG (CONTINUE ON REVERSE)

TIME	MAJOR EVENTS

COMPLETE UNIT LOG (ICS FORM 214) FOR EACH OPERATIONAL PERIOD

- Listing of individuals assigned to Safety
- Listing of significant events
- Submit to the Documentation Unit at the end of each operational period

Using the Unit Log

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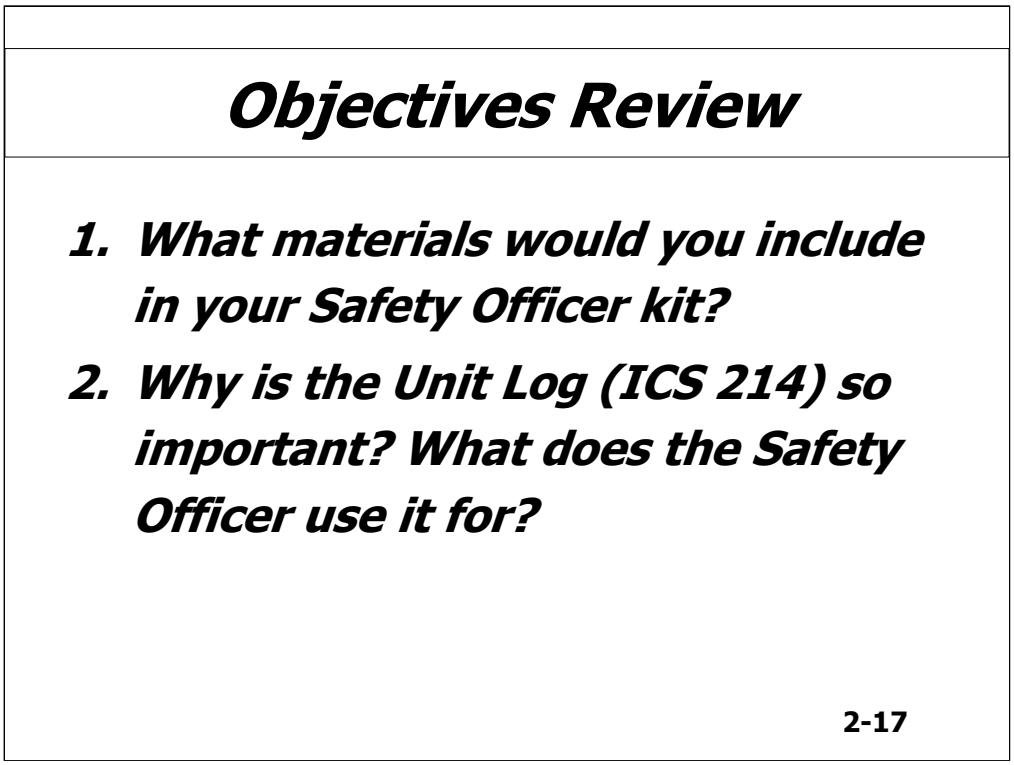
COMPLETE UNIT LOG (ICS FORM 214) FOR EACH OPERATIONAL PERIOD (cont.)

- Information on the Unit Logs should be used to develop:
  - Briefings
  - Safety Messages



OBJECTIVES REVIEW

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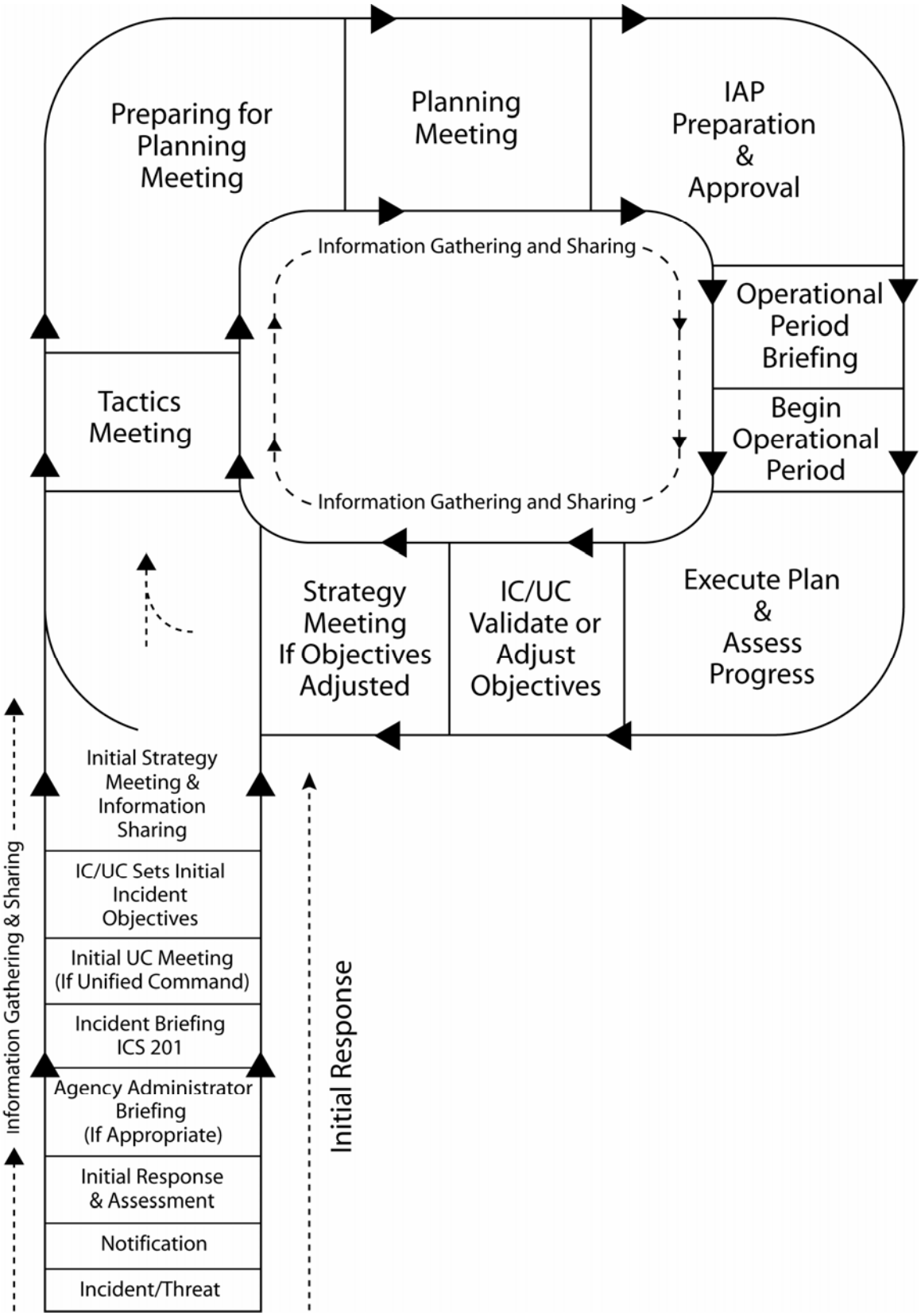
  - Discuss the Safety Officer's responsibility to complete the Unit Log (ICS 214)

Safety Officer Kit

Suggested items for your Safety Officer's Kit:

- Appropriate Guidelines for specific hazard (e.g., chemical, collapse, fire)
- Agency Health & Safety Code or equivalent Safety Handbook
- Flagging (several colors)
- Clipboard
- Writing Tablet
- Flashlight and Batteries (intrinsically safe)
- Pencils and an assortment of Magic Markers
- Pocket Notebook
- Digital Camera
- Hand-Held Tape Recorder and extra Batteries
- Compass
- Alarm Clock
- Rain Gear
- Belt Weather Kit
- Light Day Pack
- Personal Protective Equipment
- Safety Checklists
- Whistle
- Binoculars
- Programmable Handheld Radio and spare Batteries
- ICS Forms
    - ICS Form 206 – Medical Plan
    - ICS Form 208 HM – Site Safety & Control Plans
    - ICS Form 213 – General Message
    - ICS Form 214 – Unit Log
    - ICS Form 215A – Incident Safety Analysis
- Agency Specific Form/Injury and Accident Forms
- Personalized Safety Message Forms
- Palm Pilot/laptop/computer accessories



HO 2-2: Planning P

EXPECTATIONS OF IMT MEMBERS

I. Incident Commander

A. Incident Commander's expectations of all C&G Staff members

1. Attend all meetings and briefings on time and fully prepared
2. Resolve all disputes and misunderstandings of the proposed plan **PRIOR** to the planning meeting. In other words, all IMT members shall be able to support the plan as proposed by Operations at the planning meeting.
3. EEI, Essential Elements of Information. Thorough, constant and effective sharing of information as taught in the 420 class.
4. No matter how bad things may be, maintain the planning process and present a positive and professional demeanor that leaves others with the knowledge that we are in control and will overcome the adversity.
5. Take every opportunity to promote the ICS process and teach others how to use it.
6. Be an exemplary model of behavior and performance, and take decisive and immediate action when others in your functional area are not performing to expected standards.
7. Always remember that the IMT exists to support the tactical operations. Keep them foremost in your thoughts and actions.
8. Take care of yourself, get adequate rest and nourishment.
9. Don't let setbacks or failure get you down. You didn't cause the incident, you are here work with everyone else to being order out of chaos, sometimes that takes awhile.
10. Take care of each other. Watch for signs of stress or unusual fatigue in your team members. Help each other out when needed.

B. Incident Commander's expectations of Safety Officer

1. Fully engaged in the planning process, and provide an appropriate and timely feedback
2. Identification, management, instruction and mitigation of all hazards on the incident
3. Keeps IC informed on trends/causes of accidents and illnesses
4. Promote an attitude of 100% compliance of safety rules throughout the entire organization.
5. Provide a relevant and effective safety message in each IAP

C. Incident Commander's expectations of Public Information Officer

1. Keep incident personnel up to date on major current affairs, both on and off the incident
2. Coordinate with Liaison Officer in relations with Stakeholders
3. Identify and keep IC informed of emerging issues concerning the incident in the political and public arenas
4. Coordinate and represent the IC in off-site PIO activities such as the JIC or other agency information outlets

5. Promote a positive impression of all information and interviews about the incident among any incident personnel who may encounter the public or media
6. Make the IC look like one of those slick-looking people on network news; intelligent, good looking and articulate

D. Incident Commander's expectations of Liaison Officer

1. Cooperating agency/stakeholder concerns and issues are addressed in a positive manner
2. Track down, identify and coordinate with all involved agencies and non-governmental organizations
3. Provide a positive impression of incident to other agencies/stakeholders
4. Effective leadership and coordination of the Agency Representatives
5. Coordinate with the PIO in relations with stakeholders
6. Keeps other IMT members constantly aware of issues of cooperating/assisting agencies

E. Incident Commander's expectations of Logistics Section Chief

1. Manage the ordering process to insure all incident needs are met
2. Whenever possible, anticipate and maintain supplies ahead of the need
3. Coordinate with supporting EOC to insure effective and cordial relations
4. Work closely with Operations to insure complete logistical support and coordination with tactical operations
5. Insure the IC has the best facilities, food and a nice big car
6. Do it all in a timely manner, without whining

F. Incident Commander's expectations of Finance Section Chief

1. Advice and counsel to all C&GS about fiscal , contract and other administrative matters
2. Be prepared to provide cost analysis if requested by IC or responsible agency
3. Attend all briefing and strategy sessions; provide input
4. Coordinate with all staff members and cooperating agency representatives
5. Possess good knowledge and ability to operate Finance Section effectively
6. Coordinate with all responsible agencies to insure their administrative requirements are met.

G. Incident Commander's expectations of Operations Section Chief

1. Recommend strategies to reach objectives
2. Keep IC and other C&G members informed on planned tactics to insure timely input and support by entire IMT
3. Resource ordering within boundaries of fiscal, environmental and other constraints
4. Report unusual events, activities, as well as daily updates on situation
5. Insist that all known safety procedures are followed in all tactical planning and execution.
6. Maintain effective communication with all cooperating agencies to make them feel like they are "part of the solution, not part of the problem" and that their input is solicited, respected, and given due consideration

HO 2-3: Expectations of IMT Members

H. Incident Commander's expectations of Planning Section Chief

1. Effective leadership and organization of all incident meetings and briefing
2. Insures the entire organization follows the established planning process, on time and accurate
3. Maintain a thorough overview of all incident activities to insure complete information is provided for the planning process

II. Safety Officer

A. Safety Officer's expectations of Incident Commander

1. Emphasis on safety in all communications and actions
2. Support recommendations for changes in tactics for safety reasons

B. Safety Officer's expectations of Public Information Officer

1. Sensitivity to any accidents or other safety problems on the incident
2. Coordination for what is released to public, both media and locals

C. Safety Officer's expectations of Liaison Officer

1. Specific information regarding problems with assisting and coordinating agencies
2. Identification of potential safety problems regarding above

D. Safety Officer's expectations of Logistics Section Chief

1. Supply personnel/equipment needs
2. Coordination with Medical Unit

E. Safety Officer's expectations of Finance Section Chief

1. Timely processing of accident reports
2. Maintain constant exchange of information concerning safety matters such as excessive work hours or contract violations
3. Coordinate accident/injury information from Compensation/Claims Unit

F. Safety Officer's expectations of Operations Section Chief

1. Close working relationship in development of tactics
2. Understanding of possible hazards
3. Flexibility to change tactics that cannot be mitigated
4. Information on unusually hazards occurring in field
5. No surprises

G. Safety Officer's expectations of Planning Section Chief

1. Inclusion in strategy and tactics meetings
2. Briefings on situation, critical/sensitive areas, resource types and status
3. Included in briefings
4. Updates/feedback on safety responses
5. Personnel/resources availability

III. Public Information Officer

A. Public Information Officer's expectations of IC

1. Timely approval of press releases
2. Cooperation w/media requests
3. Cooperation with public info meetings
4. Direction on his/her media expectations

B. Public Information Officer's expectations of Safety Officer

1. Summarize to safety issues
2. Daily report of any accidents/injuries

C. Public Information Officer's expectations of Liaison Officer

1. Identify key agencies, their roles and any issues
2. Provide communications materials to cooperating and assisting agencies as well as outside interested organizations, as appropriate
3. Help with communication strategy

D. Public Information Officer's expectations of Logistics Section Chief

1. Review Communication Plan
2. Transportation
3. Facilities and communication equipment for information office, both at ICP and other locales

E. Public Information Officer's expectations of Finance Section Chief

1. Current incident costs
2. Press-worthy items

F. Public Information Officer's expectations of Operations Section Chief

1. Provide information on resources, special activities, status of incident
2. Be open to allowing media access
3. Press worthy items

G. Public Information Officer's expectations of Planning Section Chief

1. Summarize development of incident
2. Information on resource status
3. Help with communication strategy
4. Press worthy items

HO 2-3: Expectations of IMT Members

IV. Liaison Officer

A. Liaison Officer's expectations of Incident Commander

1. Advice and counsel on issues presented by assisting and cooperating agencies
2. Overall mission and direction
3. Willingness to engage with stakeholders when necessary

B. Liaison Officer's expectations of Safety Officer

1. Advice on hazards and issues particularly affecting cooperating and assisting agencies and organizations
2. Input on "safety readiness" of above

C. Liaison Officer's expectations of Public Information Officer

1. Mention of cooperating and assisting agencies and organization in press releases
2. Distribution of and information material so it can be give to above
3. Coordination/notification of public meetings and press conferences

D. Liaison Officer's expectations of Logistics Section Chief

1. Transportation, facilities and communication equipment
2. Status of ordered resources
3. Medical status of any personnel injured or ill from cooperating and assisting agencies

E. Liaison Officer's expectations of Finance Section Chief

1. Report excessive hours
2. Report injuries and/or accidents to non-agency personnel
3. Information on agency specific pay-offs

F. Liaison Officer's expectations of Operations Section Chief

1. Ensure safety and welfare of all personnel
2. Share information and rationale on use of other agency personnel
3. Establish availability of special resources that may be available from cooperators for Operations utilization

G. Liaison Officer's expectations of Planning Section Chief

1. IAP accurately reflects all cooperating and assisting agencies and organizations
2. Coordination with status of above resources, e.g. planned demobilization

HO 2-3: Expectations of IMT Members

V. Planning Section Chief

A. Planning Section Chief's expectations of IC

1. Incident objectives
2. Planning meeting schedules/operational periods
3. Deadlines for IAP
4. Review/approval of IAP

B. Planning Section Chief's expectations of Safety Officer

1. Participation in strategy/tactics meetings and preparation of 215A
2. Continual update on safety issues
3. Participation in IAP (Safety message and 204's)
4. Participation in operational briefings

C. Planning Section Chief's expectations of Public Information Officer

1. Times of press briefings
2. Coordination with information on 209
3. Review information in press releases for accuracy

D. Planning Section Chief's expectations of Liaison Officer

1. Review status of cooperating and assisting agency resources for accuracy
2. Information regarding any issues of above

E. Planning Section Chief's expectations of Logistics Section Chief

1. Confirmation of status of all resource orders
2. Feedback on resource availability
3. Timely submission of Communication, Medical, Facility and Transportation Plans
4. Adequate facilities and equipment for all Planning Units and preparation of the IAP

F. Planning Section Chief's expectation of Finance Section Chief

1. Fiscal input to the Incident Action Plan
2. Daily cost estimates
3. Financial/cost benefit analysis information

G. Planning Section Chief's expectation of Operations Section Chief

1. Strategy and tactics
2. Timely notification of resource needs
3. Necessary info for maps, etc.
4. Information needed to complete 204's
5. Debriefing from field at end of shift
6. On time and prepared for meetings

VI. Logistics Section Chief

A. Logistics Section Chief expectations of Incident Commander

1. Priorities for ordering personnel, supplies and equipment
2. Support for logistics activities
3. Keep in loop for planned direction of incident

B. Logistics Section Chief expectations of Safety Officer

1. Coordination/cooperation with Medical Unit
2. Notification of hazards in facilities, transportation, etc.
3. Input to Medical Plan and medivac procedures
4. Coordination/cooperation with Security in accident investigation

C. Logistics Section Chief expectations of Public Information Officer

1. Timely ordering of communication and facility needs

D. Logistics Section Chief expectations of Liaison Officer

1. Communication of special needs of assisting/cooperating agency personnel
2. Information as to ability of above to assist in logistics

E. Logistics Section Chief's expectations of Finance Section Chief

1. Provide written orders for resources or supplies
2. Provide close coordination between Supply Unit, Procurement Unit, Ground Support Unit, and Time Unit
3. Provide information of time and/or procurement problems
4. Provide cost saving information

F. Logistics Section Chief expectations of Operations Section Chief

1. Timely requests for all needs
2. Timely notification of demob, pre-advisement of resources that may come available for use by Logistics (e.g. heavy equipment)
3. Coordination and information sharing up front
4. Understanding for impossible time requests

G. Logistics Section Chief expectations of Planning Section Chief

1. Timely ordering of resources
2. Close coordination on check in and demob of resources
3. Information sharing as to planned direction of incident
4. Accurate information as to number of resources on incident

VII. Operations Section Chief

A. Operations Section Chief's expectations of Incident Commander

1. Objectives
2. Any constraints on strategy/tactics. These may include environmental, political, financial

B. Operations Section Chief expectations of Safety Officer

1. Close working relationship in development of tactics
2. Notification of any hazards or safety problems
3. Provide mitigations and ramifications for tactics
4. Close scrutiny of operations in field
5. Order enough resources to ensure safety in field

C. Operations Section Chief's expectations of Public Information Officer

1. Providing correct information to the public
2. Requesting permission to bring media out to incident (away from ICP)
3. Ensuring media are properly prepared (protective clothing, briefings) to go out to incident.

D. Operations Section Chief expectations of Liaison Officer

1. Information on special circumstances of other agency employees
2. Coordination with other agency needs or problems and identification of resources available through cooperators.
3. Point of contact for above

E. Operations Section Chief's expectations of Logistics Section Chief

1. Provide adequate transportation
2. Provide adequate, quality food
3. Provide facilities for eating, sleeping, and OSC's work
4. Provide needed equipment and supplies to perform work
5. Arrange for medical care and emergency transport and medical plan
6. Flexibility in changing requests

F. Operations Section Chief's expectations of Finance Section Chief

1. Provide efficient p0rocessing of time and pay documents so there is no interference with the IAP, or demobilization process
2. Report excessive work hours
3. Provide adequate commissary as necessary
4. Keep Operations informed of any fiscal constraints that may influence tactics

G. Operations Section Chief expectations of Planning Section Chief

1. Close working relationship in preparing the IAP
2. Provide resources requested
3. Input in strategy meeting

HO 2-3: Expectations of IMT Members

4. Complete, accurate IAP, including maps and all plans (with adequate numbers of copies)
5. Concise, accurate briefings
6. Completed 215's for Planning Meeting

HO 2-3: Expectations of IMT Members

VIII. Finance Section Chief

A. Finance Section Chief's expectations of Incident Commander

1. General advice and counsel
2. Financial and political constraints
3. Feedback on performance and evaluation
4. Approval of excess duty time

B. Finance Section Chief's expectations of Safety Officer

1. Advisor
2. Provide information on accidents or injuries
3. Coordinate with Compensation/Claims Unit Leader
4. Assure that all accident or injury reports are submitted to Finance in a timely manner

C. Finance Section Chief's expectations of Information Officer

1. Prepare initial information summary as soon as possible after arrival
2. Ensure incident personnel are kept up to date on news and incident information
3. Coordination in event of injury or death on incident

D. Finance Section Chief's expectations of Liaison Officer

1. Provide a contact for assisting/cooperating agency representatives
2. Provide a single contact for private organizations
3. Coordinate meetings to facilitate information exchange

E. Finance Section Chief's expectations of Logistics Section Chief

1. Hired equipment time records up to date
2. Provide facilities for Finance Section
3. Coordination between Supply Unit and Procurement Unit
4. Coordination between Ground Support Unit and Procurement Unit
5. Coordination between Medical Unit and Compensation/Claims Unit Leader
6. Property accountability

F. Finance Section Chief's expectations of Operations Section Chief

1. Verification of time worked by crews and equipment on incident
2. Conformance to required work/rest cycles
3. Information on property damage or equipment loss or damage in order to start a potential claims file
4. Information on equipment on the incident, especially for the initial operational periods.

G. Finance Section Chief's expectations of Planning Section Chief

1. Up to date information on resources assigned to the incident
2. Daily/shift copies of the Incident Action Plan
3. Current information on the incident particularly including any planned releases
4. Estimated containment and control times
5. Close coordination with demobilization

HO 2-3: Expectations of IMT Members

INCIDENT MANAGEMENT TEAMS

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Introduction

CONGRATULATIONS! You have been selected to be a member of an Incident Management Team. This could be a new assignment or you could be a seasoned veteran. Regardless, to be so selected you must have demonstrated that you have the knowledge, experience and leadership felt necessary to manage some of the most complex emergencies. For many, this will be considered the pinnacle of their fire service or resource management career.

What you probably were not told about this appointment was some unique associated roles coming your way. Simultaneously, during an actual emergency, you will be considered a hero and a villain, an emergency management expert and a great waster of taxpayer money, a savior to some and a dunderhead to others. You may also assume the positions of dictator, saint, reverend, executive, grand inquisitor, teacher, student, leader, follower, drill sergeant, politician, mother/father, as well as many others. Throw in very long work hours, more than just a little stress accompanied by too much caffeine, and it's a wonder you don't lock-up both mentally and physically. But you won't. Besides, it's not good for the image.

There are a couple of other things this appointment brings that probably were not explained either. There is an implied expectation that you will apply your training, knowledge, and experience to the best of your abilities while performing within the team setting. The other is never voiced but always expected; you will aid in the development of others encountered during a deployment so that one day they, too, can be expected to assume the responsibilities as you have. Give them an honest shot of your best and you will be personally surprised with the positive results.

There will be times when you will be blazing new trails in emergency management both for yourself and your team. There is also the chance it will be a new trail for your agency as a whole. Not much pressure, right?

Whenever an individual is faced with new and difficult challenges, some "experts" say we mentally revert to a past situation that comes close to mirroring our current problem and we base decisions and actions on that experience. It has been expressed in terms of each of us having a slide carousel in our brains with all past experiences cataloged as individual slides. When confronted with a new challenge, we mentally hurry through the carousel looking for a situation that comes close to what is in front of us and pull successful actions from the slide to rectify whatever we are facing. As you face new challenges while on your Incident Management Team assignments, you will be tapping into your private slide collection continually. Is it current and full?

One purpose of this essay is to hopefully add some slides to your carousel based on the experiences of past Incident Management Teams. It is doubtful that any "correct" answers will be provided; in fact, that won't even be attempted. And for very good reason.

Just as each emergency is different in demands it places upon you, your reaction to challenges presented during incidents will also be different. The fact something worked well for one but, quite possibly, will not for another is determined by each individual's perception of a problem, finding a solution that meets his/her individual needs and different methods of actually applying resolution. Just as importantly, some situations do not have "correct" responses.

Mistakes or errors will happen to all of us. Hopefully, you will not have to make some of those accomplished during past deployments. There are more than enough new ones out there to stumble through that you should not plow old ground others have explored. One intent of this essay is to demonstrate some of those past experiences and their lasting impacts.

This material is presented only for your consideration when confronted with a new challenge. Some of the items detailed have successfully met the need on past incidents. Some are thoughts about what <u>should</u> have been applied.

None of the material presented is to be construed as policy, procedures or regulations condoned by any agency. Only thoughts on methods, processes and directions drawn from past experiences are offered for your consideration. If you happen to develop a few new slides for yourself along the way, so much the better.

Team Make-up and Procedures

Some basic procedures are needed to streamline and codify team operations during times of emergency stress. By identifying certain performance standards prior to the crunching of time during an actual incident, all members will be able to react with less confusion and in a more professional manner. Some of the areas to consider are:

Written operating procedures. Different Incident Commanders (ICs) may expect different operations to be performed within a team setting. This is acceptable. However, team members scurrying around trying to figure out what and how to perform is not. IC's should take time to write out basic operating guidelines so members know what is expected.

How an IC expects the team to work. This will include meeting schedules and acceptable timeframes (i.e., planning meetings lasting no more that 30 minutes requiring everyone to be ready for the meeting). Also included are acceptable get- away times for a dispatch, communication procedures while responding, which team member(s) go to the responsible Emergency Command Center and retrieve what information, as well as other basic information on what an IC feels is necessary for the most professional performance by the team. Detailed directions could easily become over-kill. Team specific guidelines should be developed and endorsed by all team members. Buy-in is paramount.

Position specific expectations the IC has for all team members. We all know what position training delineates for each role; this reinforces and places additional specific responsibilities on a position. These types of expectations, when stated, give a person clear direction to meet. These can be as detailed as felt is necessary by an IC so that he/she is comfortable all areas of concern are clearly assigned to specific team personnel. It would be helpful if position expectations also included the IC's own role so that all personnel understand what that person sees as the primary responsibilities of his/her command position. Position statements should also include direction to those personnel the IC expects/requires written summaries from for inclusion into the team's Narrative Report.

Explanation and examples of Performance Rating that will be used by team members. It is highly recommended that each IC mandate a rating process for all team members as well as personnel who become assigned to an incident. Specific responsibilities delineated in team guidelines should be individual rating factors for the specific position.

Pre-Incident Communications. Intra-team communications are key to a smooth operating group during an incident. ICs will find communications during incidents will flow smoother if members have routinely shared information prior to a deployment. An IC should take the lead in facilitating this flow. With the Internet electronic mail system, this could be as simple as messages to the team as information becomes available that could impact their performance during an incident. Developing a team phone list with all member's pertinent numbers including cell, pager and fax will greatly assist personnel with communicating. One thrust of these communications is to keep all members apprized of changes and news but another is to develop the group into more than a collection of people. The word "team" comes to mind; the goal is best team interactions possible.

Continuing personnel development. Neither an IC nor the agencies can afford placement of personnel onto an Incident Management Team that are neither experienced enough or willing to perform at a high level during complex incidents. Reasons should be obvious. Therefore, it is incumbent upon all ICs to facilitate an environment within their respective teams that provides the best "hands-on" personnel development possible. After all, who is better suited to become the next major incident planning section chief than personnel who have repeatedly and successfully worked a unit-level position in a team setting within the planning section? Just being exposed to the dynamics of another position during an actual incident has to be some of the best training agencies can provide. This exposure should include development of selected personnel for the IC's own role. Some ideas to consider:

- Other qualifications; e.g., situation unit leader also qualified as a food unit leader or finance section chief as a safety officer with accident investigation experience.

- Keep all allocated trainee positions full for each deployment. Each team member should strive to make a trainee assignment as meaningful as possible for participants. Once a trainee has demonstrated knowledge and abilities to perform that person should become eligible for placement onto an Incident Management Team and another person afforded the trainee slot to develop their skills.

- Assure that currently assigned personnel have all necessary position training for their position. Require new assignees to meet these standards.

- Become proactive in recommending advanced position training for those team personnel who successfully perform their positions and demonstrate abilities for future roles.

- Members become much more valuable when cross-trained in multiple functions. Knowledge of the other jobs is required.

- Have a "Team Building" atmosphere. Encourage the command and general staff to delegate responsibilities and authorities where appropriate. This will require the IC to do the same.

- Encourage/require functional leaders to "step-back" as incidents allow so that subordinates may perform as a well supervised "lead person" (i.e., the situation unit leader becomes the acting planning section chief during stabilization/mopup of an incident, etc.). Team members must consider "mentoring" as key important roles.

- Encourage team personnel involvement as instructors of training for those positions that they are qualified. A person naturally becomes more proficient when giving instructions than receiving them.

- Require performance ratings for all team members during activations. One theory of such ratings is to identify a person's preparedness for advancement as well as identification of areas requiring improvement.

Post-incident critiques for team members only must be performed. This should become a standard team process. Identification of areas that went really well and those requiring improvement, what material items are necessary for the next activation and additional training requirements of members are but a few of the desired outcomes. Build towards an improved response for the next activation.

Professionalism. One goal all team members should strive to attain is bringing the highest level of professional management possible to an incident. This concept is difficult to define in that there are as many thoughts on what a "professional" management group is as there are people to ask. Clearly, your agency expects and has the right to accept nothing less than a group performing management tasks during an incident in a manner that will bring only highest respects from all observing persons. Some items to consider for developing a professional atmosphere:

- Team member's know their jobs, roles and required interactions. Obviously, this will entail all members to be position literate and also to understand what is needed to communicate and perform well within a team setting. Being literate of other functions will reinforce the timely and essential transfer of proper information. Written team guidelines further describe specific tasks, communications and relationships that are expected of them.

- Identification of team members. Any person around an incident, including those not attached but interested, should be able to easily identify the incident's management group by name and position. Rapid procurement of standard identification items; e.g., hats, name tags, vests, etc., must be done as new members come onto a team.

- Punctuality in all actions. If a planning meeting is set and advertised for a specific place and time, the meeting must begin at that time and place, regardless of who is missing. This will aid in setting the "tone" for all observed actions conducted by a team. It clearly tells all: "this group means to approach the profession of complex incident management in a businesslike manner". All other actions must also be punctual and purposeful. Routinely, a person will only be late for one such meeting if there is a standard method of recognizing tardiness.

- Team members are approachable and open to input. This sounds fairly simple but it is not an action always seen. The troops out on the lines have been there. Team members need to listen to what they have to say. One approach could be a directive announced during Operational Briefings that all persons assigned above a certain position (division/group supervisor, as an example) must report to a designated location upon relief for debriefing. However, if this is announced, someone from the management group must be at the location until all debriefings are received.

- Incident Action Plans (IAPs) are available to all that need them. Is it correct for a management group to determine personnel below a certain level of the organization (division/group supervisor, as an example) doesn't need one? Watch what happens when there is a serious accident and investigators ask survivors if they knew the overall plan of action or communications for the incident. If time or machines don't allow timely reproduction to meet this demand, posting copies of it allows anyone interested enough to review it.

- Timely and meaningful interaction with the responsible jurisdiction or agency: When invited, an Incident Management Team is a guest expected to perform a mission. By transferring information to the responsible jurisdiction throughout the incident, questions that always seem to arise after the fact should have been covered during the incident for those persons left with its aftermath. This communication will not be limited to the IC's position. Team members must consider themselves an "extension" of someone from the responsible jurisdiction; find out who this is and develop a rapport. This is the person(s) you want pleased at the end.

- Orderly and complete paperwork. Time records, documentation package, fiscal records, a team's Narrative Report are just a few written documents which will be available forever to tell history a team came, they conquered and they left. Make sure you go down in history correctly! Addition of internal audits and/or settlement of a cost apportionment only adds to the possibility your historical documentation will be received by a vast number of people. Don't let an excellent job performed under adverse conditions be judged later by substandard documentation.

- Visual presentations are used. Posting the current Incident Action Plan as well as the next operational period (when available), news from the world outside the incident, meeting schedules and required attendees are but a few to consider. How about posting directions to drop points, Medical Plan, and updated Safety Message, vehicle-parking directions, menu of the day, etc.? Think of visuals as a tool: a team does not have time to tell everyone on an incident everything but everyone is expected and wants to know everything. Assume they can read!

Transitioning

What is involved when transitioning an emergency incident to an Incident Management Team? Actual definition of the transition should be: "a process to familiarize a group of persons to a situation in progress as well as setting agency strategic priorities for its control." For an Incident Management Team, this situation is routinely some major complex emergency incident and this familiarization is to give real-time knowledge of the incident along with local operating procedures for the team. Pretty straightforward, right?

Think about the act of transitioning an incident to a team. It hasn't been a good day with all control actions working splendidly or you wouldn't be there. Not only is the incident not going well but also there could be tremendous amounts of property loss, injuries or deaths associated with it by the time the team arrives. You normally will be dealing with an agency administrator who may or may not have been part of the decision to activate your team and has an unfathomable amount of details and/or possible political pressures to deal with while wanting only one thing from this group, all who might be strangers: MAKE IT BETTER! All an Incident Management Team wants is all necessary pertinent information, official authority to perform their mission and to go to work; the faster the better. Obviously, if a transition isn't done efficiently, something important could easily be lost. Missed items at this point will be detrimental to the incident, impacting a team's efforts and recovering them could be difficult. A rapid transition could well be the worst action taken on an incident.

To avoid "dropping the ball," transitions should be approached in a clear and systematic manner that transfers the most information possible. Documentation of this transfer is required for later reference. These documents will become the cornerstone to an Incident Management Team's actions and written history of the incident.

Teams should also view the transitioning process as an opportunity to make that lasting "first impression" upon the responsible agency. Don't miss this opportunity.

So, with all the hazards identified, how is a transition done to minimize adverse impacts? Some issues to consider:

An Agency Administrator Briefing to Incident Management Team or a similar transition form provides a good basis to transfer items proven necessary on past deployments. The form's questions also require a responsible agency to contemplate items that might otherwise go by the wayside. Yearly review of this form's make-up should be undertaken by team ICs to incorporate new information items that have surfaced as needed on recent incidents.

- Most federal agencies use an Agency Administrator Briefing to Incident Management Team form or a similar version. States and other departments may have a different version of the form or no form at all. When responding to an activation, the IC may want to call the responsible agency to see if they use a transition form. If no transition form is used by the responsible incident jurisdiction the IC may suggest they consider using one and fax a copy, followed with confirmation it arrived. During these deployments, teams should expect the form to be incomplete and lacking a depth of information. It is not unusual for the IC/team and agency administrator to jointly fill out the form. This may require some education (for both parties) and negotiation. There could be instances where the form will not work at all. However, it can serve as a guide to develop some other mechanism of pertinent information transfer and documentation.

A formal transition takes place at a specified time and location with the completed form. Negotiation by an IC may be necessary on timing of this. A vast majority of team members need to be present for the transition. Travel times for some members could require transition to be delayed beyond a responsible agency's expectations. This will be especially true on incidents where agencies expect a team to assume command upon arrival of the first member. It will be incumbent upon the IC, with the agency administrator's assistance as necessary, to negotiate a realistic timeframe that allows proper personnel to arrive.

- The team should set a professional tone for the briefing by being punctual, identifiable, prepared and attentive.

- All team members should be in well-marked Personnel Protective Equipment (PPE) or their agency's work uniform with issued team identification clearly displayed.

- Team members should form a group close to the agency speaker, command and general staffs to the front, with notepaper and, hopefully, a copy of the completed transition form available. If a completed form is not available, a blank form can serve as a guide for team members to generate questions pertaining to their specific roles. It is not unusual to have many people other than the Incident Management Team and key agency personnel present. Determine who everyone is and their role.

- An agency administrator briefing should start with introductions of the key agency personnel by name, title and incident function. Teams should introduce themselves by name and position.

- Routinely, the agency administrator conducts the briefing with an overview of the incident's history, projections, resources status and conditions. However, a team should be prepared to assist this effort.

- After the agency administrator briefing, the IC should negotiate a question period for team members to retrieve necessary information that might have not been dispensed. It may be best for the IC or planning section chief to facilitate this portion, going through team functions ("resource unit leader, any further questions?", etc.). Team members need to be prepared with questions restricted to pertinent issues only.

- Prior to the briefing, the agency administrator and IC should have set an actual time for team actions to begin on the incident. This should be a portion of the briefing. If not mentioned, this will be one of the questions to bring out.

- Collect any written materials or displays presented to the team by the agency administrator, regardless of their value.

TIP! Team members should view the agency administrator briefing as the opportunity to make a lasting "first impression" on the requesting agency/jurisdiction. This could quite possibly be the first meeting the agency administrator has ever had with any member. As an old saying goes, "first impressions are lasting impressions." Take every opportunity to leave the impression that a first-rate professional management group is there to perform a required mission.

The Initial Attack Incident Commander (IAIC) will need to brief the team. The most current incident situation status should be available from this person and his/her staff. Many times, this briefing is conducted concurrently with the agency administrator briefing. This has pluses and minuses but is normally something a team cannot control. Expected outcomes should be:

- The team will need the best incident information available, e.g., what has happened, what has been attempted, and any projections of incident size, resource status, locations and serviceability. Situation maps, weather forecasts, traffic maps, and Incident Briefing Form, ICS-201 if available, should be obtained.

- The team will need direction on future involvement of agency personnel currently on the incident. Do they stay to be incorporated into the incident's structure or are they to be released and when? This is decided between the agency administrator and IAIC.

- Teams can leave a lasting positive impression if a request is made to have a "local" person assigned to them for the purpose of local knowledge availability. Routinely, they will want the IAIC to stay assigned and available to the team. This person had the agency's trust to manage to this point; an assumption must be made he/she is the best available.

TIP! A word of caution: information from the IAIC could be less useful than one might believe. Some become withdrawn and "beat" because the incident escalated to the point of having to bring in a team. A lot of negativity could be present and this could sway a team without them even seeing the situation.

Team members must assemble as a unit for the purpose of affirming dispensed information and conduct a strategy meeting upon completion of the briefing.

- Confirmation of received information and materials should be done so that all team members start on the same footing. Just as everyone seems to hear an item differently, group knowledge could be disjointed. Do we all have the same information and, if not, where do we get differences ironed out? Take some time to confirm that what information you have is the same information everyone else has.

- Based on known status at the time, a general strategy for the team must be set to facilitate actions. This could be as simple as all functions checking on actions to this point that will effect their roles or it could be setting a time for the first planning meeting should the team be assuming immediate command.

A signed copy of the Delineation of Roles and Authorities - Administrator's

Instructions (Delegation of Authority) should also be given an Incident Management Team, along with the Agency Administrator Briefing form. These documents clearly set team actions into motion. Roles and authorities become extremely important for team non-agency incidents as well as for non-wildland fire incidents (mobilization centers, etc.). Things to consider:

- When an Incident Management Team is requested immediate contact should be made by the Team IC with the agency administrator to explain the transitioning process including the Delegation of Authority. Remember, some jurisdictions don't routinely transition incidents to teams and this could easily be the first such occurrence. Any expectations that our routine will be known and smoothly take place could be severely shaken.

- Special attention should be taken when a team activation is for an assignment other than assuming command of an incident. Team deployments that are intended to provide management for a part of an incident should trigger an alert to have very specific roles and authorities identified. As an example, during a major multi-county flooding incident, a team is deployed to manage the care and housing of evacuees only and will not participate in the overall management of response to the incident. A team would need their specific roles defined and a clear understanding of their authorities.

TIP! When response is to a non-wildland fire agency, an Incident Management Team will routinely find that requesting jurisdictions will not be familiar with the capabilities of what they have asked for. However, there is an expectation that a team will know all and the jurisdiction will normally be willing to participate in and provide anything the team suggests.

One of the best ways to demonstrate professional leadership during times of responses to another jurisdictions is to "walk" the jurisdiction through the Transition Briefing (w/form) and assist with the completion of the Delineation of Role and Authorities-Administrator's Instructions. Time taken at this first meeting will reap benefits throughout a deployment.

TIP! This is also time to determine if all of the jurisdiction's key personnel are involved with delegation to a team. There is nothing worse than to discover later that someone forgot to tell the county sheriff that an Incident Management Team is being brought in to manage a flood within the county. Not only is a sheriff the highest elected peace officer in the county, but he/she might not necessarily ascribe to the notion that assistance is needed at all. More importantly, they are usually armed! Count the noses and ascertain if all key folks are involved.

TIP! This may be the first, last and only opportunity to gather information before the team assumes an incident. Go slow. Be thorough. Try not to let key players get away before you have gotten all of your questions answered.

That First Operational Period

That first operational period faced by an Incident Management Team is a kaleidoscope of efforts. Each team function is furiously gathering, exchanging, and disseminating information, formulating plans and structuring their specific jobs with needed staffing. Initial/extended attack troops need relief and retrofitting, new line folks need to go out under direction, incident facilities need development, long-range planning begins and an in-depth view of all safety aspects of the incident is required. These and many other tasks must be undertaken beneath the pressures of interagency coordination and the ever watchful eye of media. Not much happening, right?

The state of the Incident Management Team is also a composite of effects.

Personnel are routinely working extended hours. They have hopefully gotten their direction and written authority after participating in a Transition Briefing. The incident's setting could be unfamiliar to them. Personnel currently working on the incident may have limited information. Resources and materials of all types are invariably still "en route". Mentally, the team knows what to do and desires to do it. Physically, frustration will set in when demands outdistance ability to supply.

Experience will assist in limiting this frustration. Once you've lived through a "first operational period," the next is taken in stride. Some details felt to be critical have proven to be less so. Shortages have been compensated for. Information lacks have become expected.

While it is not acceptable for a team to just throw their hands up in disgust, knowledge that an initial start-up of team operations could be a little rough should be learned. One of the strongest points of an experienced Incident Management Team is ability to recognize and adapt to situations thrown at them. Professionally bringing control to chaos during a start-up is one of the brightest attributes and lasting impressions a team can impose on an incident. Some tools to consider for coping with this "first operational period" are:

- Recognize and expect shortages. Not resources, but information of

  all types will be in short supply. ETAs of ordered resources/supplies, situation reports or maps with little useful information, announcements of important person visits, accurate reports of resources currently assigned, timely reports of past injuries, losses or costs will all be among the missing. EXPECT THEM! Develop a sense of adaptation to work around them.

Team Guidelines can lessen chaos. Directions to specific functional roles to gather the best available information PRIOR to arriving can attempt to shortstop the "it's lost in the system" syndrome. Consider if time/travel allows:

- Directing a team "logistics" person to routinely go to the responsible agency dispatch center. Their mission is to:
  - Get copies of all agency documents utilized while gathering resources and supplies.
  - Ascertain exact procedures and identification of contact person(s) for the continuation of ordering/confirmation with pertinent contact methods and numbers.

- Directing a team "planning" person to the responsible agency dispatch center. Their mission is to:
  - Retrieve copies of any agency incident situation and resource status documentation developed from the start of the incident.
  - Obtain copies of any news releases, incident cost calculations and weather forecasts/projections.
  - Get any information available concerning past incidents within the general area of the current one.
  - Determine exact procedures for situation updates and other dispatch contacts desired with contact person(s), methods and numbers.

- Assign a team "operations" person to personally recon the current situation. This may be done rather than attending the Transition Briefing as long as another operations representative is present for the briefing. Hands-on review of current strategies, resources and projections will greatly enhance a team's ability to produce a useful Incident Action Plan (IAP) when called upon to do so. Provide multiple briefings for "late" resources. If suppression resources are limited, continue to work on part of the incident where they will do the most good.

A pitfall all team members need to be aware of and recognize is the ease of working themselves beyond usefulness during the first operational period. Commonly members have been working at regular assignments when activated for a team response. Travel is conducted to the incident, a transition takes place and the team goes to work. A team routinely assumes an incident in time to brief and get the second day's operational period to the line. Work continues through day two to prepare facilities, accomplish planning and generally organize a large incident. Even if the incident does not enlarge significantly during day two, team members work all of that day to get their functions staffed and performing well.

Studies show that "burn out" occurs at about hour 11 when under stress. Efficiency, production, and safety become real concerns. Team functions require a mental state capable of simultaneously performing multiple tasks. Everyone has a point of diminishing return with regard to the ability to cope with demands placed upon them. Not only can a forgotten item become lost, personnel can be left in unsafe situations and needs go unmet. Team members can become exhausted without getting dirty. All members must recognize this fact.

Some items to consider for safeguarding against over-extension of team personnel:

- Team positions having a second person assigned will require a conscious division of workload. Team ICs may have to monitor this division to assure it is working. The person not "on" must attempt some rest in an effort to relieve his/her partner at the appropriate time.
- Use of twenty-four hour operational periods has proven to ease compression of time for some functions; i.e., logistics, planning and operations. Not that the workload goes away, only more time is available in an operational period to accomplish it.
- Team guidelines can require certain sections to have deputy positions filled whenever the crunch of an incident is expected to exceed a certain operational period (beyond the team's second).

Experience will teach to expect the unexpected. Being dependent on others will always leave the possibility of letdown. Ordering more assistance is not always an answer either. Availability, travel times or other incidents can severely impact accumulation of more staff. The best word of caution could be to have another plan available when chips don't all fall together.

A common practice during that now famous "first operational period" is a tendency to overestimate production. While this happens less in the Operations, others do fall prey. Our system builds this, i.e., the kitchen's ETA is 1100 hours and an unknown breakdown delays it until 1600 which impacts feeding of troops going out, etc. Overestimation can fell any team member in their quest to accomplish their function.

Teams should consider the possibility of overestimating their own production, especially during that first operational period. Is it really possible to draw together a current IAP, be working on the next and correctly look at contingency planning? Can necessary facilities be developed, communications organized and drop points marked with available staff? Can each member realistically accomplish all required actions within that "first operational period"?

Some items to consider:

- While developing Incident Objectives, ICS-202 for that first operational period, an IC could list specific objectives/goals for non-operations functions, e.g., logistics develop a 2,000 person camp; finance/administration assure all contracted equipment time is started, etc. This prioritizes actions and accomplishments. It also implies recognition of limited resources. A posted visual display of this could be helpful.

- Individual function heads must prioritize specific work to be accomplished. Functional staffing is routinely still short and only so many "things" can be accomplished; what is most "important"? List them and get them done in that order. Should an individual's priorities impact other team functions (and, THEY ALL WILL!) this must be shared with the other team ~~members. A full~~ team meeting four to five hours into that first operational period works excellent for this intra- team sharing of information about projected shortfalls and accomplishments.

- Recognize when the impossible just takes a little longer to accomplish. Most challenges faced by a team when organizing an incident can be successfully met in numerous ways. Be adaptive and creative while guarding against expending precious time on a scheme with marginal chances of success. A standard "book" answer is not always needed or required.

- Rely on past experiences (mental slides) to meet significant challenges. There is a depth of collective knowledge when an Incident Management Team is assembled. That first operational period team meeting could produce problem solving suggestions from a most unlikely source if members are made aware of a mate's difficulty and feel free to offer assistance. Use someone else's slide when necessary.

TIP! Learn to recognize the abilities of other team members. You could and should have cross-trained folks at your disposal. That information officer might also be an outstanding logistics section chief. The strongest attribute of real good management teams is an openness to share ideas and work. Too many times a person's focus becomes so narrow chasing their individual challenging demons that they forget that there are a lot of folks on a team, all with the common goal of making the entire production work. Share your needs and ideas. Each incident will impact each team member differently. That information officer might not have a lot to do on this incident due to its extremely remote location and, therefore, could be of assistance to logistics. At meetings have team members brain storm and prioritize what needs to be done. Encourage team members to help out where help is in short supply.

Communicating

During an Incident Management Team deployment, proficient communication becomes extremely important. This includes not only internal incident communications that utilize radios, phones and face-to-face to transmit information used towards control of an incident, but intra-team communications as well as off-incident transfer of information. Effectiveness of communications will directly impact a team's success and impression they leave behind.

Basically, communications can be broken down into three major categories:

- Intra-team
- Intra-incident
- External

Unsuccessful accomplishment of any category will impact a team and incident adversely. A variety of methods exist to avoid this.

Intra-team communicating is the essence of team interaction and requires a conscious effort by all members. It is not that people are excessively introverted but, some do find it extremely difficult to share thoughts and ideas before a group. Some avenues to consider:

- Sincerely welcome new members to the team.

- Efforts must be expended to maintain an intra-team atmosphere that advocates smooth and healthy communications. This is easier said than done. Many obstacles can lead a member to be reluctant to participate:

    - Agency affiliation: Some team members may be hesitant to actively participate in open team communications until it becomes obvious their input is welcome and, yes, needed. Personal discussions with the IC or other team members could help; it may take repeated team interfacing for a person to loosen up enough to participate. All team members need to be aware of this situation and ready to rectify it.

- Rank: Unfortunately, some folks will hesitate to participate because they are outranked. An IC should make it crystal clear that, in a team setting, all collar brass was checked at the door; every member is just that a member! Your only "rank" is that afforded to your team position. Again, this may take repeated demonstration by all team members to loosen up the rank consciousness.

- Abilities: A person might be self-conscious of what they perceive as a lack of experience or knowledge compared to other team members, subscribing to the theory of not demonstrating this lack by opening their mouths. Again, the team atmosphere will need to recognize that there are as many different levels of experience as there are members and that's OK. Besides, those with loads of experience had to start somewhere too.

• Team guidelines can describe and structure team operations in a manner that clearly requires and promotes communication's importance to team intra-actions.

- Team structure requires numerous meetings

  Transition Briefing
  Strategy Meeting
  Planning Meeting(s)
  Operational Briefing(s)
  Daily Team Meeting(s)
  Demobilization Planning
  Meeting Transition Out Briefing
  Post Incident Team Meeting (critique)

- It would be advantageous to discuss meeting processes in team guidelines. Expectations on length, contents, participants, and required interactions as well as need for documentation should be explained.

- Continually drive home the idea that gathering, exchanging and disseminating information is a shared responsibility of all team members. Assure a clear process to accomplish this is understood and expected of and by all.

- Position specific expectations within team guidelines could list those types of information required by team members. This alerts members to the nature and detail each other member expects from them.

- Team ICs and functional section chiefs should monitor conduct of meetings and member's participation to assure an open working atmosphere is cultivated and maintained.

TIP! Meetings by team members coordinate a vast majority of team management efforts. They are required BUT, the abundance of them can become overwhelming for personnel attempting to accomplish something (such as managing an emergency). A watchful eye should track all meetings to eliminate unproductive or counterproductive time. Having a clear posted agenda with outcome expectation, along with member's knowledge of the expectation of their punctuality and preparedness, should maintain the businesslike team attitude. A team member assigned as the team's meeting facilitator (team guidelines) or "Sergeant-at-Arms" could also help. Leave the rabbits for after the incident. Every team meeting should start with, "the purpose of this meeting is _____". The following people must be present _____, _____, _____, _____.

TIP! Teams should develop a standard procedure for documenting all meetings. Too many key decisions and directions develop during meetings that seem to require later review. Bring in a scribe or delegate this task via team guidelines.

Intra-Incident communications are obviously key to transferring information for the purpose of control. However, even as much as this type of communicating is performed by our troops day-to-day, there are areas for improvement during major incidents.

- Keep the incident's troops informed. We have all been on incidents where no one outside of the incident management's upper echelon had any idea what was going on or projected. Really makes you feel that there was a rudder on those ships, huh? Routinely updated bulletin boards and single page briefings within the base are but two of the ways to accomplish the task of informing the troops. Decide early how and by whom this will be accomplished, then make it happen. Utilize visual displays within the ICP as much as possible. If someone can locate their needed information without asking, a manager's time is not spent answering questions.

TIP! Each team should have some pre-developed "standard" documents available from personal word processing systems that can be used as needed. Motel policies, personnel standards of conduct, and release priorities are but a few of the documents consistently used incident-to-incident. Teams will develop more upon each activation. Availability will assure use.

- An IAP that cannot be read is less than worthless. Its construction wasted a lot of valuable time and, except for meeting certain personal needs in a biological sense, it isn't worth carrying. Recognize that IAPs must be reproduced; reproduction requires a clean original. At present, the cleanest way to develop an IAP worthy of reproducing is to employ the InciNet and other computer systems. Get one and use it! To meet the need prior to the system's arrival, copies of this program are available for personal computers (laptops) which should be in every planning section chief's possession. If an IAP must be handwritten, find someone who can write legibly and produce the best IAP possible. IAP maps are also a problem to reproduce; the GIS mapping system cranks out great maps in 8-1/2 x 11 inch format that can be reproduced with outstanding results. Use it!

- As a communications plan develops, assure all pertinent information is on each Assignment List, ICS-204 of the IAP as well as the Communication Plan, ICS-217. Complex incidents require complex communication plans. The Assignment List, ICS-204 reflects the Communications Plan specific only to the assignment of resources to that division/group. However, reassignment of personnel about the incident during an operational period affords everyone information needed to properly communicate. Likewise, LCES information developed should also be on each specific Assignment List, ICS-204 for the same reasons. Build in flexibility while keeping troops informed.

- Each IAP should include a listing of staff cell phone numbers. Begin building a cell phone/pager directory early and update it with every new IAP. Teams should have one started in their portable word processor prior to an activation. In areas with adequate cell phone coverage (or made to have adequate coverage when you brought in that portable cell), radio traffic will be freed up for important operations-based communications. Use the radio for operations messages so that others can eavesdrop.

- Operations leaders (chiefs, directors, supervisors and leaders) must be cognizant that certain communications should <u>NOT</u> be conducted via cell phone. It is entirely possible to isolate a large segment of an incident's organization by not using common communications methods for information needed by many. For instance, if one division had a blow-up condition and reported this via phone only, would adjacent divisions (or anyone else on the incident) have all information necessary to them? Certain items need to be heard via common communication methods.

- Operations leaders and incident dispatchers need to maintain radio discipline on the incident. Not only will this eliminate untimely use of congested airwaves, it should maintain a professional sounding incident for all those listening (like an agency administrator or the media).

TIP! In areas of highly concentrated cellular telephone coverage (heavily populated or with major transportation routes) cellular companies have portable cells as well as large numbers of portable phones available. FCC licensing for these high use areas normally contains a clause that requires companies to provide this service to responders without cost (including the cost of the calls made) during times of disasters. Check with your logistics folks to assure they know how to access this service when needed.

External communications are those made from the incident to the outside world. This will include, but not be limited to, briefing the agency administrator, working with the agency dispatch center, tracking down vendors for specialized items, or transmitting cost information to an appropriate source. These and many other communications will say volumes to legions about the team and its personnel. Therefore, team members need to be aware of the expectation that all communicating will be of the highest professional level. Some items to consider:

- The most off-incident reviewed and discussed document a team will produce during a deployment is the Incident Status Summary, ICS-209. Accept this fact. Completeness, accuracy and timeliness are paramount. There are deadlines for the ICS-209 that must be met as this document is used to allocate resources to your incident. It must be on time.

TIP! There are currently many documents required to be transmitted off an incident throughout its life. ICS-209s and cost estimates are but a couple. Assure you know them all. Reconfirm early during the incident with the receiver a timetable and method to be used for each. Entirely too much time can be wasted by too many people tracking down late or incomplete documents.

- Agency administrator briefing times and methods will normally be set during the Transition Briefing. The IC or deputy will routinely do these. Regardless who does them, reviewing the latest intelligence just prior to the event will allow transmission of the best information while making a professional presentation. Agency administrators want the best "feel" for the incident that the experience of a team can give him/ her. Being forthright and honest can ease the making of off-incident decisions.

TIP! Awareness of the importance that is to be given external communication by all team members will go a long way to having the team perceived as a structured and accomplished group who can meet deadlines in a professional manner while facing many difficult tasks.

TIP! Some have found that local Internet providers have been known to provide access for use of an incident free of charge. Check on it if this could be of value.

So You're in Unified Command Now What?

It is common for significant incidents to involve more that a single jurisdiction. This is an accepted fact and management of these types of incidents has been addressed under the Incident Command System's provision of Unified Command. What impacts can an Incident Management Team expect under Unified Command? What are some of the pitfalls and what are some "tricks" to making it work?

When transitioning into an incident which is being managed under Unified Command, some immediate alert bells should loudly sound.

Is this legitimately a Unified Command Incident? Unified Command was designed to "allow all agencies with responsibility for the incident, either geographical or functional, to manage an incident." Do you have such an incident? If not clearly understood, ask your agency administrator for clarification. You need to know when an agency is including (or pacifying) a cooperator in Unified Command when in reality the cooperator has no jurisdiction or functional responsibility for the incident.

Has a single ordering point been established? The quickest and longest lasting way to adversely impact a Unified Command incident is to have involved agencies continue processing orders for additional resources/supplies through their normal channels. Incident personnel delegated as having overall incident responsibility for their agency (Incident Commanders) must immediately agree what method (single point) will be used for such ordering, advise their respective agency, and assure all incident personnel from their agency know of and abide by this decision.

Is this a cost share incident? This will be a tough topic to broach. However, it is one that needs an immediate answer. Some agencies do cost sharing as a matter of policy; others will not have a clue what this is about. With "...responsibility for the incident..." should come some expectation of financial support for that responsibility. Impasse on this subject must be referred to your agency administrator immediately. If there is to be a cost share of the incident, some tools are necessary:

- Have cost share technicians been ordered? Very seldom will personnel from the team's finance/administration section have time or expertise required to produce an agreement necessary for cost sharing. Get the help you need. A technician should represent each agency involved.

- Do you have on-hand necessary maps accurately delineating each agency's area of responsibility? If not, get them. If you are not intimately familiar with the areas, have your agency administrator or a designee verify the map's accuracy. This is important!

OK, so all of the immediate bells went off and you got satisfactory answers to the first issues. Now what? To proceed smoothly, some preliminary actions, which are different from a single agency incident, are necessary.

- Establish Unified Command's objectives for the incident that meet all involved agencies' needs. This could be understood as necessary by your counterparts or it could be an entirely new concept. Availability of a blank Incident Objectives, ICS-202 form could aid in this effort. Keep the development clearly as objectives, not tactical actions. Good luck!

- Establish the management staff who will fill "lead" section chief and officer roles. A team IC can be intimidating here as he/she just showed up with a whole fleet of highly regarded personnel who normally operate as a high performance team. Should all agencies elect to use the Incident Management Team intact, this job is done. However, should another agency feel it is necessary to insert staff from their agency into the management structure, things can become a little more complicated, but there are a couple of avenues to consider:

- Keep the bulk of the Incident Management Team intact as "lead" person in each function while negotiating for a limited number of "deputy" roles for other team members. Normally emphasis will be for another agency's person in an operations section chief role. Can your team function correctly if the team operations section chief becomes a deputy? This will be a question each team IC will have to answer for themselves and their team. Make sure your agency administrator reviews any negotiated staffing settlement.

- Should qualified personnel from another agency be available to fill all "lead" roles, your entire Incident Management Team could become deputies. This will need to be immediately reviewed with your agency administrator; he/she might not have brought you in with this in mind. The issue is thrown back to the administrators from all involved agencies for settlement. It's not the best avenue for a team, but it could be the only way to settle it.

- Establish information release procedures for the incident. All agencies on the incident will need to agree to a single source for development of information released. The information section may well have personnel from all involved agencies, but released stories must all be the same. This can become the second leading source of problems within a Unified Command setting if left to chance.

- Agreement on incident facilities, location, purpose and size must be mutual.

The ICs come out of their meeting and announce the outcome of their agreements. Now what? All team members need to consider some thoughts:

- Regardless if the Incident Management Team is to be the "lead" group or if the team is the only command structure present save the other agency(s) ICs; team attitude will set an everlasting tone for the incident. There is a new player in the position of leader; could there be several? Now what? Team intra-actions must continue as normal. React equally to all ICs. This is easier said than done with some. There will be some agency specific needs which might have to be met by staff. While just what they need is more to do, these are the "little" things which could derail a Unified Command with the best intentions. Any questions concerning conflicts of direction should be immediately referred to the team IC for rectification. All team members must want the other agency IC(s) to say after the incident that "the team took me in and accepted me as a full member."

- Be open and honest with your counterparts. Whatever command structure agreed to will have to work and work well. The attitude and cooperation by the Incident Management Team cannot become a basis for problems.

- Realize that you may be training your counterpart in his/her functional role. Incident Management Teams have qualified and experienced personnel assigned; other agencies may find it hard to match up person-for-person. All team members should expect being relied on to pass along some of this hard earned experience. It can become a full time task. Remember, you may well be developing a future member of your team.

- Remain approachable and open to input. For many of the same reasons as providing on-scene training to counterparts, team members must demonstrate untiring desire for input and interaction. By setting an example of cooperation, a team will stimulate and maintain a desire in all to work together in a common cause.

- With minor exceptions, all management functions must be collocated. This includes the Incident Command Post (ICP). We have all been on incidents that clearly had multiple ICPs, yet were called "Unified Command." Not True. Get it together and assist keeping it together.

A few hard earned thoughts which could make future Unified Command incidents easier for a team:

- Establish agency specific finance/administration personnel within this section. This may only need to be a deputy to the section chief, but assures proper procedures and documentation are followed for each agency.

- Establish agency specific time recorders within the incident's finance/ administration section. These people work and report to the finance/ administration section chief. However, specific time recording requirements of each agency will be met.

- Establish agency specific compensation/claims personnel within the finance/administration section. Depending on which agency's jurisdiction a claim might generate from, the process for submitting claims could be different. By having a person from that agency handle the claim from the start, settlement delays will be avoided. Again, these people would work for and report to the finance/administration section chief.

- Should you be involved in a cost share agreement, consider:

  - A division-by-division percentage split is required for each operational period of the incident. This assigning of percentages is done by the ICs. Whenever ICs do this, it should be done in private with the cost share technicians, only. Too much pressure is implied to an IC if someone from his/her agency is present/observing; especially a superior.

  - Operations section chiefs have an important and pivotal role in cost share agreements. They will be required to verify, at the end of each operational period, where each resource was actually used during that operational period. This should be made known early so they may employ whatever means necessary to track resource use. Should there be air resources involved, air operation branch directors will be required to do the same. Tell them.

Some Other Things to Consider

Some issues have arisen over the course of past Incident Management Team deployments that warrant consideration, should there be a need for slide development by you. Something similar could surface again:

Two agencies each have an Incident Management Team assigned to an incident. Complicated? Yes. Impossible? Not necessarily. Think about:

- An incident is large enough geographically to require excessive travel times to encircle. While not specifically outlined in ICS, splitting a large incident into two separate areas/zones with clearly defined boundaries can work. However, there can only be one set of incident objectives! Objectives are negotiated between two zones so all needs are met. Although workable, this is not an ideal situation to be in. This setup really calls for an Area Command to be established to coordinate two efforts and prioritize resource usage.

- Agency administrators jointly negotiate that one team will be primary or lead and the other will perform as deputies. Hopefully, team ICs would be consulted on workability of such an arrangement. This is the second best alternative.

- One team works one operational period, the other works the following. This is not good. There is too much loss of command continuity as well as too great of a chance for details to "fall through the cracks." Stay away from this if at all possible.

- One team is released from the incident at the direction of the agency administrators. This is the best solution and reduces a wasteful commitment of resources.

Your position on a statewide priority list during a time of multiple incidents is very low. Resources (especially those of a normally limited nature) are going to be very few and far between. Expect over-using the resources you do have and long delays on orders. Even items like the Incident Base will be limited at times. Plan accordingly. Your creativeness and flexibility will be tested. DO NOT resort to hedging reports of your situation should nothing current or predicted exist which

could change your priority. These embellishments seldom work as you hope. Live through it and see how the team's collective imagination produces results. After all, some incident has to be on the bottom of the list; it's just your turn. Consider using non traditional approaches such as large numbers of rental dozers; making local government engine crews into a fire crew, etc.

You have a significant incident near a major center which attracts a lot of attention. The team's information section is doing a good job, however, expect repeated requests to interview the IC. In today's world, the media eventually want and need to hear from "the person in-charge." Consider an organized news conference to fulfill this demand. Advertise a conference time which will meet a majority of deadlines of the media present, find an area of adequate size, get good visual aids, brief the presenter(s) on the latest status/possible question areas and do it. Reporters from most major media sources understand this format and process. However, the team's information officer should facilitate the conference by opening with an explanation that there will be a situation overview and a question/answer period; all to be accomplished within a set timeframe. The information officer should be ready to "rescue" the IC(s), if necessary.

You have an incident with a significant number of structures destroyed. Lucky you. While firefighters did their best, the incident "took" xxx number of structures. Now what? Consider:

- Specific instructions to the entire information section should be: their theme is to be; "firemen SAVED xxx (number) of structures, unfortunately, the fire DESTROYED xxx (number). . . Firemen DO NOT lose structures; we save them!

- You will need to organize a triage group to rapidly count foundations. Media want a number and will harass the information section until given one or will develop their own from any talking source around the incident.

- Determine as soon as practical the identification of those structures destroyed. Addresses, assessors plot maps or anything else, which will positively locate the structures, will aid in this. Assuming the area has been evacuated and residents have not been allowed back due to on-going control activities, you can set in place some processes to ease this situation for the citizens involved.

- As soon as operations can work around limited traffic, announce availability for firefighter-escorted trips during specified times for owners of known destroyed structures. Proof of residency should be required.

- Have agency vans or other suitably marked agency transportation available. Assign compassionate agency fire personnel in uniform with PPE to function as escorts. Outfit the affected citizens in well marked PPE. Take them to their structure. Reason; too many experiences with this situation have shown that people, even though it is confirmed for them that their structure is destroyed, HAVE to visit the site for personal closure. When performed correctly, this service will generate rave reviews and leave a lasting impression.

- Discuss this sort of action with a local mental health department or other appropriate agency prior to implementation. They routinely have excellent suggestions and counselors available for this type of traumatic undertaking.

- Consider having Advanced Life Support available during such an operation. This has proven worth the effort as reaction to individual trauma can be overwhelming for some; plan for it.

- The media will want to record these returns for human interest. You cannot stop them unless they are considered a hazard to on-going operations (difficult to do if you are taking citizens in). Information could have them elect a representative to travel with the escorts/ victims in your vans to get a story that they will share. Or, selected victims amenable to media attention could provide this coverage. Check on it. Also, check those that aren't and protect them.

- You have a need for damage assessment for structures destroyed. Place an order for this specialized resource when you have some idea of numbers. It could take awhile to assemble the necessary staff to do the job correctly. Consider tapping the county assessor and/or building departments for resources necessary to perform assessments; they have methods we don't, familiarity with what is an inhabitable structure, and resources (plot maps, etc.) which could speed the process. Know what you want from damage assessment; count, photos, prevention information, etc.

<u>You have to recommend evacuation of citizens from the incident.</u> Alert bells should be loudly sounding now. Consider:

- We don't order evacuations; this is a law enforcement function and they have the responsibility. However, they don't have knowledge of incident spread that you do and will be relying on you to trigger the need.

- Get the highest ranking responsible law enforcement agency official you can. Install him/her into your command structure as a "branch director law enforcement" (put the name on the organization chart quickly). Responsibilities are evacuation, traffic control and security as well as their routine duties. Make this person feel a part of the incident's organization by involvement throughout your planning process and IAP implementation. Make sure this person understands you consider him/her as the law enforcement head for the incident that is working within your structure.

- Bring in the county emergency services coordinator (or someone with these responsibilities; different titles exist). This person has (or should have) pre-planned evacuation centers located, contacts with appropriate social response organizations (Red Cross, etc.) and mass transportation contacts. Develop an appropriate level within your organization for this person and delegate necessary responsibilities. This will be fairly easy in those locations with an active disaster planning effort. It is likely an Emergency Operations Center (EOC) will be established.

- If evacuees are placed into incident generated shelters, have your information section place a team information officer into each shelter. Evacuees will need periodical updates of the current and projected situation. An uniformed person from your staff is best.

- Negotiate early with your law enforcement branch director procedures to be followed once your situation allows reoccupation of the area. Make sure all staff know how this will be announced and what preparatory steps are needed. Law enforcement makes the actual evacuation; they should announce and coordinate reentry.

- There can be pressure (even unvoiced pressure developed within the team) to get people back into their residences as soon as possible. Guard against inhibiting operation's efforts and/or possibly needing to evacuate again (very bad)! Human nature will want to get folks back in quickly; just don't make it too fast. By the same token don't delay unnecessarily. The occupant can help the operation by being present.

Community relations is a broad term for efforts to meet the need of local citizens and elected officials to be informed/involved with your emergency mitigation job. This is an unexplained, but inherent mission each management group has and one the fire service as a whole has never done well. Consider the following:

- Your incident is burning or seriously threatening to burn (or flood, or...) within a community. Citizens have a right and expectation to be informed BY THEIR FIREFIGHTERS what is happening and being done versus getting this information from the media or word of mouth. One avenue is to organize public briefings within the affected community.

- Coordinate any of these efforts with local elected official (city council person or board of supervisors for the affected area). They need to be afforded the opportunity to be present and/or participate with these briefings.

- Depending on the incident's magnitude or "feel" for community concern, the first such briefing within specific areas might need to be done by the IC(s) with assistance from your information section. Repeat briefings at a location can be delegated to information if this is felt to be appropriate.

- Daily updated single page informational handouts developed by Information and dispersed from places of community gathering and with IAPs are generally well received. Announce in the last one to be published that future issues will not be done.

- Long-term or damaging incidents will generate a lot of interest by elected officials. You have a responsibility to brief them also. Consider the following:

  - Make sure firefighters themselves know the big picture and can provide accurate information to the public, the media, and officials.

  - Check with an appropriate source to determine if the entire group of community elected officials (city council/board of supervisors) would entertain a briefing during a public comment section of their organized agenda. This assumes their regular meeting day would be of benefit (incident is still active). Recommend the IC(s) make these presentations.

    - Visual displays will greatly assist in such presentations.

    - Don't get too technical. These are laypersons, not firefighters. They will be most interested in damages done, projections for control and problems encountered.

    - If you are unfortunate enough to have an incident that remains active through another scheduled meeting, see if they would like an update briefing.

- Invite the elected official(s) to attend your Planning Meetings and Operational Briefings. We do not operate in secrecy; invite them and assign a knowledgeable staff to escort them through the processes. If they do attend, announce their presence to the group so your folks know who is in the room.

- If you have a final package of incident maps, damage assessments, rehab plans, team narrative report and the like, have enough packages developed for presentation to the elected officials who have interfaced with you during the incident.

TIP! View the need to meet expectations of citizens and elected officials in the context of; these are your "customers." We have a responsibility to meet the expectations of our customers. DO IT! This might all seem to be a real waste of the team's valuable time, but we do have a responsibility to keep citizens/elected officials informed. The benefits of expanding this effort will be generally well rewarded. Agency folks left behind after a team mitigates the incident will enjoy an improved respect for the fire service.

Very Important Persons (VIPs) Visits. Incident visits by interested important people will happen. VIPs could be just about anyone; politicians, government department heads, etc. Be prepared for them! Some will be invited, some will appear unannounced. Regardless, teams should have internal procedures in-place and known by all members to deal with these important visitors (team guidelines?). Consider the following:

- A team function is designated as responsible for VIPs. Routinely, this falls to information. It really doesn't matter who, just so long as there is a function responsible and staffed to handle these folks. The goal is to brief the VIPs on the incident's history, what is projected and what problems exist. Visual aids in a briefing area will make this much easier. Dependent upon the visitor, ICs may be expected to make this presentation.

- Tour incident developed facilities with VIPs. Without disturbing work being conducted, orientations to the planning section's efforts will usually amaze folks seeing this activity for the first time. The same is true with the finance section. Of course, a tour of facilities isn't complete without trying the kitchen.

- Requests for tours to the front lines can be expected. If practical, go with appropriately marked PPE and in agency marked vehicles. Expect and plan for over-flight requests; these are appropriate when correctly licensed aircraft are available and such movement does not interfere with operations.

- Upon their departure, ask if a follow-up personal briefing is of value for them. A simple phone number exchange will allow rapid transfer of information to them and could limit return visits.

Accountability is an often discussed and noble issue, but one which is difficult to see results with. In a team setting, accountability has to start with the team. Team guidelines have laid out specific expectations; did they get met? Your agency administrator laid out expectations (strategic goals/objectives) for the team; did they get met? Section chiefs laid out expectations for their subordinates; did they get met? How do you know? We historically have done poorly when recording job performance with proper documentation. Be a part of a force to change this trend!

- Team members with written guidelines know what is expected of them. Performance ratings should have these expectations incorporated as rating factors. If met, say so. If not, explain why performance was less than adequate. Improvement for a next deployment is the goal.

- Routinely, agency administrators will be very satisfied with a team's performance when the incident is successfully controlled. Sometimes, to the point of embarrassment. However, do they really review your documentation, ask for final cost figures, demand reviews of accidents/injuries or feel free to discuss on-going political problems in an incident's aftermath? No, but these are the issues that administrators deal with. As a last professional gesture, what would an administrator do with a performance rating sheet listing these types of issues handed to him/her by an IC? It might be worth doing just that to watch their expression. If you get one honestly filled out, it will make a great learning tool for the entire team.

- Section heads must feel it's an obligation of their position to honestly rate subordinates. The team should decide early (in their guidelines) to what level of the organization performance ratings would be required. Once done, make the forms available and have a central location staffed for their collection. Distribute off the incident under direction of agency policy or the agency administrator.

Substandard or non-performance is not a frequent occurrence, but one that will need to be faced. If performance impacts the incident detrimentally; release and send them home. Follow with immediate contact to their home supervisor advising of the situation and reason for early return. Follow it with written documentation. Include all pertinent facts. You had better be right as this is about the biggest action you can take against a professional and one that may take follow-up action after the incident. But hey, that's what you get the big money and title for.

TIP! Personnel problems must be referred to the IC immediately. Some tough decisions have to be made. Is the transgression or act sufficient to warrant future punitive action? If so, recommendation is that a specific investigator for the occurrence be requested. Current personnel assigned to the incident already have a job and/or might not have expertise to perform and document a needed investigation properly. Get specialized help when needed.

TIP! Teams should have base/camp rules of conduct available in their portable word processing. This will need to detail acceptable/unacceptable conduct and attire for personnel to adhere to. Post on bulletin boards and include in IAPs as deemed appropriate. Then BACK IT UP!

Your incident has numerous resources from the state's Mutual Aid System assigned. ~~A common situation but one that does have implications associ~~ated with it.

- Require a conscious and periodical review by operations on the effectiveness and value of these resources. On many occasions, we can look back and confidently say these resources were held too long. These have, at times, become a security blanket in case "something goes wrong". In many cases, their true value ended 24 hours previously. Monitor.

- Why do we continue to associate "structure protection" needs with Type I engines? In many locations, these monsters have limited applications. Nearly as many Type II and III engines are available through the system and these lend themselves better for many more applications. Think about it when ordering.

- When you have enough advance knowledge of need, request those state-owned engines available through the system. They are cheaper and have adequate capabilities for most applications. Response times can normally be the limiting factor.

- Demobilizing a large collection of mutual aid resources can become a nightmare. Plan early and staff up. The vehicle safety inspection portion takes a while.

<u>You have stabilized the incident and begin planning for demobilization.</u> As the primary thrust to accumulate resources was driven by operation's needs, this section has primary responsibility to generate information on their future needs and scale-back of the incident. One tool to assist in this "crystal ball" projecting is a <u>matrix</u> developed by operations. The matrix lists different types of resources to be used, each operational period out for a minimum of three days and projected needs of each type of resource for each subsequent operational period. Operations should review this matrix often. With exception of the following operational period, numbers can be modified as each operational period completes their assignment and the needs change up or down. Armed with this type of information, the team can begin demobilization planning and proceed. Plan early, review often and demobilize resources that are not needed.

What's Coming Your Way Next?

What is on the horizon for Incident Management Teams? Who knows. However, if recent deployments are an indicator of the future, things will be interesting. New challenges exist and possible assignments for situations yet unknown surely will test skills of current and future team members.

The adoption of the Standard Emergency Management System (SEMS) guidelines by the State of California could impact teams deployed to that state. Incident management and coordination have been given new emphasis. Availability of trained/experienced Incident Management Teams is becoming known by many jurisdictions that previously had very little knowledge of or exercise in emergency management. Most are attempting to train and learn a system that will routinely be exercised annually or when "the big one" hits. Many have already demonstrated and acknowledged limited ability to function proficiently due to a lack of continuous application of these skills. With these specialized skills available on demand, many jurisdictions will look to Incident Management Teams to fill their occasional needs. What will this entail?

New types of incidents will need to be managed. Large scale Hazmats, civil disturbances, earthquakes, floods and, yes, an occasional tsunami will all impact California and possibly other locations. Who knows what other calamity will jolt nature's playground for disasters. However, all will require massive amounts of resources for mitigation. Will managing these effectively be that much different than a wildland fire? No, only the actual application of these resource's skills will be somewhat different. In other words, effectively dealing with large numbers is not any bigger deal than what we routinely do; only the application will differ. What can a team expect? Consider:

- Teams will not normally have knowledge or training in many areas needed; dealing with large numbers of displaced citizens (both short and long-term), addressing water and air pollution concerns on a large scale, restoring basics of life needed to survive like emergency drinking water systems and food as well as many other aspects. What to do?

- Get the most knowledgeable technical specialist for areas where the corporate knowledge of the team is lacking; just like on a wildland fire incident. Then listen to them!

- Develop interpersonal skills that will be necessary to coordinate and interact with personnel from many diverse agencies and jurisdictions. This is not as easily accomplished as you might think. You will have inherent problems with some because of the "what do a bunch of wildland firefighters know" syndrome. Show em!

- You will not have that warm fuzzy feeling that you have done this particular type of incident a hundred times to fall back on. However, you will have tested emergency management skills exceeding those around you. Use em!

- Expenditure of dollars will be a nagging hindrance to feeling free to accomplish what is needed. "Where is all of this money coming from" will become a steady nightmare.

- Pressure to perform without a hitch will be ever present. This could be voiced or personally felt by individual team members. Effects might become overwhelming. Teams should discuss this and recognize its symptoms.

- Possible concerns for team member's personal property and family could surface. Were member's residences within an affected area? Deal with this straight away.

- Teams need awareness of, but avoid, intra and interagency political wars. Our presence at non-wildland fire incidents will incite some while soothing others. Regardless, you have a job to do; just do it and leave the infighting to the real wheels.

- With new types of incidents will come new types of assignments.

- You might not be in charge of the big picture; a portion or role could have been delegated, e.g., managing the receipt and distribution of relief supplies, restoration of water supplies, etc.

- You could be working for another management organization (team) on a portion of the overall incident that may or may not be experienced/ knowledgeable. Expect it.

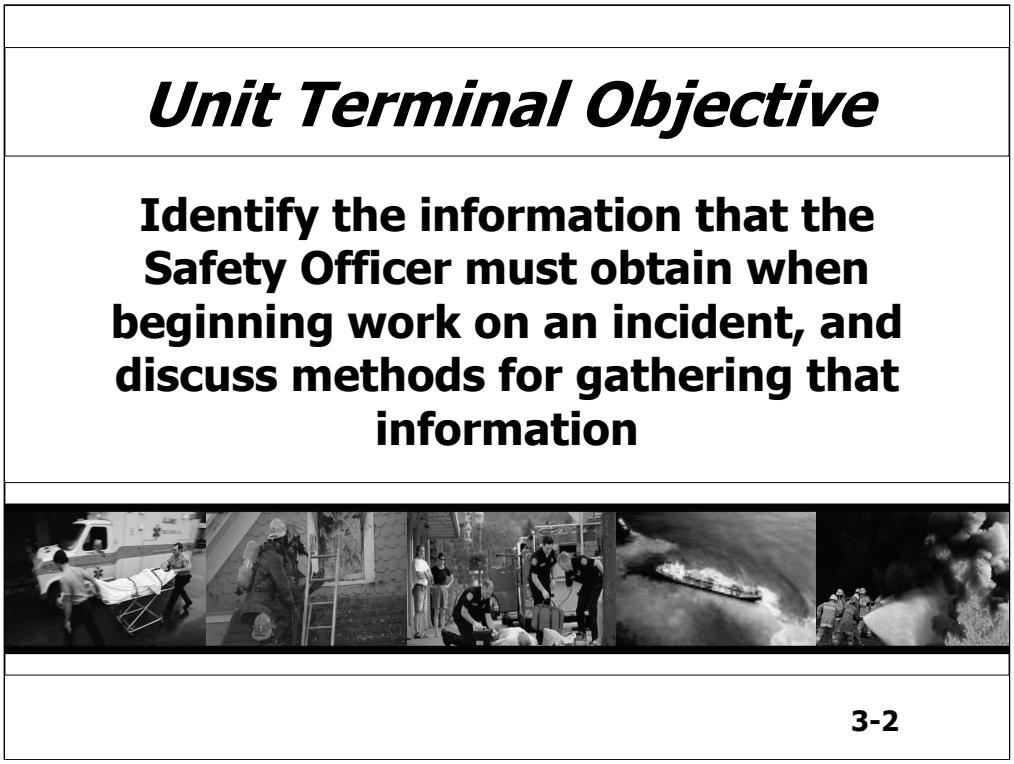
With expansion of emergency response coordination and management under SEMS legislation comes the requirement for Emergency Operation Centers (EOCs) at various levels of government. Training continues for personnel for EOC staffing. A problem with this system is that a majority of the personnel will perform these EOC duties as an additional responsibility to their normal job. Many have only limited knowledge of performing in an emergency response mode. Fewer have actually performed on emergency incidents. Obviously, many agencies will look toward Incident Management Teams for assistance based on known capabilities and input from their counterparts throughout the states.

Many jurisdictions and various levels of government have already discovered the abilities and availability of Incident Management Teams. This knowledge is being shared and expanded within those circles. What will a team face while filling a request to function within an EOC?

- A clear delegation of roles and authorities will be required. This should be a must even if the team has to assist in developing them (and you should/will). You could be operating in an arena without benefit of legal backing; may not be legislated to do some of the roles as expected on wildland fires. Get your delegation right and in enough detail to cover you and the agencies you represent.
- A team could be delegated to act as the sole management representative of the responsible jurisdiction. Delegation would need to be very specific and complete. Ramifications from an indiscriminate delegation could become monumental. This could equate to being delegated responsibility for a fire emergency.
- A team could be requested to perform as "shadows" or deputies within an EOC with responsible jurisdiction personnel filling all "lead" roles. The easiest way to visualize this scenario is a team would be performing a "training" mission of walking the other personnel through the para-military organization of ICS and developing team building skills of the personnel. True delegation of authority would never leave the jurisdiction, but a team will need clear definition of their expected role.
- A team could be delegated portion(s) of large incidents to manage. Again, very specific delegations would need to be documented.

Unit 3

Obtaining Incident Safety Information



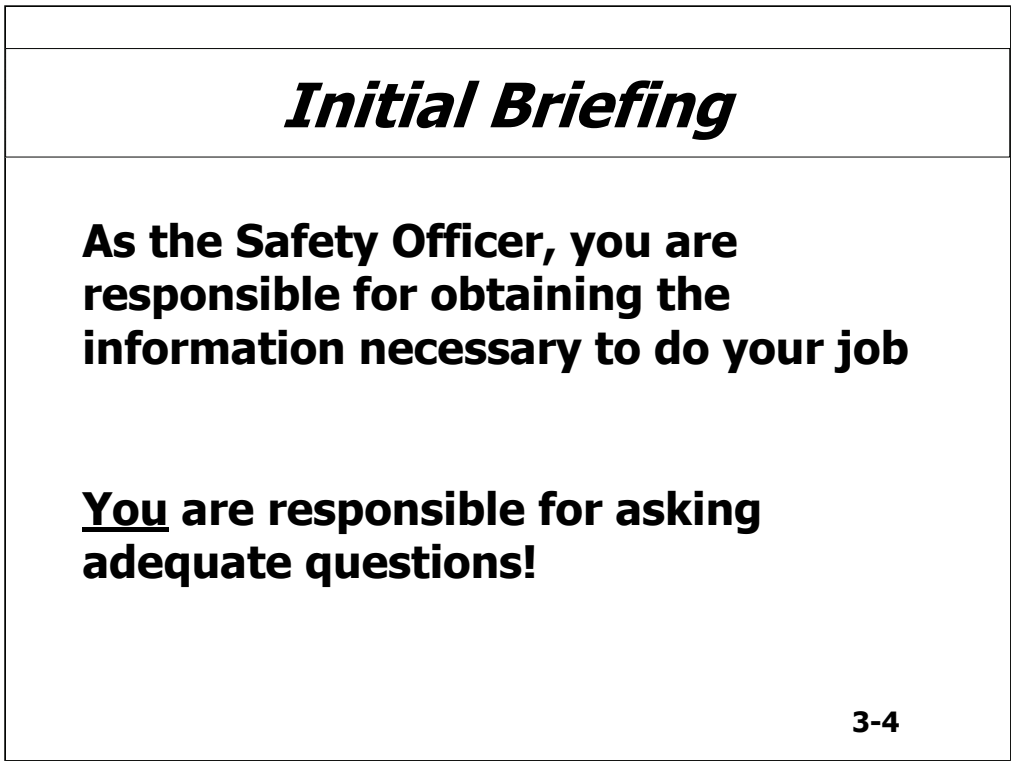
UNIT OBJECTIVES

- Unit Terminal Objective
  - Identify the information that the Safety Officer must obtain when beginning work on an incident, and discuss methods for gathering that information
- Unit Enabling Objectives
  - List information that you would obtain from your supervisor during an initial briefing
  - Assess information from the Incident Action Plan to obtain an overview of the incident
  - List ways of obtaining information on potentially unsafe situations
  - Understand the types of laws/regulations/policies that a Safety Officer should be familiar with
  - List the types of information you would gather from technical specialists and describe the significance of each

Unit Overview

- **Initial Briefing**
- **Incident Action Plan**
- **Laws and Regulations**
- **Obtaining Information**

3-3

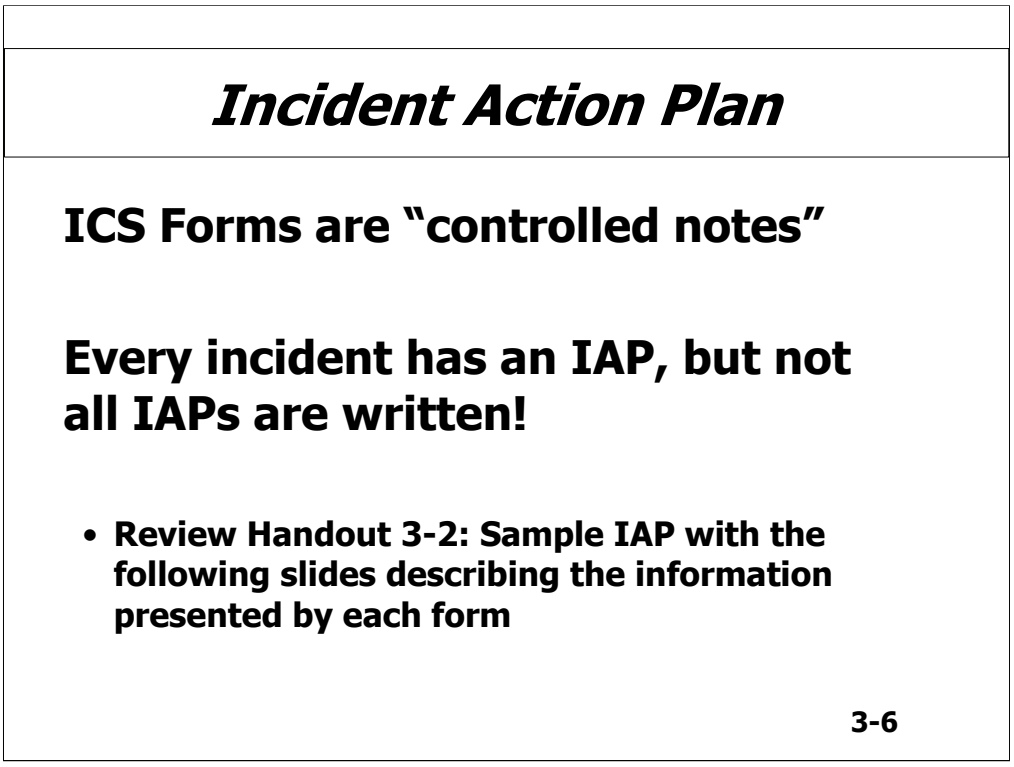


INITIAL BRIEFING

- Obtain briefing from your Incident Commander (or supervisor, group leader, etc)
- You are responsible for obtaining the information necessary to do your job – you are responsible for asking adequate questions!

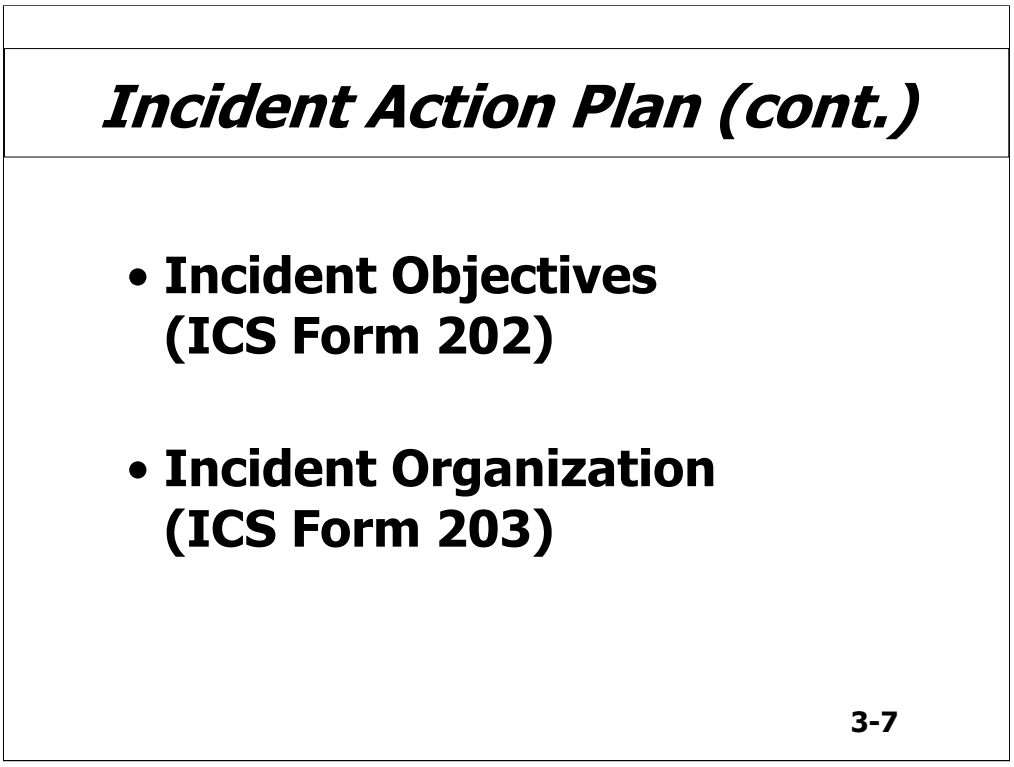
Handout 3-1: Initial Briefing

3-5



INCIDENT ACTION PLAN (IAP)

- ICS Forms are "controlled notes" for the Incident Management Team. They are the data points of information that need to be gathered, processed, and disseminated
- "Every incident has an IAP, but not every IAP is written" – Jon Olney
- Review Handout 3-2: Sample IAP with the following slides describing the information presented by each form

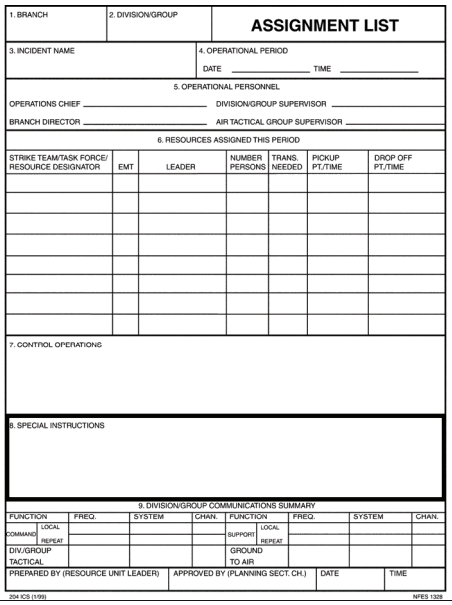


INCIDENT ACTION PLAN (IAP) (cont.)

Assess Incident Action Plan information to obtain an overview of the incident. Determine support needs to meet the Incident Action Plan

- Incident Objectives (ICS Form 202)
- Organization Assignment List (ICS Form 203)
  - Span-of-control (exceeding or meeting)
  - Who is in what position for contact purposes?

ICS 204 - Assignment List



1. BRANCH | 2. DIVISION/GROUP | **ASSIGNMENT LIST**

3. INCIDENT NAME | 4. OPERATIONAL PERIOD
DATE _____ TIME _____

5. OPERATIONAL PERSONNEL
OPERATIONS CHIEF _____ DIVISION/GROUP SUPERVISOR _____
BRANCH DIRECTOR _____ AIR TACTICAL GROUP SUPERVISOR _____

6. RESOURCES ASSIGNED THIS PERIOD

STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	PICKUP PT./TIME	DROP OFF PT./TIME

7. CONTROL OPERATIONS

8. SPECIAL INSTRUCTIONS

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL				SUPPORT	LOCAL			
	REPEAT					REPEAT			
DIV./GROUP TACTICAL					GROUND TO AIR				

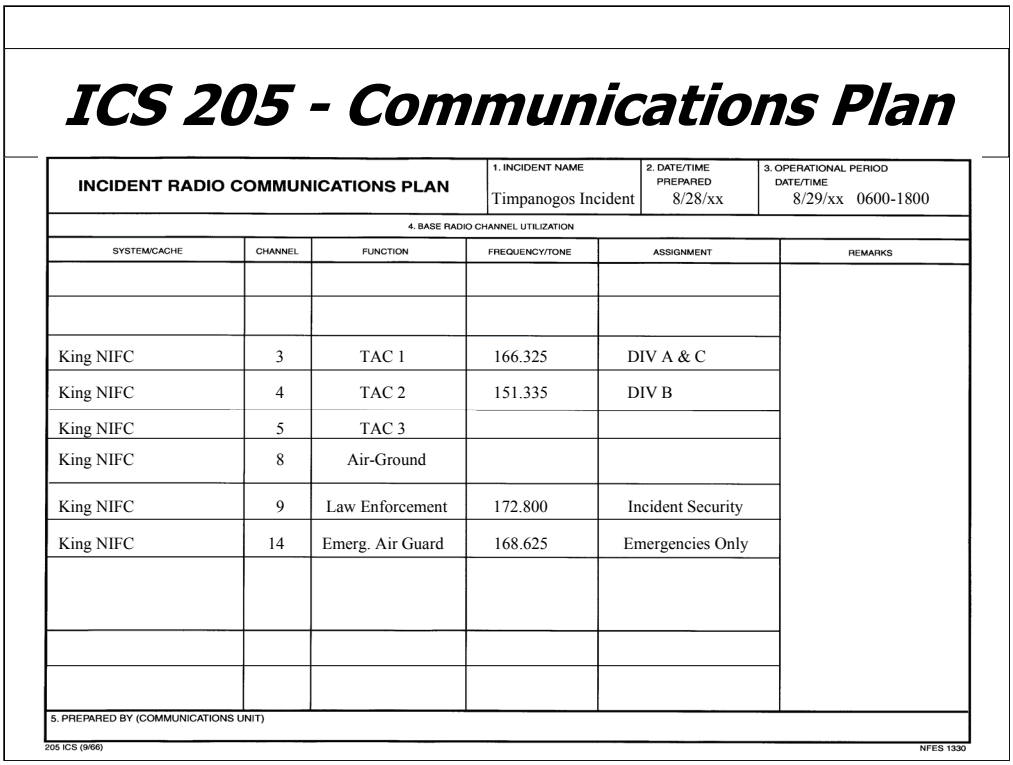
PREPARED BY (RESOURCE UNIT LEADER) | APPROVED BY (PLANNING SECT. CH.) | DATE | TIME

204 ICS (1/99) NFES 1328

3-8

INCIDENT ACTION PLAN (IAP) (cont.)

- Assignment List (ICS Form 204)
  - Resources assigned
  - Work assignments
  - Tactical frequencies
  - Special instructions



ICS 205 - Communications Plan

INCIDENT RADIO COMMUNICATIONS PLAN	1. INCIDENT NAME	2. DATE/TIME PREPARED	3. OPERATIONAL PERIOD DATE/TIME
	Timpanogos Incident	8/28/xx	8/29/xx 0600-1800

4. BASE RADIO CHANNEL UTILIZATION

SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY/TONE	ASSIGNMENT	REMARKS
King NIFC	3	TAC 1	166.325	DIV A & C	
King NIFC	4	TAC 2	151.335	DIV B	
King NIFC	5	TAC 3			
King NIFC	8	Air-Ground			
King NIFC	9	Law Enforcement	172.800	Incident Security	
King NIFC	14	Emerg. Air Guard	168.625	Emergencies Only	

5. PREPARED BY (COMMUNICATIONS UNIT)

205 ICS (9/66) NFES 1330

INCIDENT ACTION PLAN (IAP) (cont.)

- Incident Radio Communication Plan (ICS Form 205)
  - Tactical frequency
  - Command frequency
  - Air frequency
  - Medevac frequency
  - Phone numbers

ICS 206 – Medical Plan

MEDICAL PLAN	1. Incident Name: Train	2. Date Prepared: 1-22-xx	3. Time Prepared: 1000	4. Operational Period: 1200 - 2400

5. Incident Medical Aid Station

Medical Aid Stations	Location	Paramedics Yes	Paramedics No
Incident Aid Station	24th & U Street	Yes	

6. Transportation

A. Ambulance Services

Name	Address	Phone	Paramedics Yes	Paramedics No
Central City EMS	W & 12th Street	374-3944	Yes	
Med-Flight 1	D Street between 31st – 34th Street	374-1601	Yes	
Fisherville Ambulance	F & 7th Street, Fisherville	374-3944	Yes	
Bayport Ambulance	Ferry Blvd. & 7th Ave., Bayport	374-3994	Yes	
Flight For Life	3rd & River, Monroe, Green County	374-3944	Yes	

B. Incident Ambulances

Name	Location	Paramedics Yes	Paramedics No
Central City EMS	24th & U Street	Yes	

7. Hospitals

Name	Address	Travel Time Air	Travel Time Ground	Phone	Helipad Yes	Helipad No	Burn Center Yes	Burn Center No
Central City	D St. Between 31 & 34 St.	5	30	374-1601	X		X	
Faith Hospital	S & 14th Street	0	30	374-3690		X		X
Fisherville General	S & 1st St., Fisherville	0	60	452-3685		X		X
St. Dorthy's	3rd & River, Monroe	30	90	374-3944	X			X

8. Medical Emergency Procedures

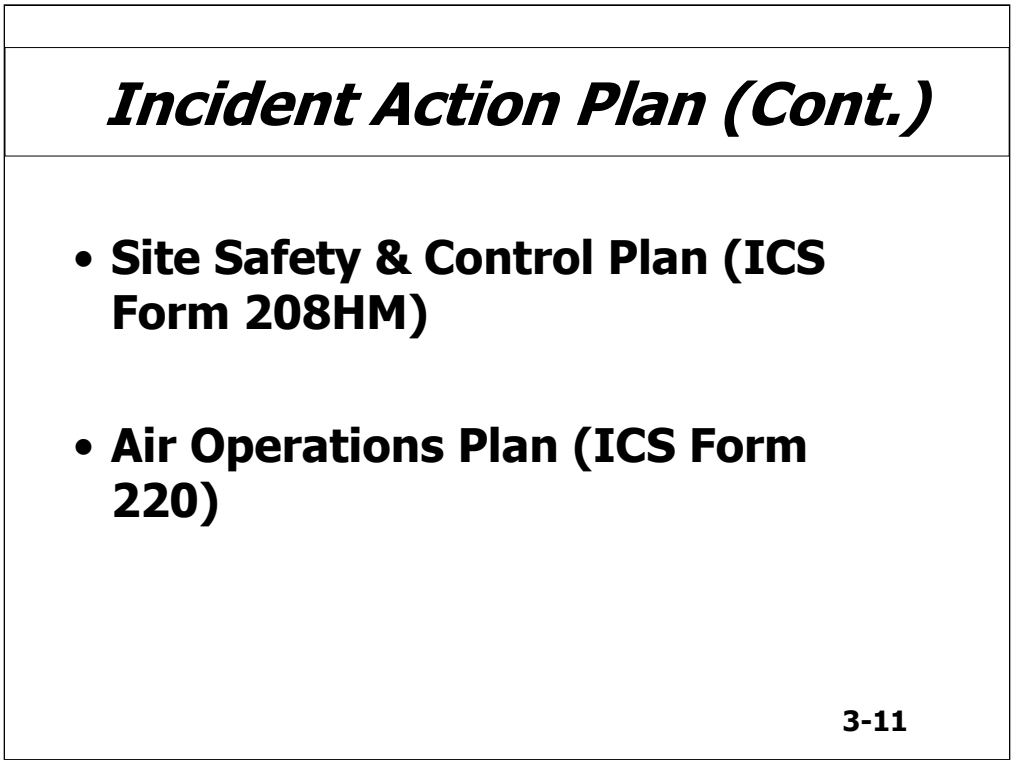
The DIVS/Group Supervisor will take charge of a Medical Emergency, notify EMC Dispatch on Command Channel. Dispatch will clear all radio traffic except for the emergency. The closest line EMT will respond to the incident for triage and treatment. The DIVS/Group Supervisor will give Dispatch the following information: type of injury, mechanism, type of transport needed, and location. Gross Decon will be preformed on all patients.

Prepared by (Medical Unit Leader)	10. Reviewed by (Safety Officer)
Kelly Lujan	Nick Dunn

3-10

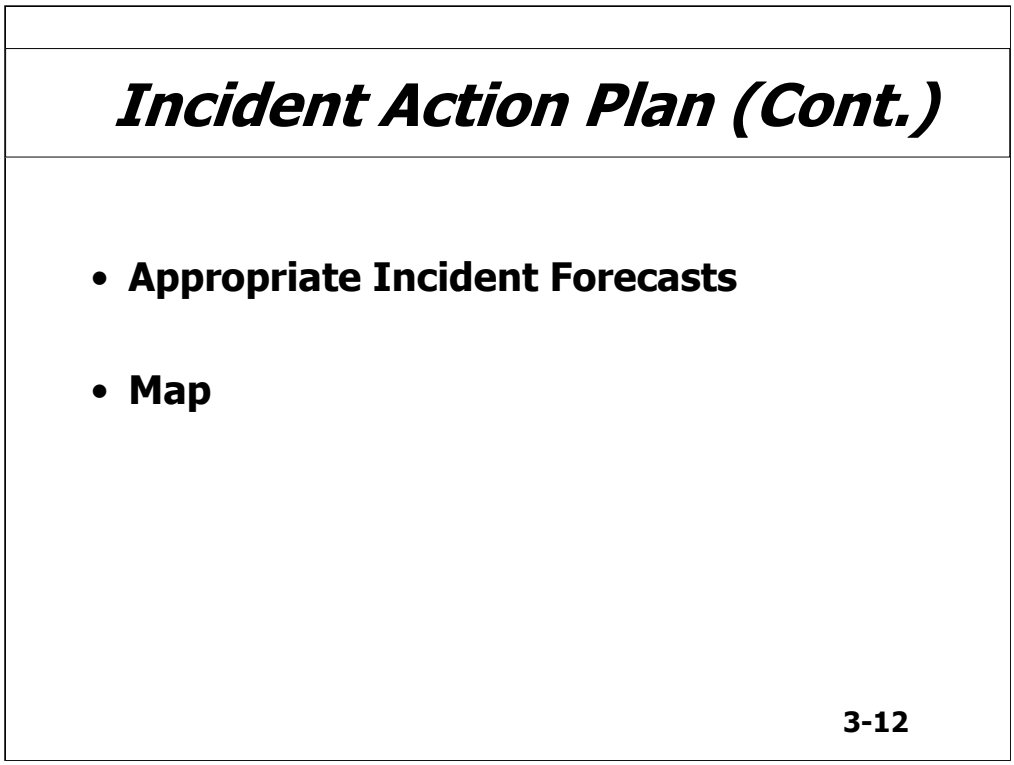
INCIDENT ACTION PLAN (IAP) (cont.)

- Medical Plan (ICS Form 206)
  - Medevac procedures
  - Location of facilities
  - Travel times to medical facilities (air, ground)



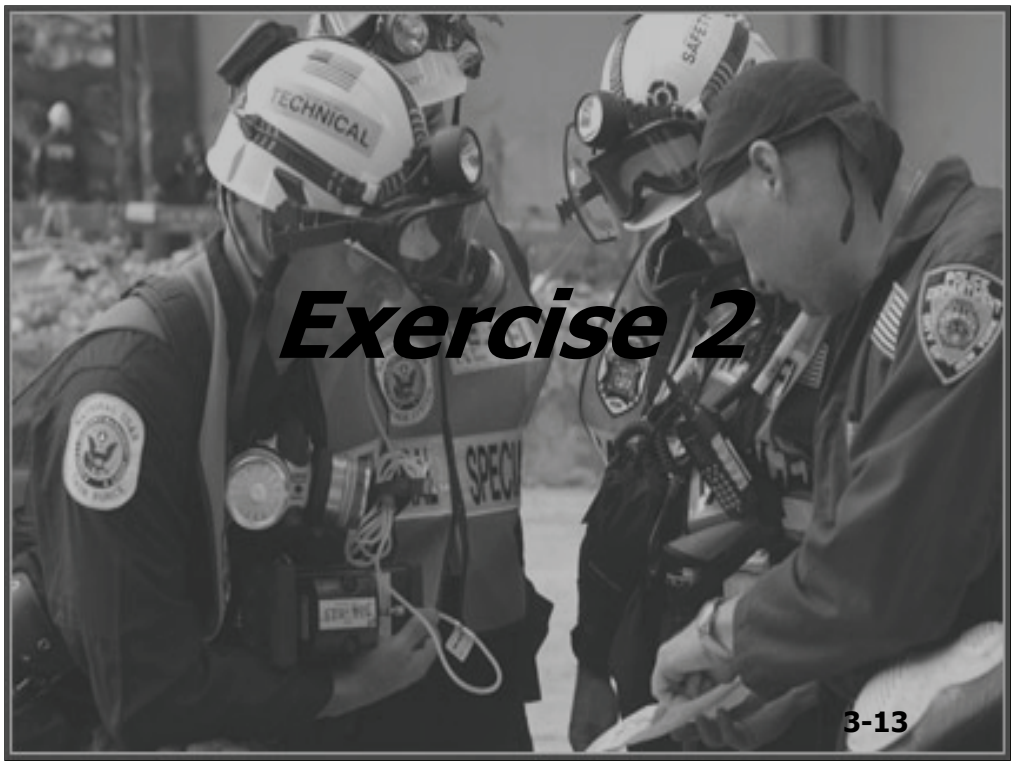
INCIDENT ACTION PLAN (IAP) (cont.)

- Site Safety & Control Plans (ICS Form 208HM)
  - Identify Hazardous Materials Group Supervisor
  - Current weather conditions
  - Tactical frequencies
  - Control zones
- Air Operations Summary (ICS Form 220)
  - Type of aircraft
  - Numbers
  - Frequencies



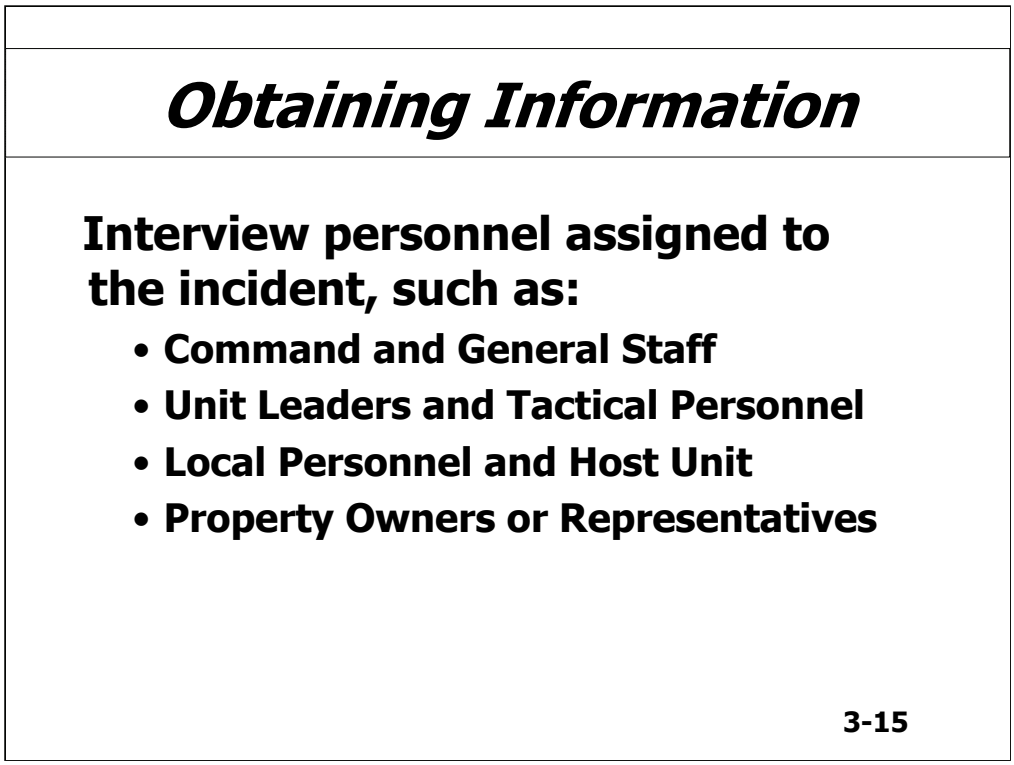
INCIDENT ACTION PLAN (IAP) (cont.)

- Appropriate Incident Forecasts
  - Weather forecast
  - Chemical/fire behavior forecast
    - Chemical characteristics
    - Pathways of migration
    - Routes of exposures
    - Rates of spread
- Map
  - Locations of camps
  - Drop points
  - Road system
  - Helibase/helispots


TECHNICAL
Exercise 2
3-13

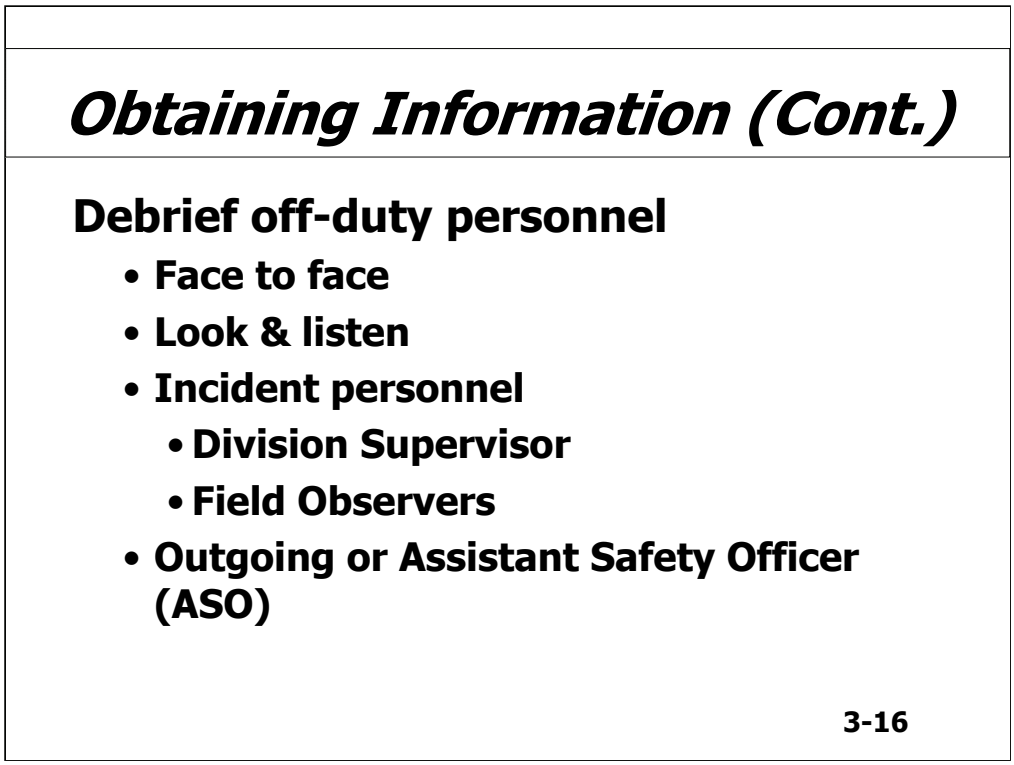
LAWS/REGULATIONS/POLICIES

- The Safety Officer must be aware of all appropriate jurisdictional guidelines and/or policies dealing with specific health and safety codes or equivalent safety regulations
  - Examples:
    - OSHA
    - NIOSH
    - State and local codes or regulations
- Examples of Guidelines or Policies
  - Construction Standards
  - Occupational Health
  - Environmental Controls
  - Personal Protective Equipment (PPE)
  - Motor Vehicles, Mechanized Equipment and Marine Operations
  - Excavations
- Refer to Handout 3-3: Safety Regulations and Guidelines, for more information



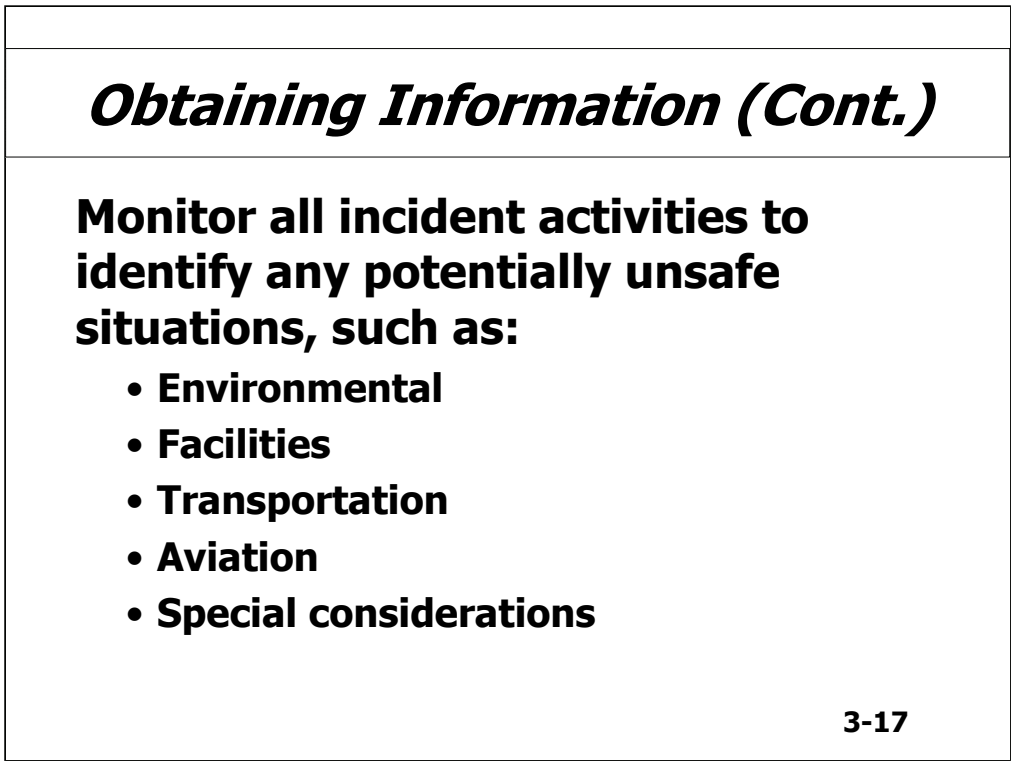
OBTAIN INFORMATION ON POTENTIALLY UNSAFE SITUATIONS

- Interview appropriate assigned to the incident, such as:
  - Command and General Staff
  - Unit leaders and tactical personnel
  - Local personnel and host unit
  - Property owners or representatives
    - Local knowledge



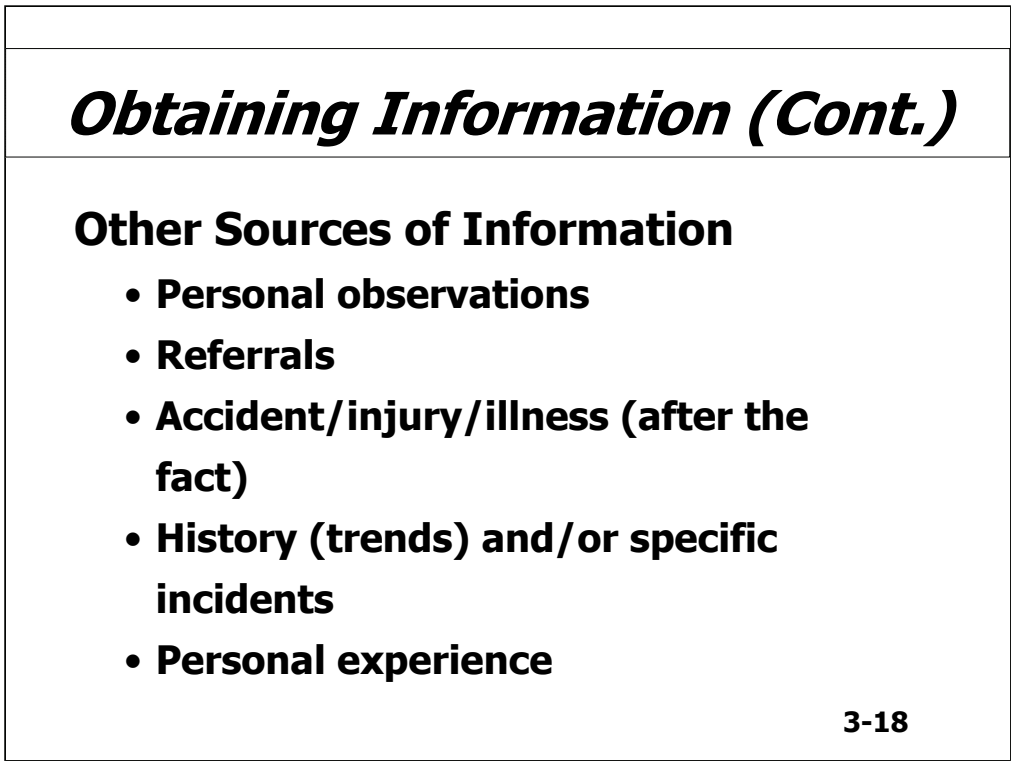
OBTAIN INFORMATION ON POTENTIALLY UNSAFE SITUATIONS (cont.)

- Debrief off-duty personnel
  - Face to face discussion
  - Look & listen
    - Catering line
    - Employee gatherings
    - Briefing
  - Incident personnel
    - Division Supervisor
    - Field Observers
  - Outgoing or Assistant Safety Officer(s) (ASO)



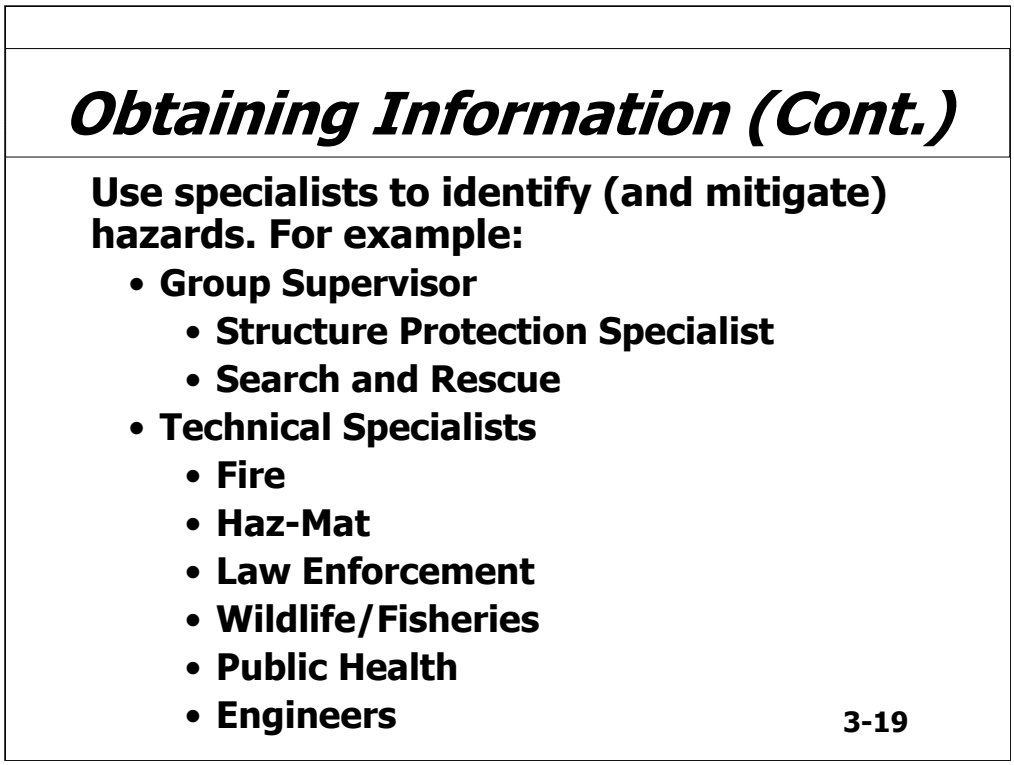
OBTAIN INFORMATION ON POTENTIALLY UNSAFE SITUATIONS (cont.)

- Monitor all incident activities to identify any potentially unsafe situations.
  - Environmental
  - Facilities
  - Transportation
  - Aviation
  - Special considerations (mines, cultural)



OBTAIN INFORMATION ON POTENTIALLY UNSAFE SITUATIONS (cont.)

- Other sources of information
  - Personal observations
  - Referrals
  - Accident/injury/illness (after the fact)
  - History (trends) and/or specific incident
  - Personal experience



OBTAIN INFORMATION ON POTENTIALLY UNSAFE SITUATIONS (cont.)

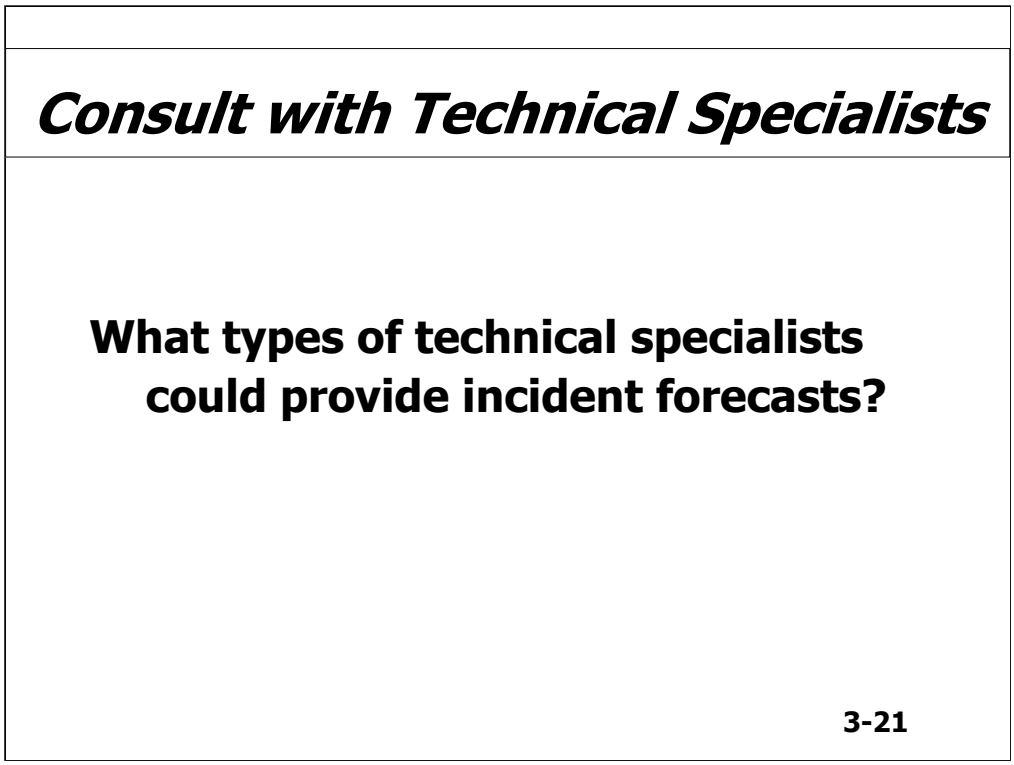
- Use specialists to identify (and mitigate) hazards
  - Group supervisor
    - Structure protection
    - Search and rescue
  - Technical specialists assist Safety Officer with special expertise, for example:
    - Hazmat
    - Law enforcement
    - Wildlife/fisheries
    - Public health
    - Engineers

Specialists

3-20

OBTAIN INFORMATION ON POTENTIALLY UNSAFE SITUATIONS (cont.)

- *Use specialists to identify and mitigate hazards (cont.)*



TYPES OF INFORMATION GATHERED FROM INCIDENT ANALYSTS (cont.)

- Consult with Incident Analysts
  - It is important that the Safety Officer consults with the incident Fire Behavior Analyst about the daily fire behavior forecast for current and future operational periods
  - The Safety Officer should be aware and monitor the following conditions and situations that could affect the safety of incident personnel:
    - Unusual fire behavior conditions for the next operational period
    - Do fire line tactics match chemical/fire behavior forecast as described in the Incident Action Plan?
    - Advise Operations personnel about reducing risks on high-hazard operations and actions
    - Incorporate information obtained in the development of: Safety messages, briefings, ICS Form 215A (Lookouts, Communications, Escape Routes, Safety Zones)

Chemical/ Fire Behavior Forecast

CHEMICAL/FIRE BEHAVIOR FORECAST

FORECAST NO. 1

NAME OF FIRE: Timpanogos Incident **PREDICTION FOR:** Day **SHIFT**

UNIT: Timpanogos Homeowners Assoc. **SHIFT DATE:** Wed., 8/28/xx

TIME AND DATE FORECAST ISSUED: 8/28/xx 2230 **SIGNED:** /s/ G. Cotter
FIRE BEHAVIOR SPECIALIST

WEATHER SUMMARY:

Today's weather will be close to yesterday's. The high temperatures will range from 85-91 F. Low RHs will range from 18-23% and will bottom out after 1500. Winds this morning will range from 0-3 mph downslope until about 1030 when valley influences will force canyon winds to transition up slope. Afternoon valley winds should peak around 1430 and reach 8-15 mph in the north fork canyon.

CHEMICAL/FIRE BEHAVIOR

GENERAL:

Yesterday's weather, especially canyon influenced winds contributed significantly to the rapid intensity buildup, resulting spread, and spotting. The dry fuels and structures provided ample fuels to the fire, with structures propagating each other and and contributing to the long range spotting. This fire was in the thermal belt all night, expect additional spotting to have occurred. Spotting occurred to 1/4 mile yesterday afternoon.

SPECIFIC:

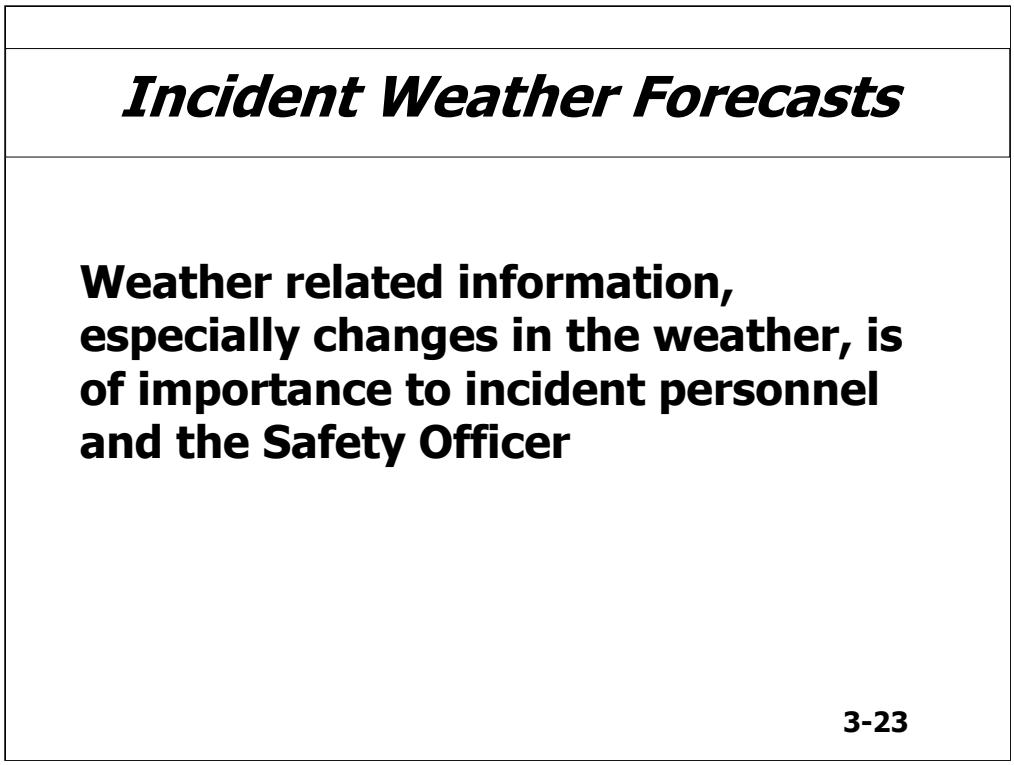
See attached

AIR INCIDENT OVERVIEW:

Gusting and strong surface winds will cause turbulence as the mix with 20 ft winds. Expect additional turbulence over all ridges and where canyons top out - upslope. Low level visibility will be restricted by smoke.

SAFETY:

Short range spotting will cause the most problems. Post LOOKOUTS, establish COMMUNICATIONS, maintain it; locate and broadcast ESCAPE ROUTES & SAFETY ZONES.

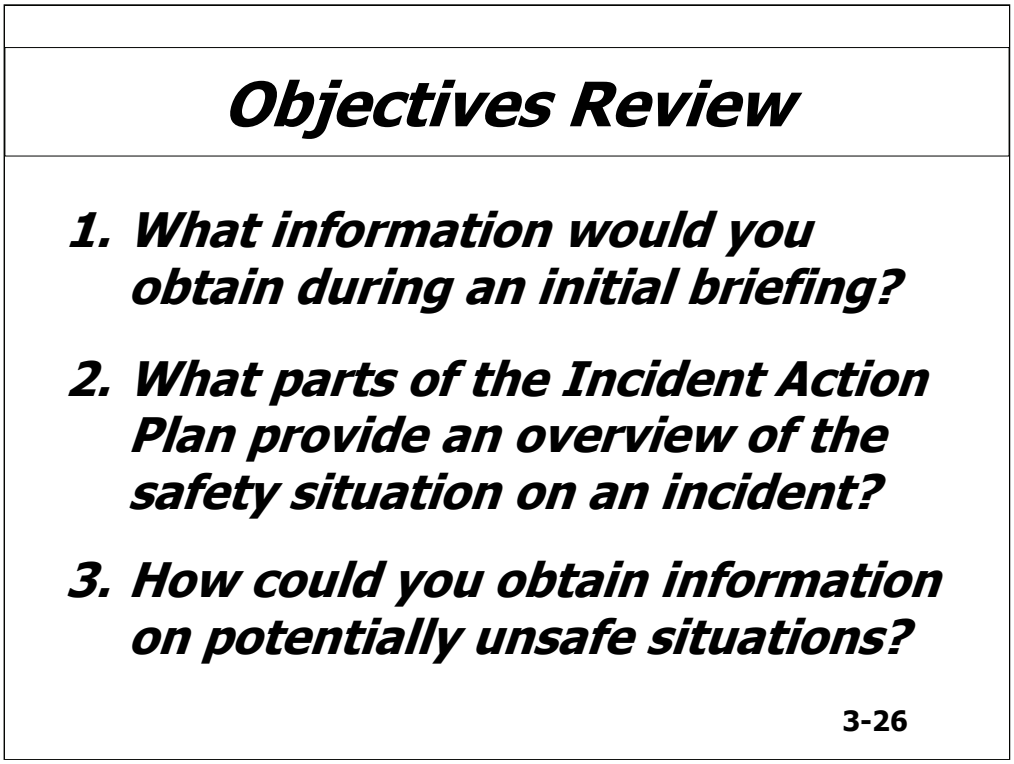


TYPES OF INFORMATION GATHERED FROM INCIDENT ANALYSTS

- Incident weather forecasts
  - Monitoring weather forecasts, weather trends and consulting with the incident meteorologist while on the incident is an integral part of the Safety Officer's job. Weather related information that is of importance to incident personnel and Safety Officers is:
    - Current and predicted weather
    - Changes in weather that can impact the safety of incident personnel
    - Snow
    - Rain
    - Hail
    - Inclement weather

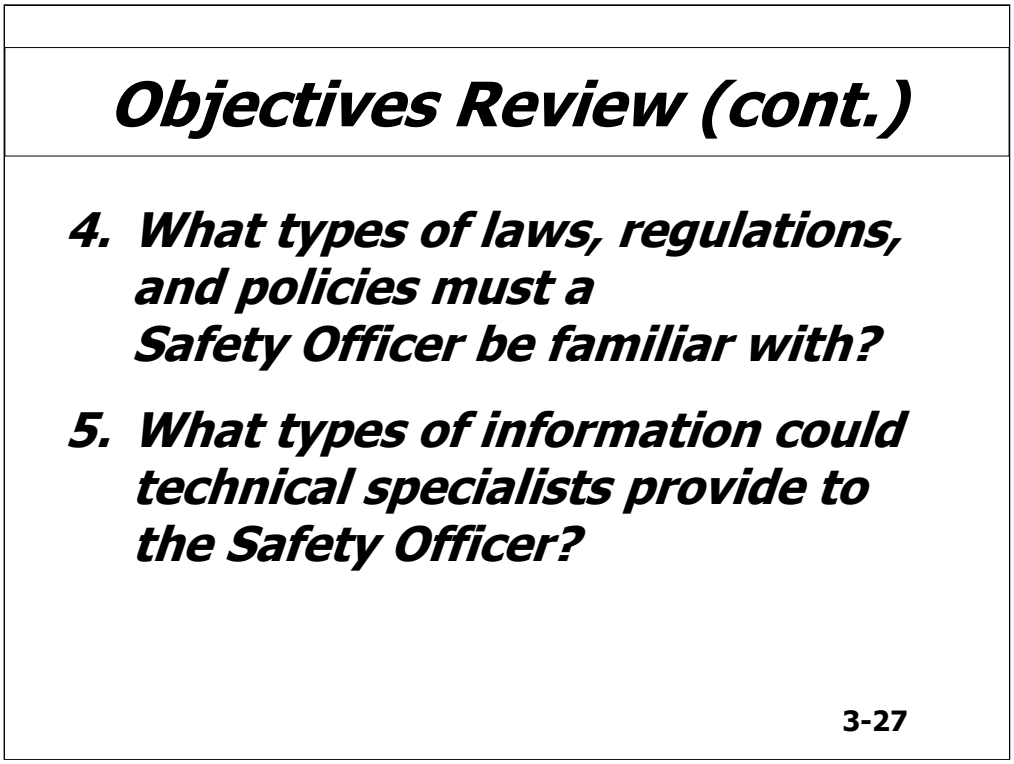
Incident Weather Forecasts (cont.)

Incident Weather Forecasts (cont.)



OBJECTIVES REVIEW

- Unit Terminal Objective
  - Identify the information that the Safety Officer must obtain when beginning work on an incident, and discuss methods for gathering that information
- Unit Enabling Objectives
  - List information that you would obtain from your supervisor during an initial briefing
  - Assess information from the Incident Action Plan to obtain an overview of the incident
  - List ways of obtaining information on potentially unsafe situations



OBJECTIVES REVIEW (cont.)

- *Enabling Objectives (cont.)*
  - Understand the types of laws/regulations/policies that a Safety Officer should be familiar with
  - List the types of information you would gather from technical specialists and describe the significance of each

Exercise 2 Overview
Unit 3

Purpose

The purpose of this exercise is to provide participants with an opportunity to explore the sources of any necessary safety information that is not contained in an existing written Incident Action Plan upon their arrival at an incident.

Objectives

Students will:

- Brainstorm the hazard-specific information you would need before reporting, or upon reporting, to a given type of incident.
- Identify where you would obtain that information if there was no written IAP.

Exercise Structure

This exercise is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Participants will gather in groups to discuss the information they would need to gather for reporting to an assigned type of incident, and brainstorm potential sources of that information if it is not contained in an Incident Action Plan. Each group will receive an assigned incident type: flood, fire, hostage situation, biological event (ricin). Each group will present their findings to the rest of the group.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the exercise:

1. Within your work group, select a group spokesperson.
2. Receive your group's assigned incident from the instructors
3. Brainstorm the hazard-specific information you would need to gather to understand and identify the safety issues on your incident type
4. List potential sources of that information if it were not contained in a written IAP (e.g., in a hazardous materials incident, you would need to know about the toxicity of the chemical, and could use the Materials Safety Data Sheet for that chemical).
5. Present your list to the rest of the class.

Facilitators assign incident types, moderate discussions, answer questions, and provide additional information as required.

Exercise 2 Schedule

Exercise Introduction and Overview	2 minutes	Classroom
Discussion / Documentation	15 minutes	Small Groups
Debrief / Review	15 minutes	Classroom

Initial Briefing

Suggested information you should ask about during an Initial Briefing:

- Current Status
- Incident Size
- Numbers (personnel, operational groups, etc.)
- Incident Staging
- Contaminants of Concern
- Terrain
- Exposures
- Threats
- Weather Conditions
- Current Resource Commitments
- Incoming and Demobilizing Resources
- Identified Hazards/Risks
- Reportable Injuries/Accidents
- Incident Communications status
- Organizations, Policies, and Operating Procedures
    - Restrictions
        - Archeological site
        - Culturally or historically protected site
        - Restrictions on operations in residential areas
    - Host Agency Jurisdiction
        - Unified Command
        - Multiple jurisdictions
    - Meeting Schedule, Operational Period(s)
    - Others Needs
        - Status Report
        - Attendance at Meetings
- Special Considerations
    - Urban Interface
    - Cultural
- Transportation System
    - Your needs

INCIDENT OBJECTIVES	1. Incident Name **Central City Unrest**	2. Date **2/26/XX**	3. Time **0630 hrs.**

4. Operational Period

2/27/XX to 2/28/XX (1800-0600 hrs.)

5. General Control Objectives for the Incident (include alternatives)

1) **Ensure safe operations for all incident personnel by adhering to best safety practices for civil unrest and following a 2 to 1 work to rest ratio.**
2) **Provide EMS to all injured civilians in the incident area.**
3) **Provide for response to potential Hazardous Materials incidents.**
4) **Maintain the perimeter containment for the civil disobedience at:**
   R Street on the west,
   24th Street on the south,
   V Street on the east and
   20th street on the north.
5) **Control any fires ignited within the incident area allowing for coordination between fire and law enforcement personnel.**

6. Weather Forecast for Period

For Thursday – Mostly cloudy. Highs in the lower 90s. Humidity between 70-85%. Northwest winds 5 to10 mph.

Evening – Mostly cloudy. Lows in the mid 70s. Humidity between 75-90%. Northeast winds 5 to10 mph.

7. General Safety Message

Temperatures and humidity will both be high during the operational period, all personnel should be sure to hydrate carefully.

All personnel will ensure that they have positive communication links established between law enforcement, fire, EMS and Haz Mat personnel.

All tactical activities must be coordinated between all disciplines.

Maintain situational awareness of activities surrounding tactical operations.

8. Attachments (mark if attached)

☒ Organization List - ICS 203	☒ Medical Plan - ICS 206	☒ Use of Force Policy
☒ Div. Assignment Lists - ICS 204	☒ Safety Message	
☒ Communications Plan - ICS 205	☒ Maps	

9. Prepared by (Planning Section Chief)	10. Approved by (Incident Commander)
Bill Smith	**Steve Plaskett**

ORGANIZATION ASSIGNMENT LIST

1. Incident Name	**Central City Unrest**
2. Date	**2/27/XX**
3. Time	**0600 hrs.**
4. Operational Period	**2/27/XX to 2/28/XX 1800 to 0600 hrs.**

Position	Name
5. Incident Commander and Staff	
Incident Commander	**Steve Plaskett (CCPD)**
Deputy	**Rick Kent (CCFD)**
Safety Officer	**Paula Meche (CCPD)** **Michael Raney (t)**
Information Officer	**Darren Ryan (CC)**
6. Agency Representatives -	
Agency	Name
Columbia State Police	**George Spencer**
Liberty Co. Fire	**Robert Blackburn**
Liberty Co. Sheriff Dept	**Joe Langston**
7. Planning Section	
Chief	**Bill Smith**
Deputy	**Denise Briseno**
Resources Unit	**Kenneth Hooks** **Eileen Montoya**
Situation Unit	**John Rowles**
Documentation Unit	**Richard Terry**
Demobilization Unit	**Lisa Miller**
Technical Specialists	
Human Resources	
Training	
Status Check-in Recorder	**S. Kelly**
8. Logistics Section	
Chief	**Jim Settlemire**
Deputy Chief	**Roxanne Storm**
Supply Unit	**April Horton**
Facilities Unit	**Loren Bishop**
Ground Support Unit	**Larry Horne** **Tim Southard**
Communications Unit	**Charles Adams**
Medical Unit	**Joaquin Diaz**
Food Unit	**Rusty Horton**

9. Operations Section	
Chief	**Luis Lopez (CCPD)**
Deputy Ops Chief	**Gary Short (CCFD)** **Jeana Ward (CCEMS)**
a. Branch I – Division / Groups	
Branch Director	**Bill Ward (CCPD)**
Division: A	**Matthew Lee**
Division: B	**Joe Campbell**
Group: Perimeter	**Jay Chung**
b. Branch II - Division/Groups	
Branch Director	**Frank Watkins (CSP)**
Division: L	**David Zammaron**
Division: M	**Martin Fields**
Group: Access	**Pat Sullivan**
c. Branch III – Division / Groups	
Branch Director	
Division/Group:	
Group: Haz Mat	**Maria Ortiz**
d. Air Operations Branch	
Air Operations Branch Director	**Ken Stevens**
Air Tactical Supervisor	**Benny Crawford**
Air Support Supervisor	**Robert Yeager**
Helicopter Coordinator	
Air Tanker Coordinator	
10. Finance Section	
Chief	**Muchos Pesos**
Time Unit	**Shana Anderson**
Procurement Unit	**George Henry**
Compensation/Claims Unit	**Gladys Kennedy**
Cost Unit	**Maria Rodriquez**

Prepared by (Resource Unit Leader)

Kenneth Hooks / Eileen Montoya

DIVISION ASSIGNMENT LIST	1. Branch **I**	2. Division **A (Alpha)**
3. Incident Name **Central City Unrest**	4. Operational Period Date: **2/27/XX to 2/28/XX** Time: **1800 – 0600 hrs.**	

5. Operations Personnel

Operations Chief	**Luis Lopez**	Division Supervisor	**Matthew Lee**
Branch Director	**Bill Ward**	Air Attack Supervisor No.	**Benny Crawford**

6. Resources Assigned this Period

Strike Team/Task Force/ Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off PT./Time	Pick Up PT./Time
CC TF 1	**CS 140 Sgt. Knapp**	**1**	**N**	**DP 1 1900**	**DP 1 0700**
	CCPD CC 141 (Steele & Banos)	**2**	**N**	**DP 1 1900**	**DP 1 0700**
	CCPD CC 142 (Osuna & Adair)	**2**	**N**	**DP 1 1900**	**DP 1 0700**
	CCFD Engine 3	**4**	**N**	**DP 1 1900**	**DP 1 0700**
	CCFD Engine 5	**4**	**N**	**DP 1 1900**	**DP 1 0700**
	CCFD Truck 5	**4**	**N**	**DP 1 1900**	**DP 1 0700**
Public Order Task Force 10	**Capt. Cabrera**	**48**	**N**	**DP 1 1900**	**DP 1 0700**
CCPD TF 3	**CS 130 Sgt. Myers**	**1**	**N**	**DP 1 1900**	**DP 1 0700**
	CCPD CC 133 (Lee & Holt)	**2**	**N**	**DP 1 1900**	**DP 1 0700**
	CCPD CC 134 (Horton & Carl)	**2**	**N**	**DP 1 1900**	**DP 1 0700**
	CCPD CC 135 (Dolan & Raney)	**2**	**N**	**DP 1 1900**	**DP 1 0700**
CCEMS Amb 1	**Bailey**	**2**	**N**	**DP 1 1900**	**DP 1 0700**
CCEMS Amb 2	**Fisher**	**2**	**N**	**DP 1 1900**	**DP 1 0700**

7. Control Operations: **Division A boundaries are R St. west, T St. east, 22nd St. north and 24th St. south.**

Central City TF 1 will respond to reported fires within the Division, Law Enforcement will provide security for fire personnel.

Public Order task Force 10 will patrol the Division to suppress looting and arson.

Central City PD TF 3 will detain and/or transport persons taken into custody.

Ambulances will provide emergency medical services throughout the Division as requested.

Hazardous Materials issues should be coordinated with the Hazardous Materials Group.

8. Special Instructions Coordinate Division boundaries with adjoining Divisions.

Due to high temperatures and humidity, all personnel shall pay close attention to hydration.

Ensure adequate communications between law enforcement, fire, EMS, Haz Mat and other resources.

Non-law enforcement resources will coordinate all activities with law enforcement personnel.

ALL PERSONNEL WILL READ AND UNDERSTAND THE "USE OF FORCE" POLICY CONTAINED IN THIS PLAN

9. Division/Group Communication Summary

Function	Freqency	Channel	System	Function	Frequency	System	Channel
Command	**T 151.385 Tone 173.8 R 159.330**	**1**	King	Logistics			
	T 151.160 Tone 151.4 R 159.225	**2**					
	T 151.310 Tone 131.8 R 159.405	**8**					
Tactical Div/Group	**T/R 168.600**	**4**	King	Air to Ground	**170.000**	King	**9**

Prepared by (Resource Unit Ldr.)	Approved by (Planning Sect. Ch.)	Date	Time
Kenneth Hooks	**Bill Smith**	**2/26/XX**	**1100 hrs.**

DIVISION ASSIGNMENT LIST	1. Branch **I**	2. Division **B (Bravo)**
3. Incident Name **Central City Unrest**	4. Operational Period Date: **2/27/XX to 2/28/XX** Time: **1800 – 0600 hrs.**	

5. Operations Personnel

Operations Chief	**Luis Lopez**	Division Supervisor	**Joe Campbell**
Branch Director	**Bill Ward**	Air Attack Supervisor No.	**Benny Crawford**

6. Resources Assigned this Period

Strike Team/Task Force/ Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off PT./Time	Pick Up PT./Time
CC TF 2	**CS 150 Sgt. Nagel**	**1**	**N**	**DP 2 1900**	**DP 2 0700**
	CCPD CC 151 (Luna & Johnson)	**2**	**N**	**DP 2 1900**	**DP 2 0700**
	CCPD CC 152 (Hoover & Foster)	**2**	**N**	**DP 2 1900**	**DP 2 0700**
	CCFD Engine 4	**4**	**N**	**DP 2 1900**	**DP 2 0700**
	CCFD Engine 6	**4**	**N**	**DP 2 1900**	**DP 2 0700**
	CCFD Truck 6	**4**	**N**	**DP 2 1900**	**DP 2 0700**
Public Order Task Force 11	**CSP Capt. Bolles**	**48**	**N**	**DP 2 1900**	**DP 2 0700**
CCPD TF 4	**CS 120 Sgt. Calvillo**	**1**	**N**	**DP 2 1900**	**DP 2 0700**
	CCPD CC 123 (Enyart & Gamez)	**2**	**N**	**DP 2 1900**	**DP 2 0700**
	CCPD CC 124 (Imke & Knight)	**2**	**N**	**DP 2 1900**	**DP 2 0700**
	CCPD CC 125 (Storm & Martin)	**2**	**N**	**DP 2 1900**	**DP 2 0700**
CCEMS Amb 3	**Spencer**	**2**	**N**	**DP 2 1900**	**DP 2 0700**
CCEMS Amb 4	**Mission**	**2**	**N**	**DP 2 1900**	**DP 2 0700**

7. Control Operations: **Division B boundaries are R St. west, T St. east, 20th St. north and 22nd St. south.**

Central City TF 2 will respond to reported fires within the Division, Law Enforcement resources will provide security for fire personnel.

Public Order Task Force 11 will patrol the Division to suppress looting and arson.

Central City PD TF 4 will detain and/or transport persons taken into custody.

Ambulances will provide emergency medical services throughout the Division as requested.

Hazardous Materials issues should be coordinated with the Hazardous Materials Group.

8. Special Instructions Coordinate Division boundaries with adjoining Divisions.

Due to high temperatures and humidity, all personnel shall pay close attention to hydration.

Ensure adequate communications between law enforcement, fire, EMS, Haz Mat and other resources.

Non-law enforcement resources will coordinate all activities with law enforcement personnel.

ALL PERSONNEL WILL READ AND UNDERSTAND THE "USE OF FORCE" POLICY CONTAINED IN THIS PLAN

9. Division/Group Communication Summary

Function	Freqency	Channel	System	Function	Frequency	System	Channel
Command	**T 151.385 Tone 173.8 R 159.330**	**1**	King	Logistics			
	T 151.160 Tone 151.4 R 159.225	**2**					
	T 151.310 Tone 131.8 R 159.405	**8**					
Tactical Div/Group	**T/R 168.200**	**5**	King	Air to Ground	**170.000**	King	**9**

Prepared by (Resource Unit Ldr.)	Approved by (Planning Sect. Ch.)	Date	Time
Kenneth Hooks	**Bill Smith**	**2/26/XX**	**1100 hrs.**

DIVISION ASSIGNMENT LIST	1. Branch **I**	2. Group **Perimeter**
3. Incident Name **Central City Unrest**	4. Operational Period Date: **2/27/XX to 2/28/XX** Time: **1800 – 0600 hrs.**	

5. Operations Personnel

Operations Chief	**Luis Lopez**	Group Supervisor	**Jay Chung**
Branch Director	**Bill Ward**	Air Attack Supervisor No.	**Benny Crawford**

6. Resources Assigned this Period

Strike Team/Task Force/ Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off PT./Time	Pick Up PT./Time
CCPD TF 4	**Capt. Ridley**	**1**	**N**	**DP3 1900**	**DP3 0700**
	CCPD CC 111 (Thomas & Heil)	**2**	**N**	**DP3 1900**	**DP3 0700**
	CCPD CC 112 (Aames & Pearl)	**2**	**N**	**DP3 1900**	**DP3 0700**
	CCPD CC 113 (Hoskey & Duran)	**2**	**N**	**DP3 1900**	**DP3 0700**
	CCPD CC 114 (Range & Huerta)	**2**	**N**	**DP3 1900**	**DP3 0700**
LCoSD	**Capt. Matson**	**1**	**N**	**DP3 1900**	**DP3 0700**
	LCSO E3103	**2**	**N**	**DP3 1900**	**DP3 0700**
	LCSO E2775	**2**	**N**	**DP3 1900**	**DP3 0700**
	LCSO E7743	**2**	**N**	**DP3 1900**	**DP3 0700**
	LCSO E8945	**2**	**N**	**DP3 1900**	**DP3 0700**

Control Operations: **Group resources will set up controlled entry and exit points at the following locations:**

R Street and 21st Street, 22nd Street, and 23rd Street

24th Street at S Street and T Street

2oth Street at S Street.

All movement into and out of the incident area will be tightly controlled to authorized personnel.

Maintain escape corridor for all emergency personnel.

8. Special Instructions Coordinate Division boundaries with adjoining Divisions.

Due to high temperatures and humidity, all personnel shall pay close attention to hydration.

Ensure adequate communications between law enforcement, fire, EMS, Haz Mat and other resources.

Non-law enforcement resources will coordinate all activities with law enforcement personnel.

ALL PERSONNEL WILL READ AND UNDERSTAND THE "USE OF FORCE" POLICY CONTAINED IN THIS PLAN

9. Division/Group Communication Summary

Function	Freqency	Channel	System	Function	Frequency	System	Channel
Command	**T 151.385 Tone 173.8 R 159.330**	**1**	King	Logistics			
	T 151.160 Tone 151.4 R 159.225	**2**					
	T 151.310 Tone 131.8 R 159.405	**8**					
Tactical Div/Group	**T/R 168.750**	**3**	King	Air to Ground	**170.000**	King	**9**

Prepared by (Resource Unit Ldr.)	Approved by (Planning Sect. Ch.)	Date	Time
Kenneth Hooks	**Bill Smith**	**2/26/XX**	**1100 hrs.**

DIVISION ASSIGNMENT LIST	1. Branch **II**	2. Division **L (Lima)**
3. Incident Name **Central City Unrest**	4. Operational Period Date: **2/27/XX to 2/28/XX** Time: **1800 – 0600 hrs.**	

5. Operations Personnel

Operations Chief	**Luis Lopez**	Division Supervisor	**David Zammaron**
Branch Director	**Frank Watkins**	Air Attack Supervisor No.	**Benny Crawford**

6. Resources Assigned this Period

Strike Team/Task Force/ Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off PT./Time	Pick Up PT./Time
CC TF 5	**Capt. Hockett**	**1**	**N**	**DP 3 1900**	**DP 3 0700**
	CSP P2344	**2**	**N**	**DP 3 1900**	**DP 3 0700**
	CSP P3356	**2**	**N**	**DP 3 1900**	**DP 3 0700**
	CCFD Engine 8	**4**	**N**	**DP 3 1900**	**DP 3 0700**
	CCFD Engine 10	**4**	**N**	**DP 3 1900**	**DP 3 0700**
	CCFD Truck 10	**4**	**N**	**DP 3 1900**	**DP 3 0700**
Public Order Task Force 13	**Capt. Valley**	**24**	**N**	**DP 3 1900**	**DP 3 0700**
CCPD TF 8	**CS 170 Sgt. Bell**	**1**	**N**	**DP 3 1900**	**DP 3 0700**
	CCPD CC 173 (Dreyer & South)	**2**	**N**	**DP 3 1900**	**DP 3 0700**
	CCPD CC 174 (Plante & Wilson)	**2**	**N**	**DP 3 1900**	**DP 3 0700**
	CCPD CC 175 (Allen & Logreco)	**2**	**N**	**DP 3 1900**	**DP 3 0700**
CCEMS Amb 5	**La Rosa**	**2**	**N**	**DP 3 1900**	**DP 3 0700**

7. Control Operations: **Division L boundaries are T St. west, V St. east, 22nd St. south and 20th St. north**

CC TF 5 will respond to reported fires within the Division, Law Enforcement resources will provide security for fire personnel.

Public Order Task Force 13 will patrol the Division to suppress looting and arson.

Central City PD TF 5 will detain and/or transport persons taken into custody.

Ambulance will provide emergency medical services throughout the Division as requested.

Hazardous Materials issues should be coordinated with the Hazardous Materials Group.

8. Special Instructions Coordinate Division boundaries with adjoining Divisions.

Due to high temperatures and humidity, all personnel shall pay close attention to hydration.

Ensure adequate communications between law enforcement, fire, EMS, Haz Mat and other resources.

Non-law enforcement resources will coordinate all activities with law enforcement personnel.

ALL PERSONNEL WILL READ AND UNDERSTAND THE "USE OF FORCE" POLICY CONTAINED IN THIS PLAN

9. Division/Group Communication Summary

Function	Freqency	Channel	System	Function	Frequency	System	Channel
Command	**T 151.385 Tone 173.8 R 159.330**	**1**	King	Logistics			
	T 151.160 Tone 151.4 R 159.225	**2**					
	T 151.310 Tone 131.8 R 159.405	**8**					
Tactical Div/Group	**T/R 168.350**	**7**	King	Air to Ground	**170.000**	King	**9**

Prepared by (Resource Unit Ldr.)	Approved by (Planning Sect. Ch.)	Date	Time
Kenneth Hooks	**Bill Smith**	**2/26/XX**	**1100 hrs.**

DIVISION ASSIGNMENT LIST	1. Branch **II**	2. Division **M (Mike)**
3. Incident Name **Central City Unrest**	4. Operational Period Date: **2/27/XX to 2/28/XX** Time: **1800 – 0600 hrs.**	

5. Operations Personnel

Operations Chief	**Luis Lopez**	Division Supervisor	**Martin Fields**
Branch Director	**Frank Watkins**	Air Attack Supervisor No.	**Benny Crawford**

6. Resources Assigned this Period

Strike Team/Task Force/ Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off PT./Time	Pick Up PT./Time
CC TF 6	**Capt. Montgomery**	**1**	**N**	**DP 4 1900**	**DP 4 0700**
	CCPD CC 181 (Jasso & Alberts)	**2**	**N**	**DP 4 1900**	**DP 4 0700**
	CCPD CC 182 (Towne & Mills)	**2**	**N**	**DP 4 1900**	**DP 4 0700**
	CCFD Engine 1	**4**	**N**	**DP 4 1900**	**DP 4 0700**
	CCFD Engine 2	**4**	**N**	**DP 4 1900**	**DP 4 0700**
	CCFD Truck 2	**4**	**N**	**DP 4 1900**	**DP 4 0700**
Public Order Task Force 14	**Capt. Jennings**	**24**	**N**	**DP 4 1900**	**DP 4 0700**
CCPD TF 7	**Lt. Sutter**	**1**	**n**	**DP 4 1900**	**DP 4 0700**
	CCPD CC 190 (Wells & Jones)	**2**	**N**	**DP 4 1900**	**DP 4 0700**
	CCPD CC 191 (Randall & Glinn)	**2**	**N**	**DP 4 1900**	**DP 4 0700**
	CCPD CC 192 (Hardy & Walker)	**2**	**N**	**DP 4 1900**	**DP 4 0700**
	CCPD CC 193 (Colins & Wagner)	**2**	**N**	**DP 4 1900**	**DP 4 0700**
CCEMS Amb 6	**Hawley**	**2**	**N**	**DP 4 1900**	**DP 4 0700**

7. Control Operations: **Division M boundaries are T St. west, V St. est, and 24thSt. south and 22nd St. north**

CC TF 6 will respond to reported fires within the Division, Law Enforcement resources will provide security for fire personnel.

Public Order Task Force 14 will patrol the Division to suppress looting and arson.

Central City PD TF 7 will detain and/or transport persons taken into custody.

Ambulance will provide emergency medical services throughout the Division as requested.

Hazardous Materials issues should be coordinated with the Hazardous Materials Group.

8. Special Instructions Coordinate Division boundaries with adjoining Divisions.

Due to high temperatures and humidity, all personnel shall pay close attention to hydration.

Ensure adequate communications between law enforcement, fire, EMS, Haz Mat and other resources.

Non-law enforcement resources will coordinate all activities with law enforcement personnel.

ALL PERSONNEL WILL READ AND UNDERSTAND THE "USE OF FORCE" POLICY CONTAINED IN THIS PLAN

9. Division/Group Communication Summary

Function	Freqency	Channel	System	Function	Frequency	System	Channel
Command	**T 151.385 Tone 173.8 R 159.330**	**1**	King	Logistics			
	T 151.160 Tone 151.4 R 159.225	**2**					
	T 151.310 Tone 131.8 R 159.405	**8**					
Tactical Div/Group	**T/R 168.900**	**6**	King	Air to Ground	**170.000**	King	**9**

Prepared by (Resource Unit Ldr.)	Approved by (Planning Sect. Ch.)	Date	Time
Kenneth Hooks	**Bill Smith**	**2/26/XX**	**1100 hrs.**

DIVISION ASSIGNMENT LIST	1. Branch **II**	2. Group **Access**
3. Incident Name **Central City Unrest**	4. Operational Period Date: **2/27/XX to 2/28/XX** Time: **1800 – 0600 hrs.**	

5. Operations Personnel

Operations Chief	**Luis Lopez**	Group Supervisor	**Pat Sullivan**
Branch Director	**Frank Watkins**	Air Attack Supervisor No.	**Benny Crawford**

6. Resources Assigned this Period

Strike Team/Task Force/ Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off PT./Time	Pick Up PT./Time
CCPD TF 5	**Capt. Austin**	**1**	**N**	**X ST. STAGING 1900**	**X ST. STAGING 0700**
	CCPD CC 161 (Gilliam & Hill)	**2**	**N**	**X ST. STAGING 1900**	**X ST. STAGING 0700**
	CCPD CC 162 (Ching & Pounds)	**2**	**N**	**X ST. STAGING 1900**	**X ST. STAGING 0700**
	CCPD CC 163 (Freed & Peters)	**2**	**N**	**X ST. STAGING 1900**	**X ST. STAGING 0700**
	CCPD CC 164 (Tupac & Wall)	**2**	**N**	**X ST. STAGING 1900**	**X ST. STAGING 0700**
CSP TF 22	**Capt. Owens**	**1**	**N**	**X ST. STAGING 1900**	**X ST. STAGING 0700**
	CSP P2221	**2**	**N**	**X ST. STAGING 1900**	**X ST. STAGING 0700**
	CSP P2234	**2**	**N**	**X ST. STAGING 1900**	**X ST. STAGING 0700**
	CSP P2356	**2**	**N**	**X ST. STAGING 1900**	**X ST. STAGING 0700**
	CSP P4456	**2**	**N**	**X ST. STAGING 1900**	**X ST. STAGING 0700**

Control Operations: **Group resources will set up controlled entry and exit points at the following locations:**

V Street and 21st Street, 22nd Street, and 23rd Street

24th Street at V Street

20th Street at T Street and U Street.

All movement into and out of the incident area will be tightly controlled to authorized personnel.

Maintain escape corridor for all emergency personnel.

8. Special Instructions Coordinate Division boundaries with adjoining Divisions.

Due to high temperatures and humidity, all personnel shall pay close attention to hydration.

Ensure adequate communications between law enforcement, fire, EMS, Haz Mat and other resources.

Non-law enforcement resources will coordinate all activities with law enforcement personnel.

ALL PERSONNEL WILL READ AND UNDERSTAND THE "USE OF FORCE" POLICY CONTAINED IN THIS PLAN

9. Division/Group Communication Summary

Function	Freqency	Channel	System	Function	Frequency	System	Channel
Command	**T 151.385 Tone 173.8 R 159.330**	**1**	King	Logistics			
	T 151.160 Tone 151.4 R 159.225	**2**					
	T 151.310 Tone 131.8 R 159.405	**8**					
Tactical Div/Group	**T/R 168.750**	**3**	King	Air to Ground	**170.000**	King	**9**

Prepared by (Resource Unit Ldr.)	Approved by (Planning Sect. Ch.)	Date	Time
Kenneth Hooks	**Bill Smith**	**2/26/XX**	**1100 hrs.**

DIVISION ASSIGNMENT LIST	1. Branch	2. Group **Haz Mat**
3. Incident Name **Central City Unrest**	4. Operational Period Date: **2/27/XX to 2/28/XX** Time: **1800 – 0600 hrs.**	

5. Operations Personnel

Operations Chief	**Luis Lopez**	Group Supervisor	**Maria Ortiz**
Branch Director		Air Attack Supervisor No.	**Benny Crawford**

6. Resources Assigned this Period

Strike Team/Task Force/ Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off PT./Time	Pick Up PT./Time
CCFD Haz Mat 2	**Capt. Wheeler**	**6**	**N**	**PARK STAGING 1900**	**PARK STAGING 0700**
CCFD Haz Mat 5	**Capt. Canon**	**6**	**N**	**PARK STAGING 1900**	**PARK STAGING 0700**

Control Operations: Haz Mat **Group will report directly to the Operations Section Chief and be available for response throughout the incident.**

Haz Mat Teams will provide Hazardous Materials response and decontamination services as required.

Tactical radio frequency will be determined based upon the Division in which a Team is deployed.

8. Special Instructions Coordinate Division boundaries with adjoining Divisions.

Due to high temperatures and humidity, all personnel shall pay close attention to hydration.

Ensure adequate communications between law enforcement, fire, EMS, Haz Mat and other resources.

Non-law enforcement resources will coordinate all activities with law enforcement personnel.

9. Division/Group Communication Summary

Function	Freqency	Channel	System	Function	Frequency	System	Channel
Command	**T 151.385 Tone 173.8 R 159.330**	**1**	King	Logistics			
	T 151.160 Tone 151.4 R 159.225	**2**					
	T 151.310 Tone 131.8 R 159.405	**8**					
Tactical Div/Group				Air to Ground	**170.000**	King	**9**

Prepared by (Resource Unit Ldr.)	Approved by (Planning Sect. Ch.)	Date	Time
Kenneth Hooks	**Bill Smith**	**2/26/XX**	**1100 hrs.**

INCIDENT RADIO COMMUNICATIONS PLAN			1. Incident Name **Central City Unrest**	2. Date/Time Prepared **2/27/XX 1000**	3. Operational Period Date/Time **2/27 – 2/28/xx 1800 - 0600**
4. BASIC RADIO CHANNEL UTILIZATION					
Radio Type/Cache	Channel	Function	Frequency/Tone	Assignment	Remarks
	1	**Command**	**T 151.385 Tone173.8 R 159.330**	**All**	**DO NOT USE ANY FREQUENCIES NOT SHOWN ON THE COMMUNICATIONS PLAN!**
	2	**Command**	**T 151.160 Tone 151.4 R 159.225**	**Branch I**	
	3	**Tactical**	**169.750**	**Perimeter Group Access Group**	
	4	**Tactical**	**168.600**	**Div. A**	
	5	**Tactical**	**168.200**	**Div. B**	
	6	**Tactical**	**168.900**	**Div. M**	
	7	**Tactical**	**168.350**	**Div. L**	
	8	**Command**	**T 151.310 Tone 131.8 R 159.405**	**Branch II**	
	9	**Air to Ground**	**170.000**	**All Air to Ground Comms**	
5. Prepared By (Communications Unit) **Charles Adams**					

ICS 205 NFS 1330

MEDICAL PLAN	1. Incident Name	2. Date Prepared	3. Time Prepared	4. Operational Period
	Central City Unrest	**2/27/XX**	1000	1800 - 0600

5. Incident Medical Aid Station

Medical Aid Stations	Location	Paramedics Yes	Paramedics No
Incident Aid Station	24th & V Street	**Yes**	
Incident Aid Station	20th & R Street	Yes	

6. Transportation

A. Ambulance Services

Name	Address	Phone	Paramedics Yes	Paramedics No
Central City EMS	W & 12th Street	374-3944	**Yes**	
Med-Flight 1	D Street between 31st – 34th Street	374-1501	**Yes**	
Fisherville Ambulance	F & 7th Street, Fisherville	374-3944	**Yes**	
Bayport Ambulance	Ferry Blvd. & 7th Ave., Bayport	374-3994	**Yes**	
Flight For Life	3rd & River, Monroe, Green County	374-3944	**Yes**	

B. Incident Ambulances

Name	Location	Paramedics Yes	Paramedics No
Central City EMS	24th & V Street	**Yes**	
Central City EMS	20th & R Street	Yes	

7. Hospitals

Name	Address	Travel Time Air	Travel Time Ground	Phone	Helipad Yes	Helipad No	Burn Center Yes	Burn Center No
Central City	D St. Between 31 & 34 St.	5	30	374-1501	**X**		**X**	
Faith Hospital	S & 14th Street	0	30	374-0690		**X**		**X**
Fisherville General	S & 1st St., Fisherville	0	60	452-3685		**X**		**X**
St. Dorthy's	3rd & River, Monroe	30	90	374-3944	**X**			**X**

8. Medical Emergency Procedures

The DIVS/Group Supervisor will take charge of a Medical Emergency, notify Operations and Incident Communications on Command Channel. Communications will clear all radio traffic except for the emergency. The closest Incident EMT will respond to the incident for triage and treatment. The DIVS/Group Supervisor will give Communications the following information: type of injury, mechanism, type of transport needed, and location.

Prepared by (Medical Unit Leader)	10. Reviewed by (Safety Officer)
Joaquin Diaz	Paula Meche

Safety Message

February 27, xx

Night Operational Period 1800 – 0600

Unstable Situation

- PPE!!!
- Warning Alarms!!!
- Escape Routes!!!
- Accountability!!!
  - ***Know where you and your crew members are at "<u>all</u>" times.***

Lookouts
Communication
Escape Route
Safety Zones

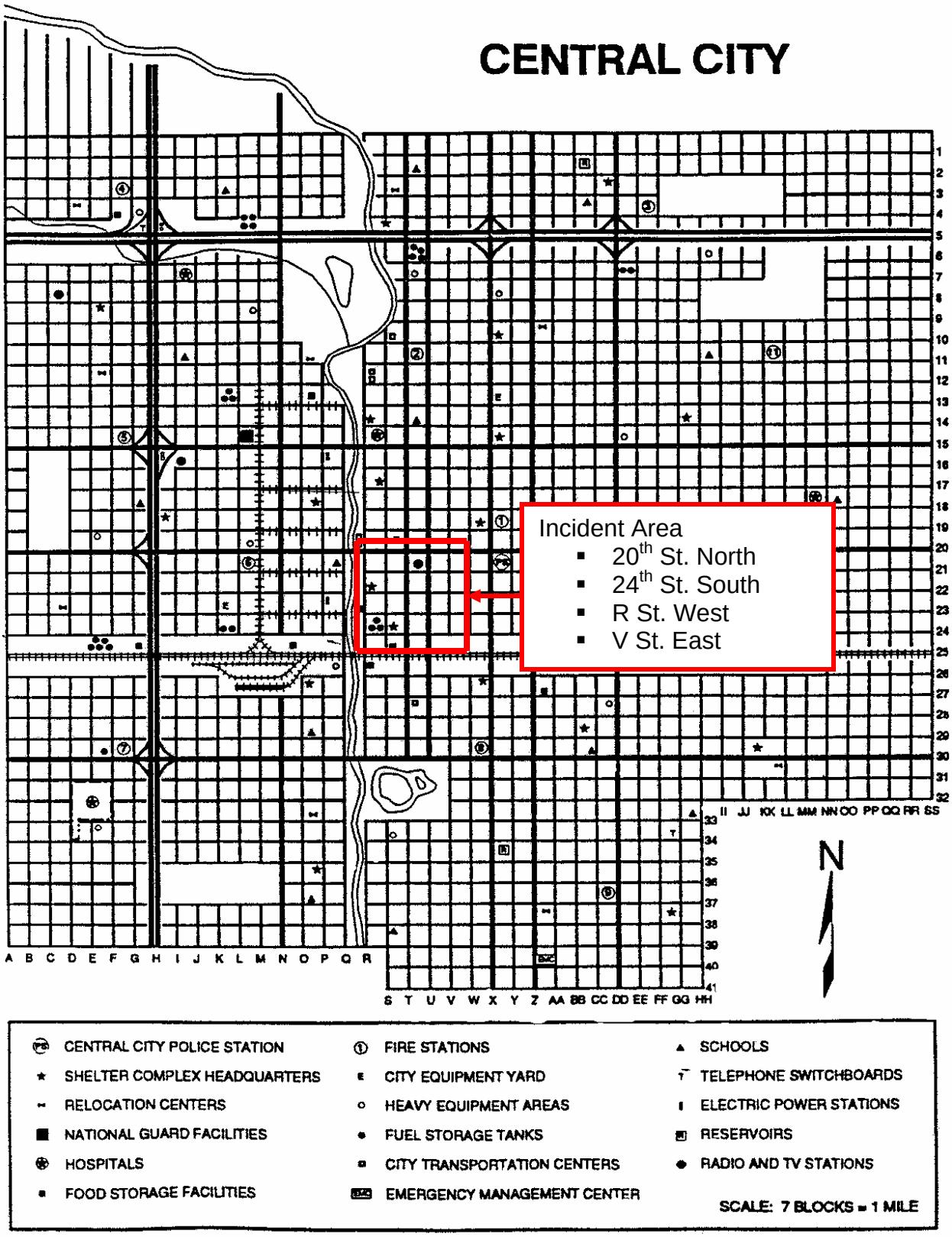
You are your own "*Safety Officer*"!

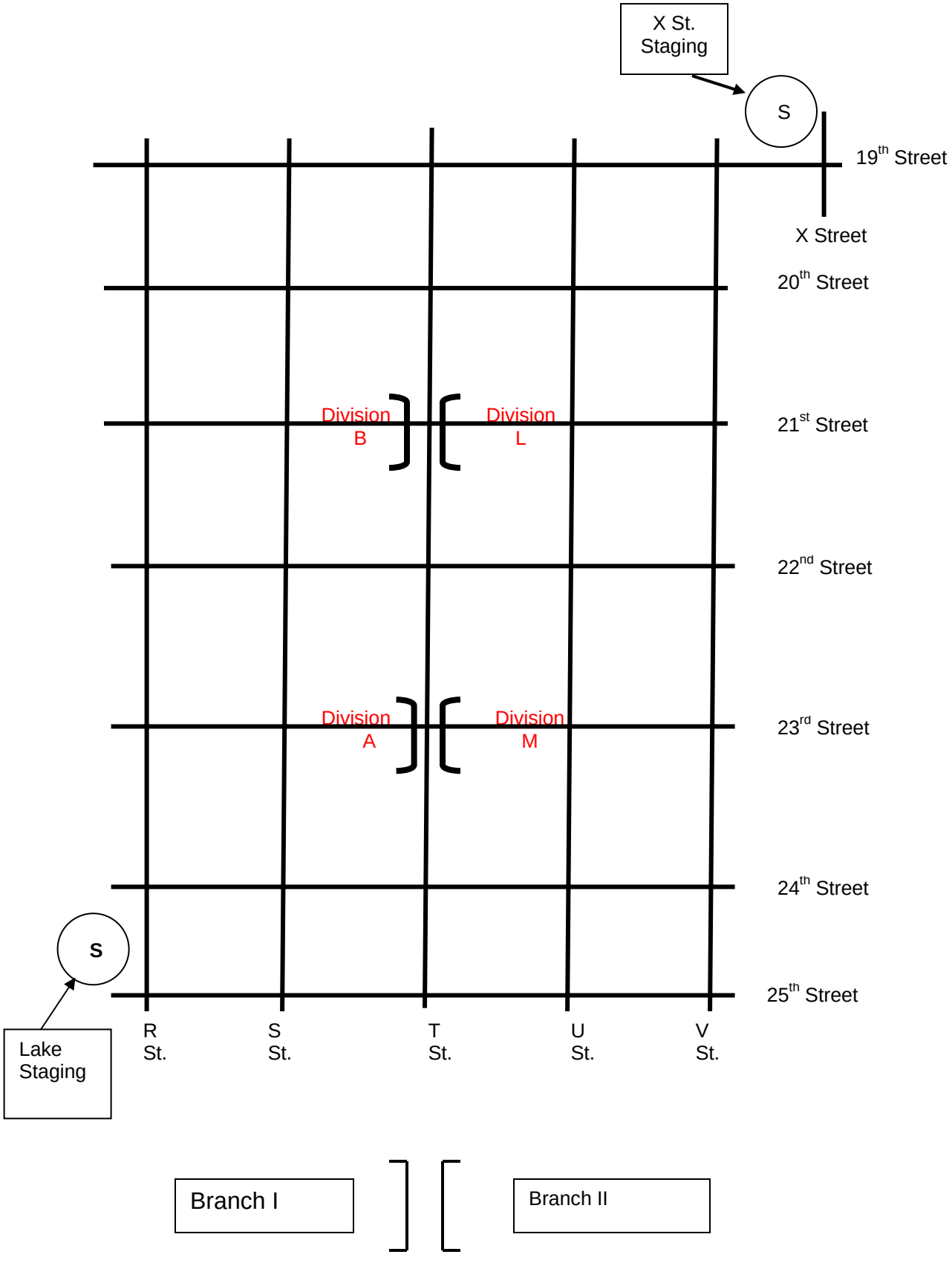
Paula Meche
Safety Officer

Use of Force

Officers shall use or allow to be used, only that amount of force reasonable and necessary to accomplish the mission. Authorization for use of force for "target specific" purposes will be dictated by Central City Police Department Use of Force Policy & Procedure. Squad, Team, and Platoon Leaders shall closely monitor the use of force by their members.

Prior to the deployment of any specialty weapons, the Incident Commander shall be contacted and provided with an update and assessment of the situation. The Incident Commander's authorization shall be required prior to deployment of specialty munitions. Once authorized by the Incident Commander, particular deployment of target specific specialty and chemical munitions (i.e. pepperball) by any Team shall require prior authorization by the Operations Section Chief. The deployment of non-target specific specialty munitions (i.e. stinger balls) shall require authorization by the Operations Section Chief. The deployment of chemical munitions for other than target specific purposes will require prior authorization from the Operations Section Chief who, if practicable, will first consult with the Incident Commander. A Technical Speialist shall be available to commanders for consultation with regard to the use of chemical or specialty munitions.


CENTRAL CITY
Incident Area
20th St. North
24th St. South
R St. West
V St. East
N
CENTRAL CITY POLICE STATION
SHELTER COMPLEX HEADQUARTERS
RELOCATION CENTERS
NATIONAL GUARD FACILITIES
HOSPITALS
FOOD STORAGE FACILITIES
FIRE STATIONS
CITY EQUIPMENT YARD
HEAVY EQUIPMENT AREAS
FUEL STORAGE TANKS
CITY TRANSPORTATION CENTERS
EMERGENCY MANAGEMENT CENTER
SCHOOLS
TELEPHONE SWITCHBOARDS
ELECTRIC POWER STATIONS
RESERVOIRS
RADIO AND TV STATIONS
SCALE: 7 BLOCKS = 1 MILE


X St.
Staging
S
19th Street
X Street
20th Street
Division
B
Division
L
21st Street
22nd Street
Division
A
Division
M
23rd Street
24th Street
S
25th Street
Lake
Staging
R
St.
S
St.
T
St.
U
St.
V
St.
Branch I
Branch II

PLEASE NOTE: The regulations listed in this handout are current as of July 2006 and are subject to change. In addition, this list is not intended to be complete. It is the Safety Officer's responsibility to ensure that all relevant and current regulations and guidelines are followed.

Examples of relevant OSHA guidelines and regulations:

- OSHA 1910.120
- OSHA 1910.146
- OSHA 1910.134
- OSHA 1901.1200
- 1926 Construction Industry Standard
- OSHA 1910.1030

Subpart D – Occupational Health and Environmental Controls

- 1926.50 — Medical Services and First Aid
- 1926.51 — Sanitation
- 1926.52 — Occupational Noise Exposure
- 1926.53 — Ionizing Radiation
- 1926.54 — Nonionizing Radiation
- 1926.55 — Gases, Vapors, Fumes, Dusts, and Mists
- 1926.56 — Illumination
- 1926.57 — Ventilation
- 1926.59 — Hazard Communication

Subpart E – Personal Protective and Life Saving Equipment

- 1926.100 — Head Protection
  - OSHA requires workers to wear head protection when a possible danger of head injury exists from:
    - Impact with a fixed object
    - Falling or flying objects
    - Electrical shock and burns

CLASS	USE	WORK FUNCTION
A	**General service, limited voltage**	**General construction**
B	**Utility service, high voltage**	**Electrical workers**
C	**Special service, no voltage (metal)**	**Oil fields, refineries**

- 1926.101 — Hearing Protection
  - OSHA states that wherever it is not feasible to reduce the noise levels or duration of permissible noise exposures as specified in 1926.52, Table D-2, ear protective devices shall be provided

Types of Hearing Protection

Aural (inserts)

Superaural (hearing bands)

Circumaural (earmuffs)

Permissible Noise Exposures

Duration Per Day (Hours)	Sound Level (dBA) Slow Response
8	90
6	92
4	95
3	97
2	100
1.5	102
1	105
0.5	110

Source: 29 CFR 1926.52

Selection of Hearing Protection

- Noise reduction rating (NRR)
- Worker comfort

Noise reduction without hearing protection	NRR of hearing protection	Noise reduction with hearing protection
100 dBA*	25 dB	75 dBA

* dBA = Decibels measured on the A-weighted scale

- 1926.102 — Eye and Face Protection
  - OSHA requires that workers be provided with eye and face protection equipment when machines or operations present potential eye or face injury from physical, chemical, or radiation agents

- 1926.103 — Respiratory Protection
- 1926.104 — Safety Belts, Lifelines, and Lanyards
- 1926.105 — Safety Nets

- 1926.106 — Working Over or Near Water
- 1926.107 — Definitions Applicable to this Subpart

Subpart O – Motor Vehicles, Mechanized Equipment, and Marine Operations

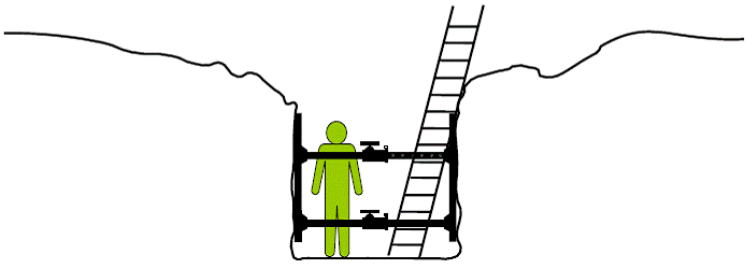
- 1926.600 — Equipment
- 1926.601 — Motor Vehicles
- 1926.602 — Material Handling Equipment
- 1926.603 — Pile Driving Equipment
- 1926.604 — Site Clearing
- 1926.605 — Marine Operations

Subpart P – Excavations

- 1926.650 – Scope, Application, and Definitions
- 1926.651 – General Requirements
- 1926.652 – Requirement for Protective Systems

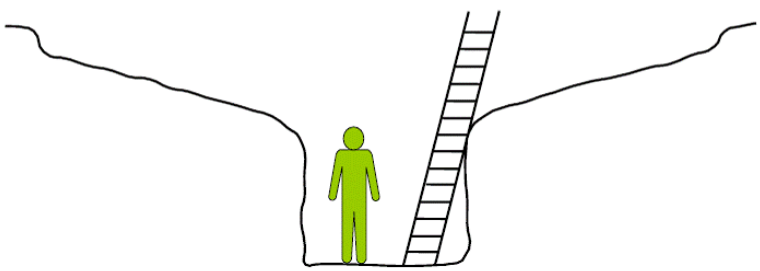
Shoring

A structure that supports the sides of an excavation and which is designed to prevent cave-ins

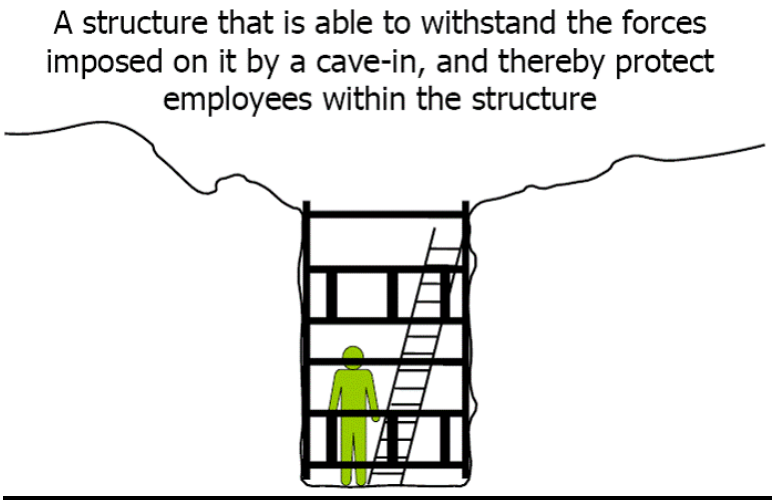


Sloping

A method of protecting employees from cave-ins by excavating to form sides of an excavation that are inclined away from the excavation so as to prevent cave-ins



Shielding



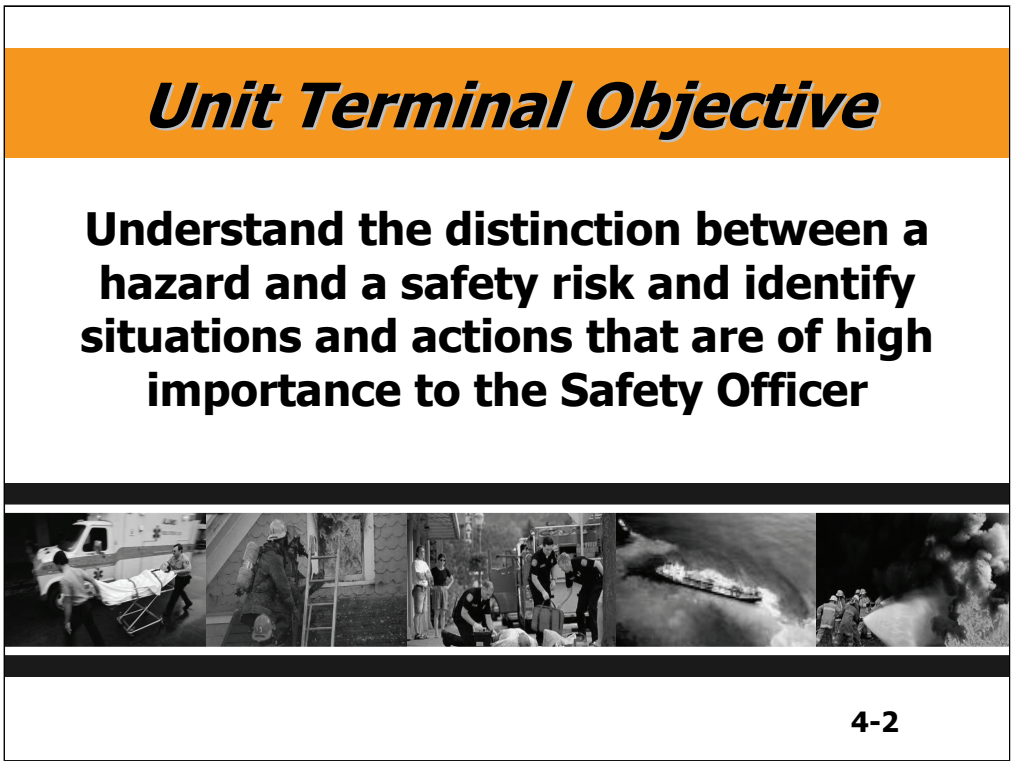
- Excavations shall be protected from cave-ins, unless the excavation is in stable rock or is less than five feet in depth and has been examined by a competent person to indicate that there is no potential of a cave-in

Conclusion:

- Safety and Health Compliance with 29 CFR 1910.120
- Safety and Health Construction Standards
- Toxic and Hazardous Substances Standards
- Safety and Health Program, Paragraph (b)

Unit 4

Identifying Hazards & Risks



UNIT OBJECTIVE

- Terminal Objective
  - Understand the distinction between a hazard and a safety risk and identify situations and actions that are of high importance to the Safety Officer.
- Enabling Objective
  - Define risk and hazard and describe the difference between the two terms

Unit Overview

- **Define hazard and risk**
- **Identify risks**
- **Identify hazards**

4-3

Hazards

Hazards – things within the environment that can cause harm to people or equipment

4-4

RISK ANALYSIS AND HAZARD MITIGATION THEORY

- Basic concepts of safety and risk management
  - Hazards – things within the environment that can cause harm to people or equipment
    - Hazards are things; they may or may not be modified
      - Flood – wet roadways
      - Chemical Spill – toxic fumes

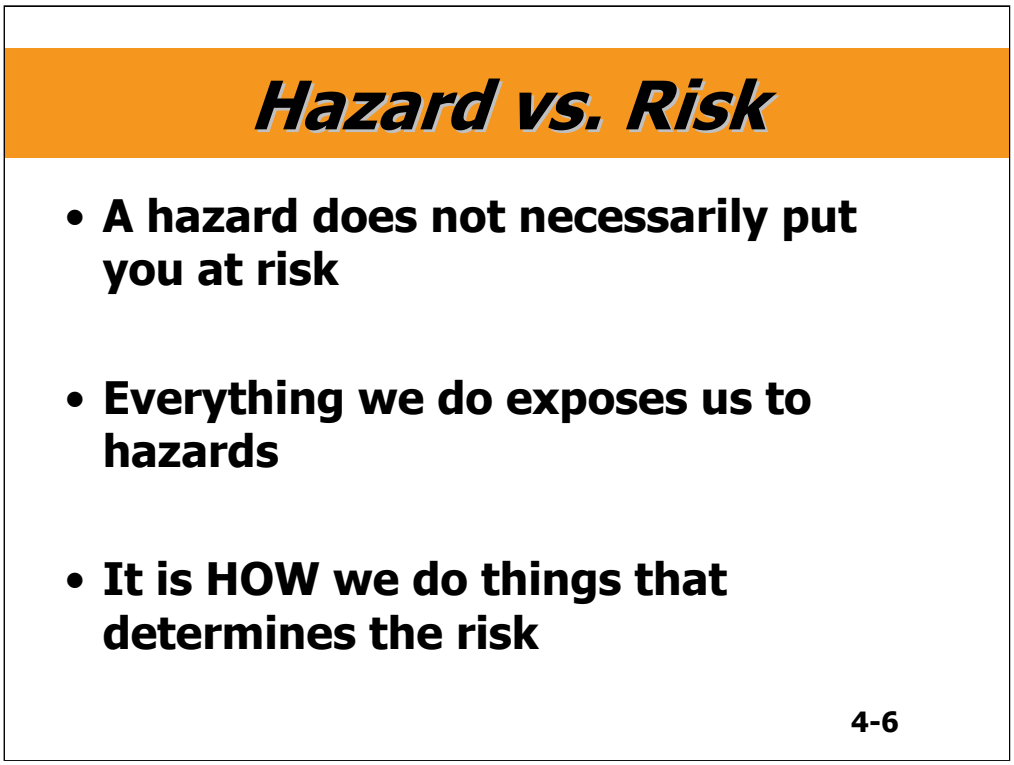
Risks

Risks – the chances that people take in relationship to the hazards

4-5

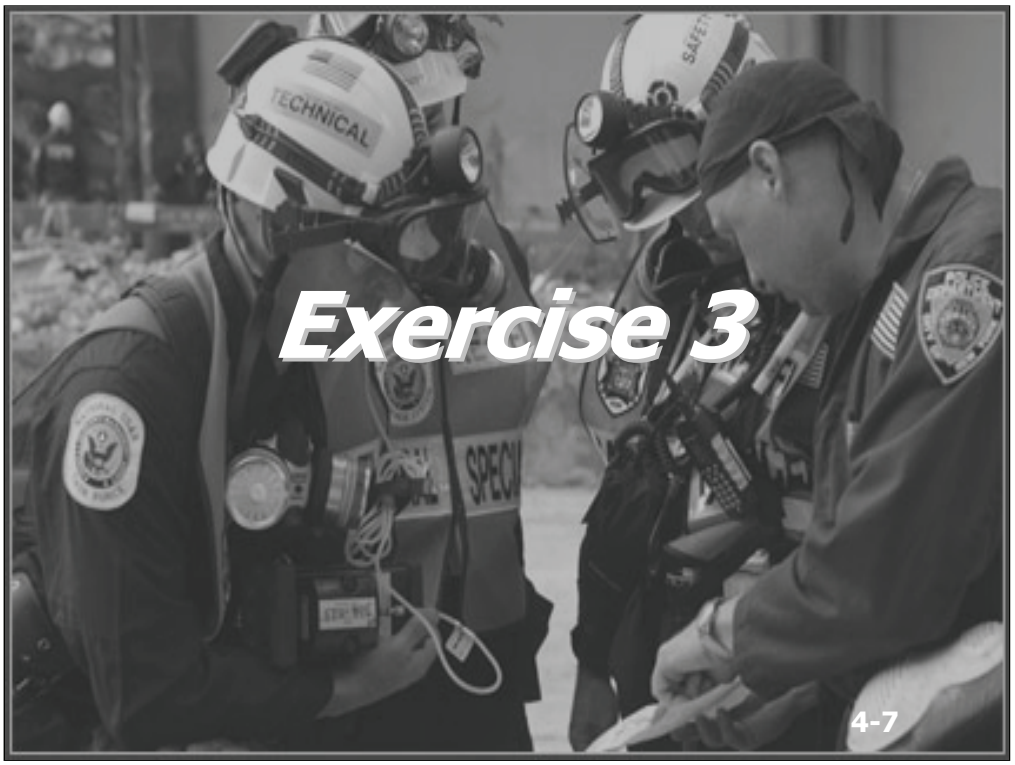
RISK ANALYSIS AND HAZARD MITIGATION THEORY (cont.)

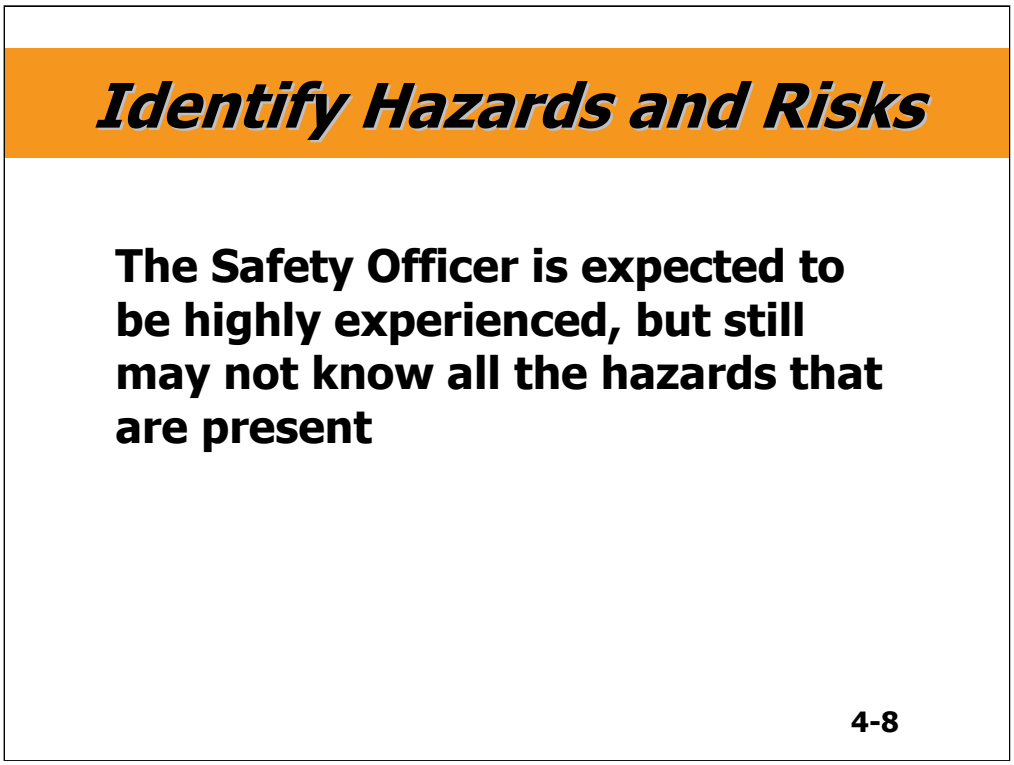
- *Basic concepts of safety and risk management (cont.)*
  - Risks – the chances that people take in relationship to the hazards
    - Risks are a human activity, they can be changed to either reduce or increase the risk
      - Building Collapse – walking under leaning wall
      - Confined Space – entering space with lack of oxygen
  - Mishap – when the hazard (thing) comes together with the risk (activity), the result is a mishap or accident



RISK ANALYSIS AND HAZARD MITIGATION THEORY (cont.)

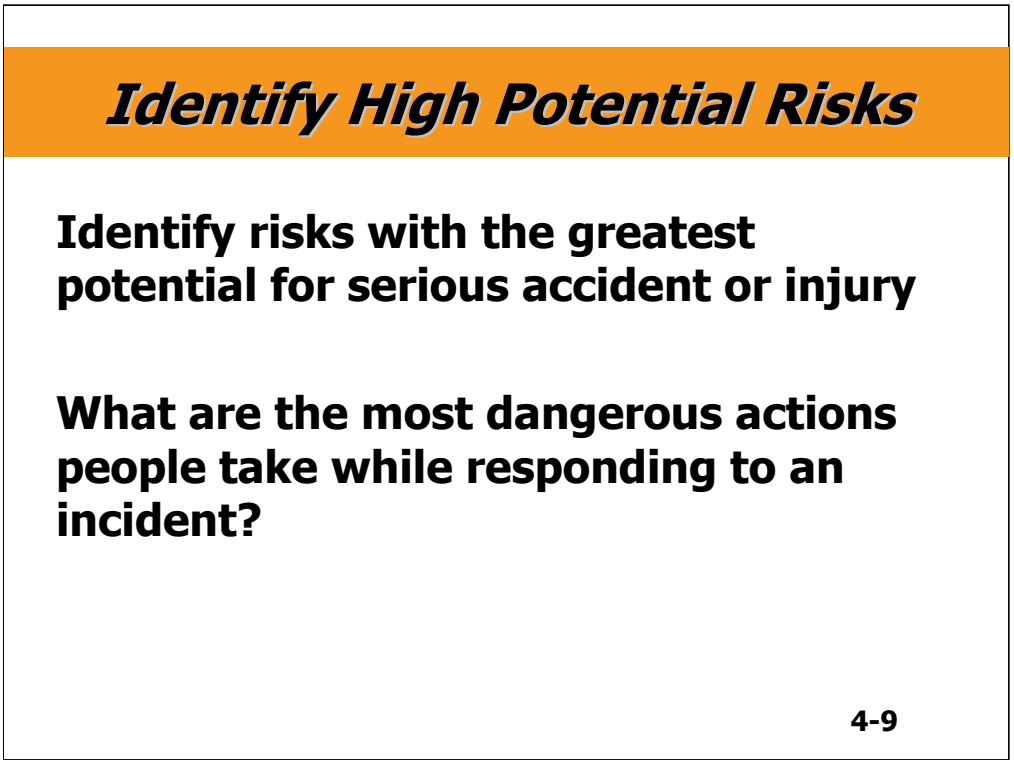
- *Basic concepts of safety and risk management (cont.)*
  - Hazard vs. Risk
    - Distinguishing between "risk" and "hazard" is one of the core fundamentals of safety engineering and risk management. Appropriately applying that distinction lends credibility to the entire safety function, especially in the event of a review of incident activities
    - A hazard does not necessarily put you at risk. Everything that responders do is hazardous; hazards and the risks associated with them are everywhere. When known, measures can be taken to minimize or eliminate risk
      - When we go up or down stairs, it is possible that we might fall, but it is likely that we will not. Stairs are a hazard, and the likelihood of injury is known as the risk, often expressed as a fraction (such as 1 in 100 or 1 in a million)
    - Everything we do exposes us to hazards. However, it is HOW we do things that determines the risk. Driving a car is inherently dangerous, but only driving at high speeds creates a "risk" that the Safety Officer must be aware of and work to mitigate
    - Some hazards are only significant if they occur in large amounts or for long periods of time. Smoking one cigarette in your life will not have much of an effect, but smoking 3 packs a day for 40 years will likely lead to significant health problems, and is therefore a risk


TECHNICAL
Exercise 3
4-7



IDENTIFY HAZARDS AND RISKS

- The Safety Officer is expected to be highly experienced, but still may not know all the hazards that are present
- The main way potential safety problems are identified is through experience and knowledge. By knowing what sort of hazards and risks caused accidents in the past, a person may look at the work that is going to take place and predict what kind of safety problems there will be in the future. There are no new accidents, just the same old accidents happening to new people!



IDENTIFY HAZARDS AND RISKS (cont.)

- Identify those risks with the highest potential for serious accident or injury. For example,
  - Transportation distance, time and type
  - Tactical assignment
  - Chainsaws
  - Specialized equipment
  - Trench and Shoring Operations
  - Building collapse
  - Felling operations

Identify High Potential Risks

- **Transportation**

4-10

IDENTIFY HAZARDS AND RISKS (cont.)

- Transportation

Identify High Potential Risks

- **Transportation - boats**

4-11

IDENTIFY HAZARDS AND RISKS (cont.)

- Transportation – Boats

Identify High Potential Risks

- **Transportation – troop carrier**

4-12

IDENTIFY HAZARDS AND RISKS (cont.)

- Transportation – Troop carrier

Identify High Potential Risks

- **Transportation – helicopter operations**

4-13

IDENTIFY HAZARDS AND RISKS (cont.)

- Transportation – Helicopter operations

Identify High Potential Risks

- **Tactical Assignment**

4-14

IDENTIFY HAZARDS AND RISKS (cont.)

- Tactical assignment

Identify High Potential Risks

- **Power Saws**

4-15

IDENTIFY HAZARDS AND RISKS (cont.)

- Power saws

Identify High Potential Risks

- **Boom operations**

4-16

IDENTIFY HAZARDS AND RISKS (cont.)

- Boom operations

Identify High Potential Risks

- **Specialized equipment**

4-17

IDENTIFY HAZARDS AND RISKS (cont.)

- Specialized equipment

Identify High Potential Risks

- **Trenching and shoring operations**

4-18

IDENTIFY HAZARDS AND RISKS (cont.)

- Trenching and shoring operations

Identify High Potential Risks

4-19

IDENTIFY HAZARDS AND RISKS (cont.)

- Building collapse

Identify High Potential Risks

- **Felling operations**

4-20

IDENTIFY HAZARDS AND RISKS (cont.)

- Felling operations

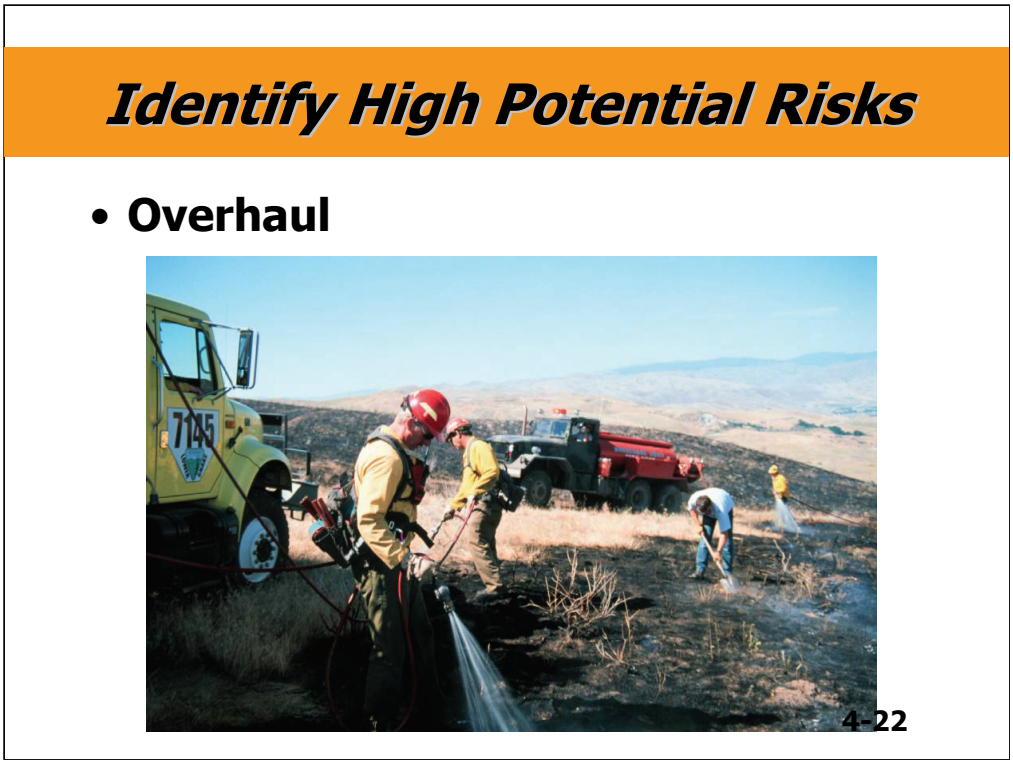
Identify High Potential Risks

- **Night operational periods**

4-21

IDENTIFY HAZARDS AND RISKS (cont.)

- Night operational periods



IDENTIFY HAZARDS AND RISKS (cont.)

- Overhaul

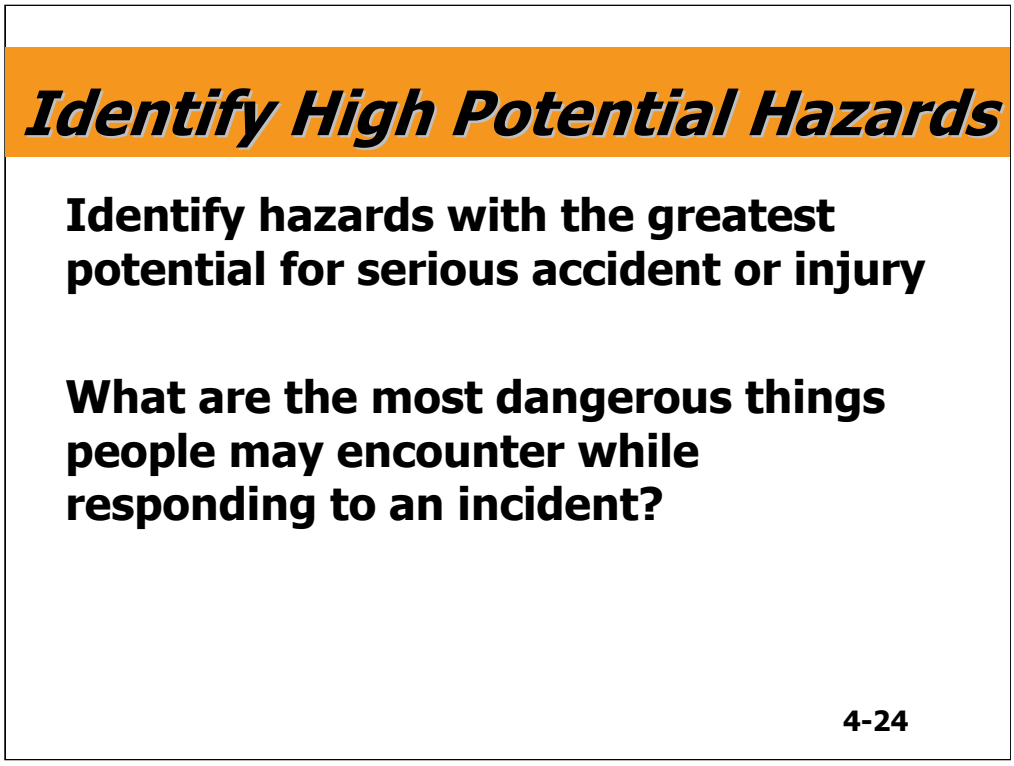
Identify High Potential Risks

- **Air operations**

4-23

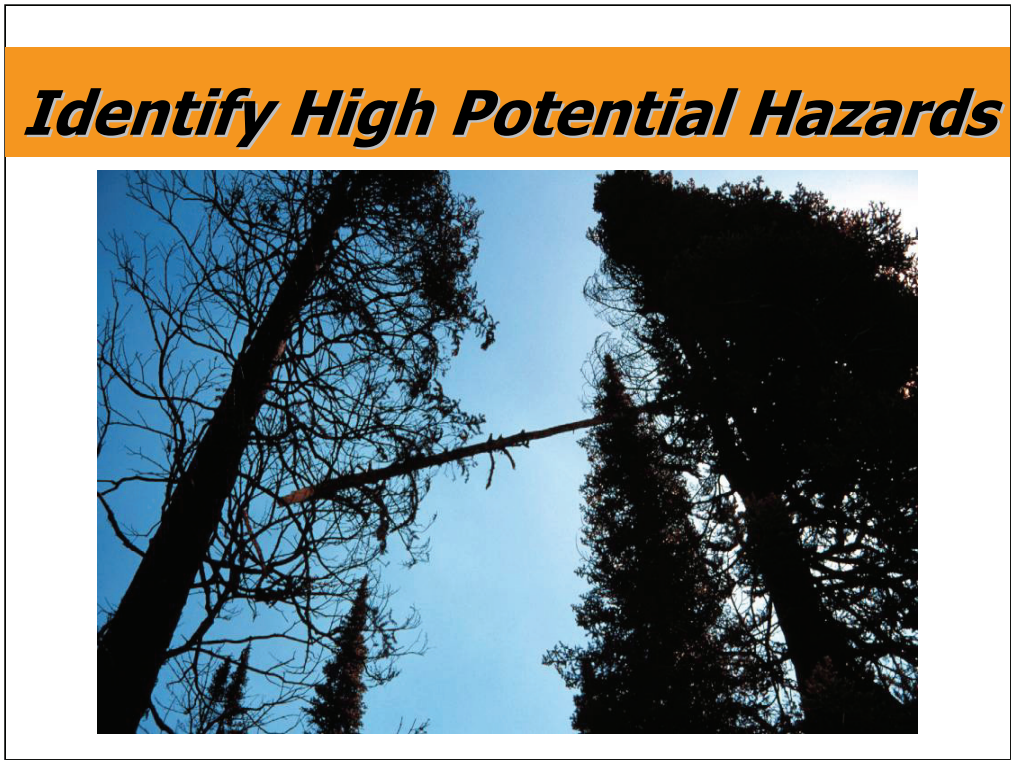
IDENTIFY HAZARDS AND RISKS (cont.)

- Air operations



IDENTIFY HAZARDS AND RISKS (cont.)

- Snags
- Bio-Hazards
- Biological
  - Poison plants (oak, ivy)
  - Insects and snakes
  - Large mammals
- Topography
  - Rocks, slope
  - Water
- Chemical Fire behavior
  - Fuel type
- Weather
  - Lightning
  - Temperature/low RH
  - Red Flag Warnings/Fire Weather Watch
  - High/gusty wind
- Structural collapse



IDENTIFY HAZARDS AND RISKS (cont.)

- Snags

Identify High Potential Hazards

4-26

IDENTIFY HAZARDS AND RISKS (cont.)

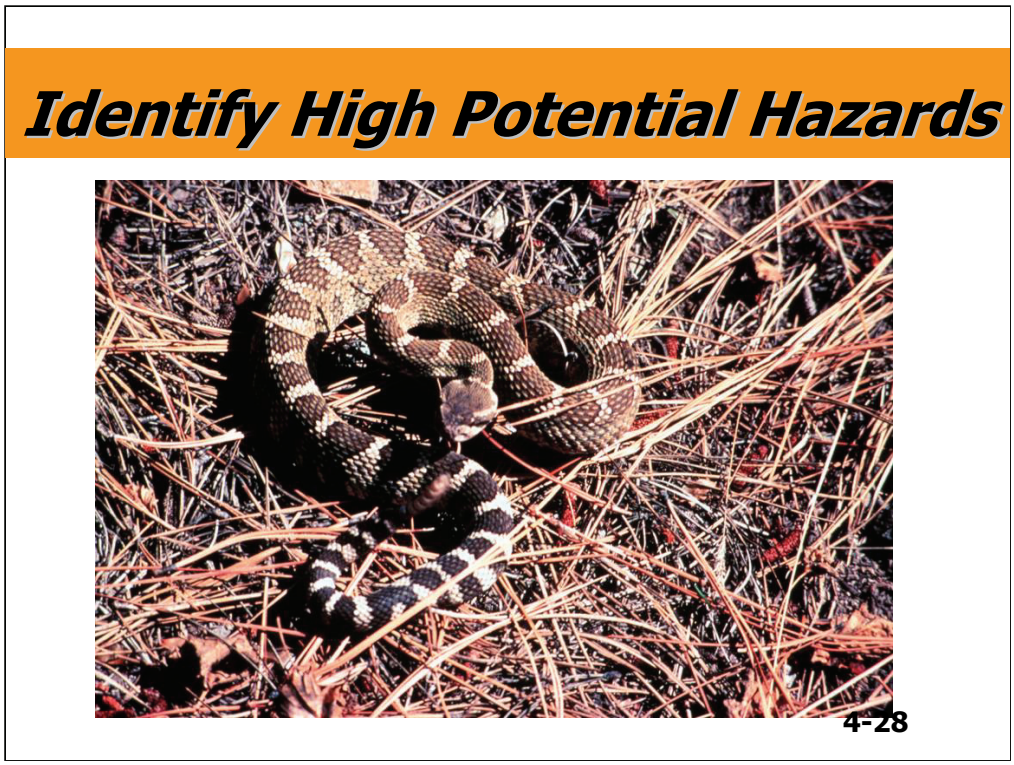
- Bio-Hazards

Identify High Potential Hazards

4-27

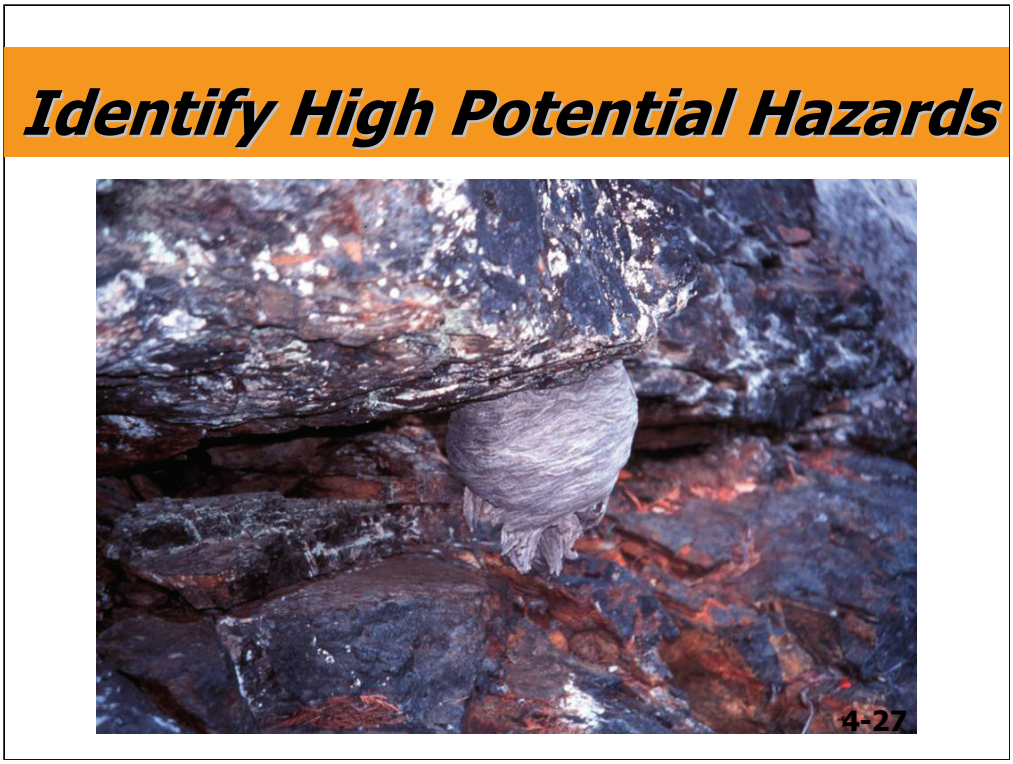
IDENTIFY HAZARDS AND RISKS (cont.)

- *Bio-Hazards (cont.)*



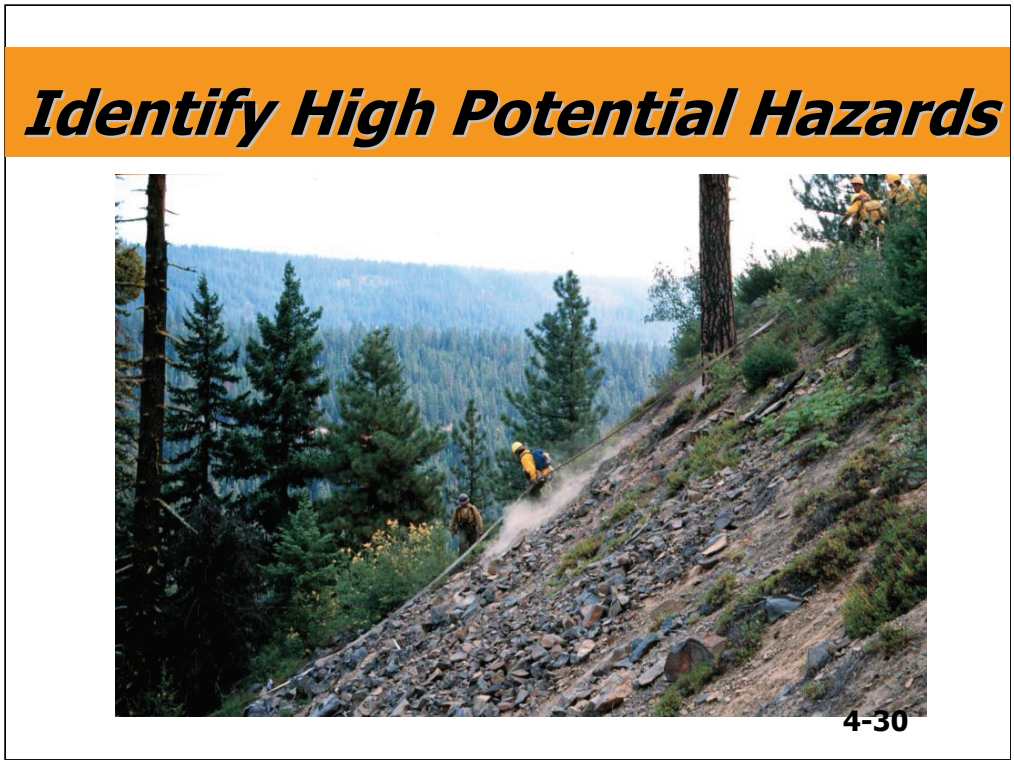
IDENTIFY HAZARDS AND RISKS (cont.)

- Biological



IDENTIFY HAZARDS AND RISKS (cont.)

- *Biological (cont.)*



IDENTIFY HAZARDS AND RISKS (cont.)

- Topography

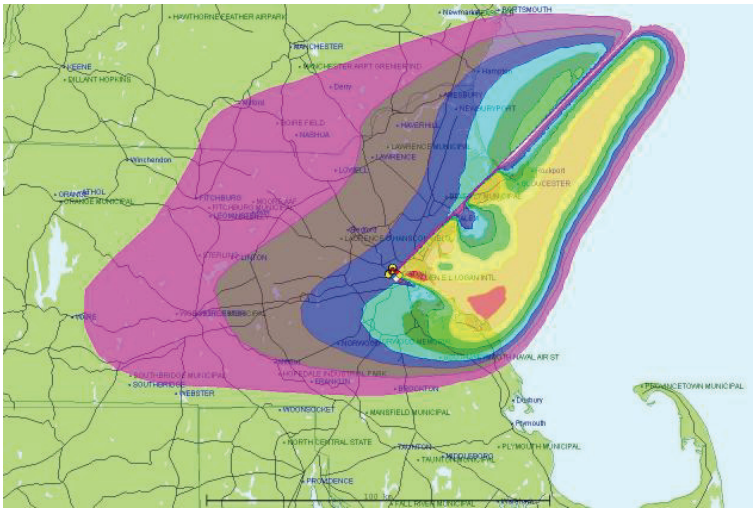
Identify High Potential Hazards

4-31

IDENTIFY HAZARDS AND RISKS (cont.)

- Chemical/Fire Behavior

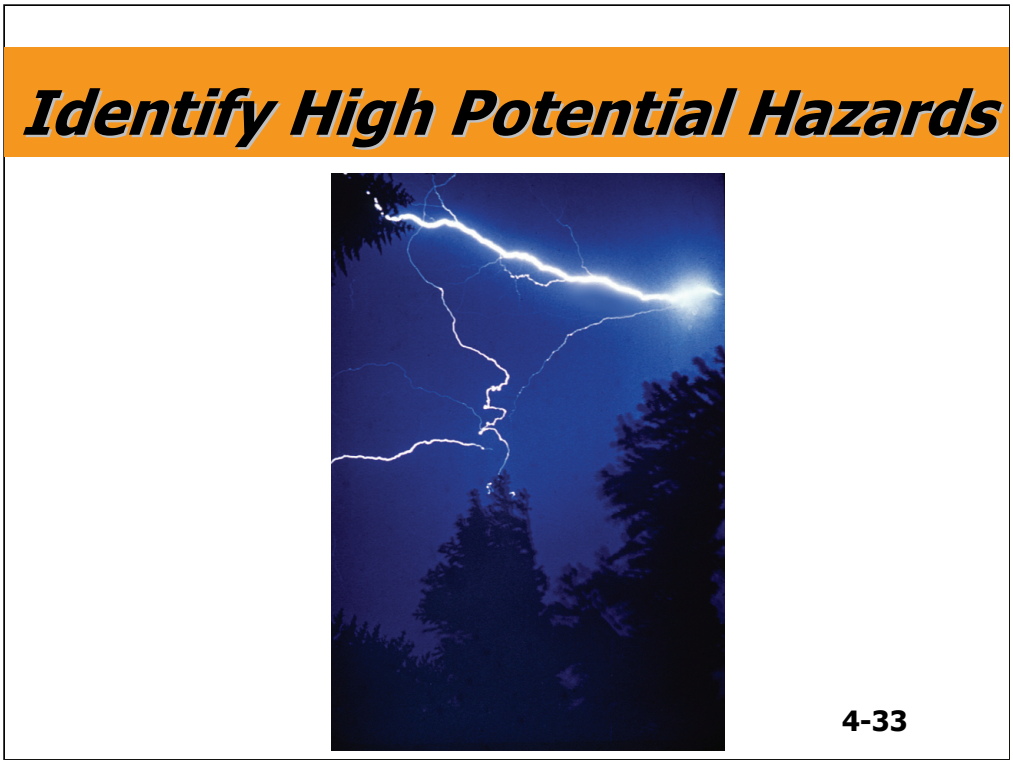
Identify High Potential Hazards



4-32

IDENTIFY HAZARDS AND RISKS (cont.)

- *Chemical/Fire Behavior (cont.)*



IDENTIFY HAZARDS AND RISKS (cont.)

- Weather

IDENTIFY HAZARDS AND RISKS (cont.)

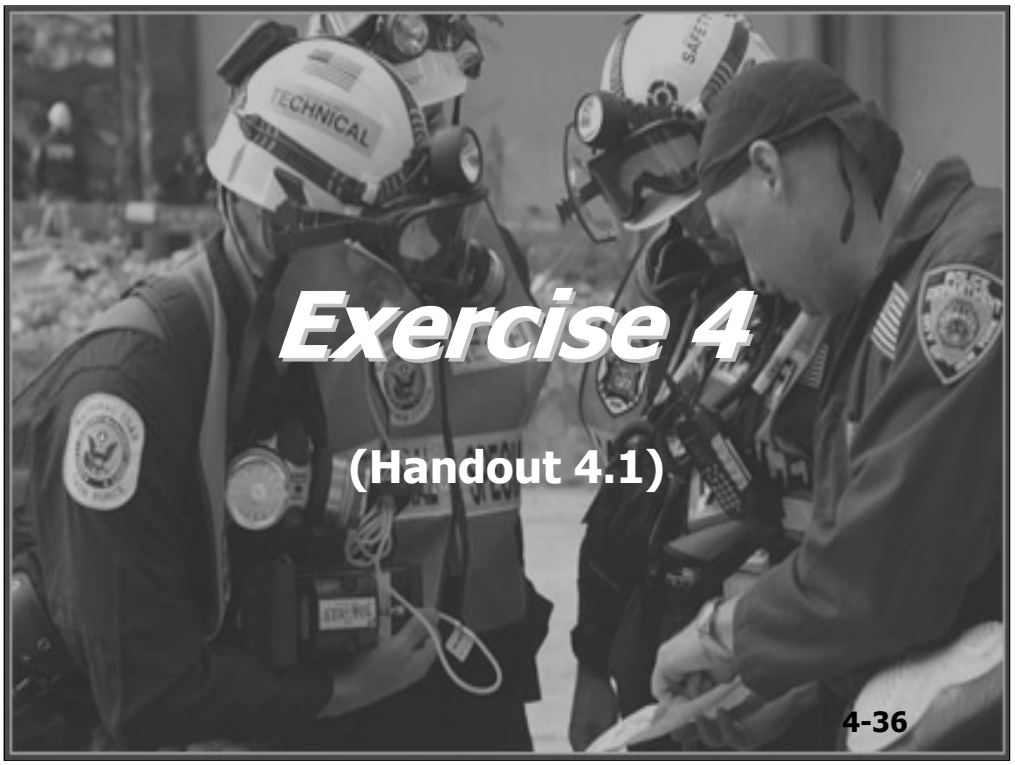
- *Weather (cont.)*

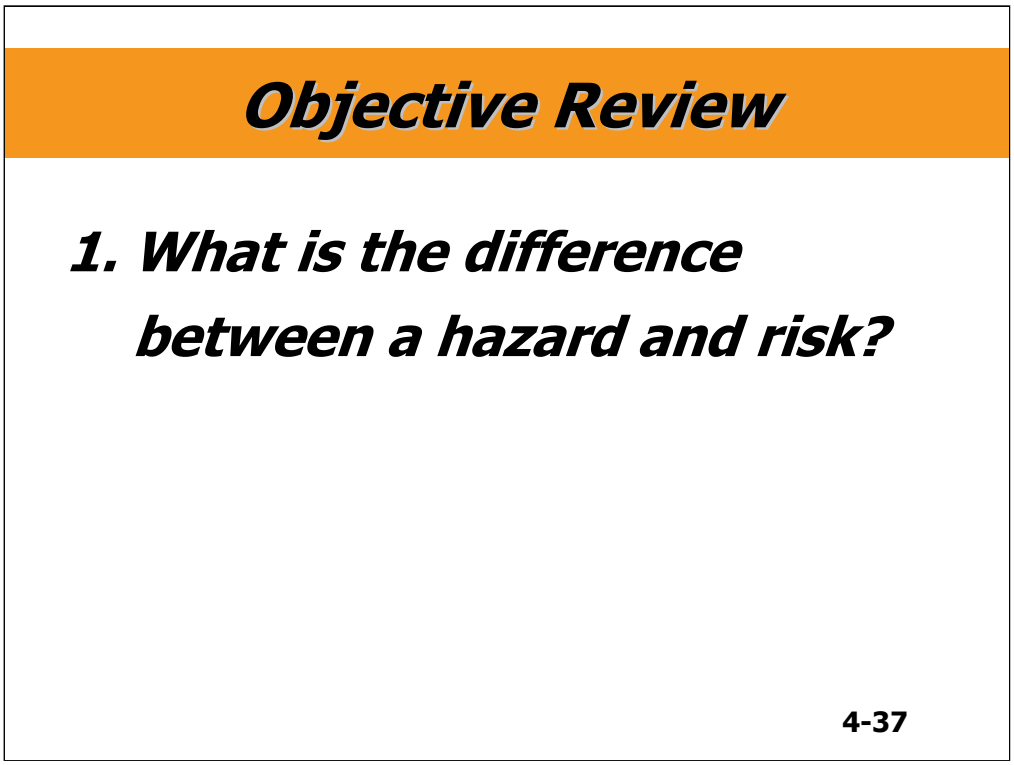
Identify High Potential Hazards

4-35

IDENTIFY HAZARDS AND RISKS (cont.)

- Structural collapse


TECHNICAL
Exercise 4
(Handout 4.1)
4-36



OBJECTIVE REVIEW

- Terminal Objective
  - Understand the distinction between a hazard and a safety risk and identify situations and actions that are of high importance to the Safety Officer.
- Enabling Objective
  - Define risk and hazard and describe the difference between the two terms

Exercise 3 Overview
Unit 4

Purpose

The purpose of this exercise is to provide participants with an opportunity to distinguish Hazards and Risks.

Objectives

Students will:

- Fill in accompanying exercise handout, discussing in groups whether each item is a Hazard or a Risk.

Exercise Structure

This exercise is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Participants will gather in groups to discuss the items in the worksheet and determine whether each is a Hazard or a Risk. Each group will present their findings to the rest of the class.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the exercise:

1. Within your work group, select a group spokesperson.
2. Complete the (H or R) column of the worksheet by determining whether each item is a Hazard or a Risk.
3. Present your responses to the rest of the class.

Facilitators moderate discussions, answer questions and provide additional information as required.

Exercise 3 Schedule

Exercise Introduction and Overview	2 minutes	Classroom
Discussion / Documentation	15 minutes	Small Groups
Debrief / Review	15 minutes	Classroom

Hazard or Risk Worksheet

Identify the following items as Hazards (H) or Risks (R)	H or R
Excessive vehicle speed in an incident base or camp	
Driving an ambulance at high speed	
Directing traffic	
Exposed electrical wires	
Handling needles	
Use of power equipment	
Poor visibility on roads	
Snakes/bugs/bears	
Use of heavy equipment	
Night operations in unfamiliar surroundings	
Unknown product/chemical release	
Unstable structural damage	
Evacuating residents door-to-door	
Drinking untreated tap water	
Untreated tap water at an incident base	

Exercise 4 Overview
Unit 4

Purpose

The purpose of this exercise is to provide participants with an opportunity to identify the hazards and risks posed by tactical operations.

Objectives

Students will:

- Become familiar with the Train Derailment Scenario IAP (Handout 4-1).
- Identify and list potential hazards posed by the tactical operations planned in the Train Derailment Scenario ICS Form 215.
- Decide upon a list of ten hazards and risks for use in later exercises.

Exercise Structure

This exercise is scheduled to last approximately 45 minutes, including small group discussion, presentation of group findings, and class discussion. Participants will first individually review the Train Derailment Scenario and become familiar with the incident and proposed operations. Then, they will gather in groups to discuss hazards and risks associated with the tactical operations presented in the scenario's ICS Form 215. Each group will present their findings to the rest of the class, which will then identify a list of ten hazards and risks suitable for use in later exercises.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the exercise:

1. Read over the Incident Action Plan for the Train Derailment Scenario.
2. Within your work group, select a group spokesperson.
3. Identify and list potential hazards posed by the tactical operations planned in the ICS Form 215 for the Train Derailment Scenario (Handout 4-1).
4. Present your responses to the rest of the class.
5. Determine, as a class, a list of ten interesting hazards and risks suitable for further discussion in later exercises.

Facilitators moderate discussions, answer questions and provide additional information as required.

Exercise 4 Schedule

Exercise Introduction and Overview	2 minutes	Classroom
Reading Background Information	10 minutes	Individuals
Discussion / Documentation	15 minutes	Small Groups
Review / Discussion	20 minutes	Classroom

Train Derailment Scenario

In the early morning today a Central and Columbia (C&C) freight train derailed and rolled down an embankment along the Roaring River. Parts of the front of the train lay on its side in the river and along the steeply sloping river bank. The area along the river bank is part of the Central City Riverfront Park. The train consisted of 4 diesel locomotives, 23 tank cars (pressurized and non-pressurized), 12 hopper cars, and 2 cryogenic liquid tank cars containing liquid oxygen (LOX). Initial assessment indicates that several of the pressurized tank cars containing chlorine and anhydrous ammonia have ruptured. Two of the LPG tank cars exploded on impact during the derailment, causing a fire. The hopper cars containing ammonium nitrate lie on their sides, and the contents have spilled onto the banks of the river. The locomotive diesel tanks have ruptured, spilling diesel into the river. The cryogenic tank cars appear to be intact; however, several of the non-pressurized tank cars have released an unknown quantity of crude sulfate turpentine into the river.

The Engineer driving the train managed to get to the river bank and is being treated at Central Hospital for serious injuries sustained in the derailment. Central City Police Department cars are on both sides of the river at the derailment. Their police radio picks up a report of a chlorine gas cloud forming immediately downstream from the leaking rail cars. This report was picked up by several citizens who contacted the local news stations in Central City. Reporters from the major local TV, radio, and newspaper news bureaus are on the way to the incident. One of the TV news crews is already shooting pictures. The local TV reporter is asking to do an interview for their evening news, and other reporters are lining up for interviews as well.

There is uncertainty about whom or which agency is in charge of the incident. There is a pervasive rumor that the train Engineer's license to operate the engine had expired, but that is being checked out. The neighborhoods immediately adjacent to the spill on both sides of the river are being evacuated due to the danger posed by the chlorine gas. The area about 200 yards from the derailment has been cordoned off. Hazmat crews and rail crews are busy containing the spill and bringing in equipment to remove the derailed cars. The mayor has issued an evacuation order for residents in the surrounding area, and is requesting assistance from the state. The Red Cross is establishing an evacuation center at North High Schools in Central City.

There are rumors that hundreds of coho salmon, a federally listed threatened species have been killed in the river. The Parks Department, County, and State Dept of Natural Resources have issued an advisory and closed the river to fishing, recreation and other uses for 25 miles down river from the rail bridge site.

The Emergency Medical Agency (EMA) in Liberty County is reporting numerous incidents of burning eyes and lungs. The Central City hospital has exceeded its capability to staff the emergency room. There are numerous water intakes along this stretch of the Roaring River.

Liberty County in the state of Columbia, is the largest county in the State in terms of population, and includes Central City, the largest and densest population center in the State of Columbia. The population of Central City is approximately 149,000 and the metropolitan area population is approximately 302,412. Central City serves as a major transportation hub within the state: commercial river traffic, rail, air, and interstate traffic and is 40 miles from the Port of Charlotte, on the Big Ocean.

INCIDENT OBJECTIVES	1. Incident Name TRAIN	2. Date **1-22-XX**	3. Time **1200**

4. Operational Period

1-22-XX 1200 1-22-XX 2400

Provide for the safety of the public and a safe work environment for all responders.

Identify current and potential hazardous materials releases and potential impacts to the public and environment, including: Human Exposure, Municipal Water Supplies, Air Quality, Flora & Fauna

Establish safety mitigations for firefighters and extinguish fires as soon as possible.

Prepare and initiate a plan to contain and prevent further release of hazardous materials by 1200 hrs. tomorrow.

Complete a damage survey within 24 hrs.

Establish HAZMAT clean up activities with a target completion time of 72 hrs.

Return all public facilities used for the response to at least minimal operational condition within 48 hrs.

6. Weather Forecast for Period

Fog and low clouds through about 1100 then clearing. Maximum Temperature 58 – 62.

Minimum Relative Humidity 60 – 64%. Winds light southwest to 4 MPH turning northwest after about 1600.

A high pressure ridge is bringing stable conditions to the area so expect return of fog to the area tonight.

7. General Safety Message

Remember, that appropriate PPE **MUST** be worn at all times. If you do not have PPE, order thru the Logistics Section Chief.

Make sure that **LOOKOUTS** are posted; everyone has adequate **COMMUNICATIONS**; **ESCAPE ROUTES** are identified and known to all; and Each and Every person is aware of the location of **SAFETY ZONES**.

8. Attachments (mark if attached)

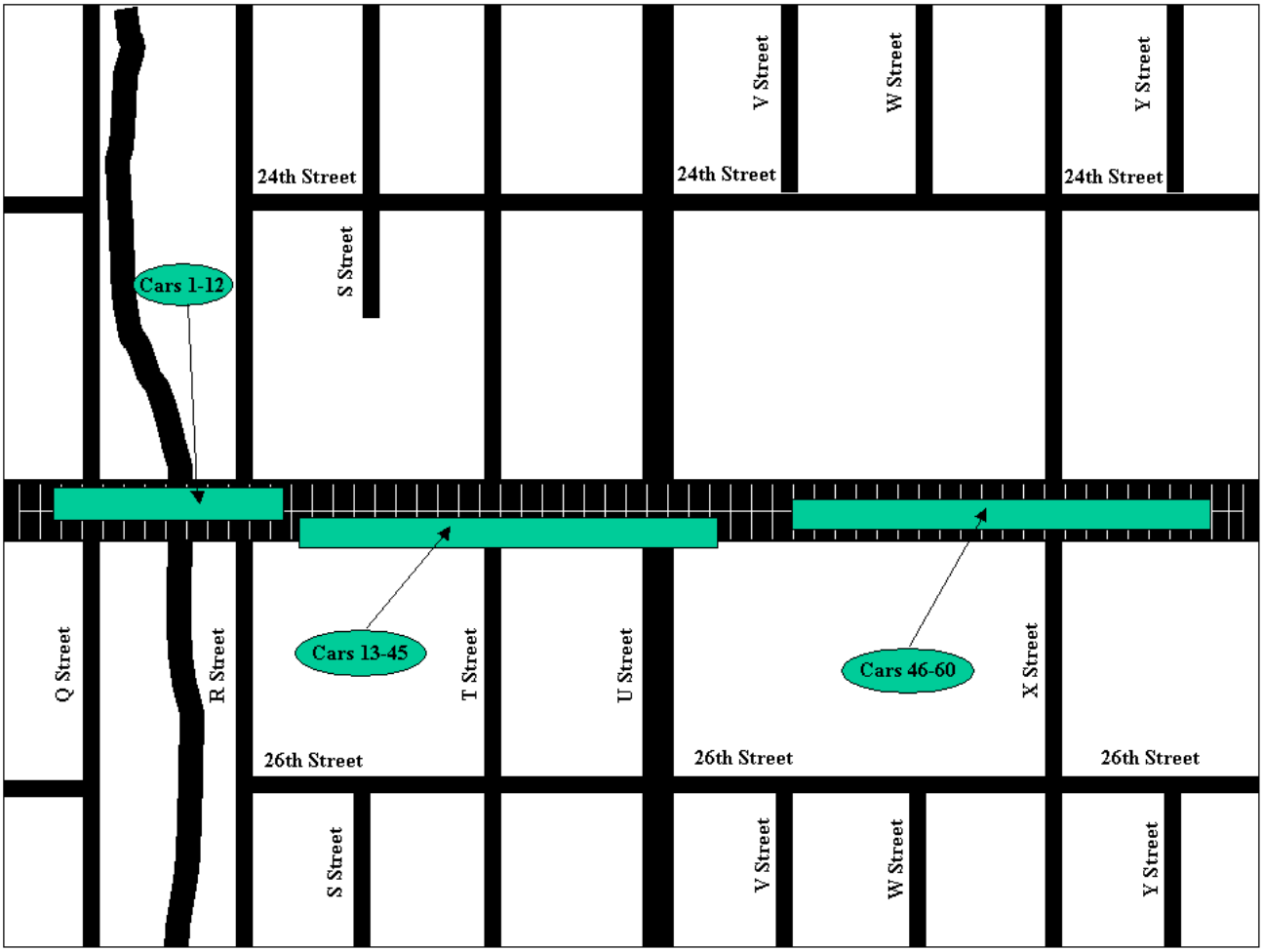
☐ Organization List - ICS 203	☐ Medical Plan - ICS 206	☐ Safety Message
☐ Div. Assignment Lists - ICS 204	☐ Site Safety Plan – ICS -208	☐
☐ Communications Plan - ICS 205	☐ Traffic Plan	☐

9. Prepared by (Planning Section Chief)	10. Approved by (Incident Commander)
F. Sheets	J. Harper

Handout 4-1: Train Derailment Scenario IAP

INCIDENT BRIEFING	1. INCIDENT NAME **TRAIN**	2. DATE PREPARED **1-22-xx**	3. TIME PREPARED **0630**

4. MAP SKETCH



ICS 201 (12/93) NFES 1325	PAGE 1	5. PREPARED BY (NAME AND POSITION) John Doe, CCFD Batt 2, UIC

DIVISION ASSIGNMENT LIST	1. Branch	2. Division/Group Fire/Rescue Group
3. Incident Name Train	4. Operational Period Date: 1-22-xx to 1-22-xx Time: 1200 to 2400	

5. Operations Personnel

Operations Chief	George Cason	Division/Group Supervisor	M. Chambers
Branch Director		Air Attack Supervisor No.	

6. Resources Assigned this Period

Strike Team/Task Force/ Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off PT./Time	Pick Up PT./Time
S/T 3166 C	J. Acosta	15	no	DP-1 1245 hrs.	DP-1 2345 hrs.
S/T 3167 C	M. Blair	15	no	DP-1 1245 hrs.	DP-1 2345 hrs.
Haz Mat 16	B. Beadnell	7	no	DP-1 1245 hrs.	DP-1 2345 hrs.
Hvy Res. Crew 12	E. Smith	8	no	DP-1 1245 hrs.	DP-1 2345 hrs.
EMS ALS	J. Hanrahan	2	no	DP-1 1245 hrs.	DP-1 2345 hrs.
EMS BLS	D. Clark	2	no	DP-1 1245 hrs.	DP-1 2345 hrs.
Safety Officer	S. Solis	1	No	DP-1 1245 hrs.	DP-1 2345 hrs.

7. Control Operations

Continue containment and extinguishment of LPG cars and other fires.
Eliminate any potential ignition sources. Search for injured where safe to do so.

8. Special Instructions

Make sure everyone is wearing proper PPE!

Escape signal will be three (3) blasts on an engine air horn.

Establish Gross Decon. Monitor Equipment Use.

Post Lookouts and monitor runoff.

9. Division/Group Communication Summary

Function	Frequency	System	Channel	Function	Frequency	System	Channel
Command	154.900	King NIFC	1	Logistics	154.160	King NIFC	8
Tactical Div/Group	154.385	King NIFC	2	Air to Ground	155.340	King NIFC	7

Prepared by (Resource Unit Leader)	Approved by (Planning Section Chief)	Date	Time
S. Lewotsky	F. Sheets	1-22-xx	1000 hrs.

DIVISION ASSIGNMENT LIST	1. Branch	2. Division/Group HAZ MAT Group
3. Incident Name Train	4. Operational Period Date: 1-22-xx to 1-22-xx	Time: 1200 to 2400

5. Operations Personnel

Operations Chief	George Cason	Division/Group Supervisor	M. Duncan
Branch Director		Air Attack Supervisor No.	

6. Resources Assigned this Period

Strike Team/Task Force/ Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off PT./Time	Pick Up PT./Time
Engine 12	J. Wilkins	3	no	DP-1 1245 hrs.	DP-1 2345 hrs.
Engine 14	M. Strange	3	no	DP-1 1245 hrs.	DP-1 2345 hrs.
Haz Mat 6	G. Montgomery	7	no	DP-1 1245 hrs.	DP-1 2345 hrs.
Haz Mat 7	K. Keifer	7	no	DP-1 1245 hrs.	DP-1 2345 hrs.
Haz Mat 9	R. Wood	7	no	DP-1 1245 hrs.	DP-1 2345 hrs.
Safety Officer	S. Gage	1	no	DP-1 1245 hrs.	DP-1 2345 hrs.
RR Haz Mat Spec.	M. Marlow	1	no	DP-1 1245 hrs.	DP-1 2345 hrs.
F&G Spec.	D. Gelderman	1	no	DP-1 1245 hrs.	DP-1 2345 hrs.

7. Control Operations

Complete identification of train contents. Coordinate with Fire/Rescue Group. Contain spills around train and down river. Provide decontamination for all personnel.

8. Special Instructions

Make sure everyone is wearing proper PPE.

Follow Site Safety & Control Plan ics-208.

Post Lookouts.

Monitor Runoff.

9. Division/Group Communication Summary

Function	Frequency	System	Channel	Function	Frequency	System	Channel
Command	154.900	King NIFC	1	Logistics	154.160	King NIFC	8
Tactical Div/Group	155.040	King NIFC	3	Air to Ground	155.340	King NIFC	7

Prepared by (Resource Unit Leader)	Approved by (Planning Section Chief)	Date	Time
S. Lewotsky	F. Sheets	1-22-xx	1000 hrs.

DIVISION ASSIGNMENT LIST	1. Branch	2. Division/Group Law Enforcement Group
3. Incident Name Train	4. Operational Period Date: 1-22-xx to 1-22-xx Time: 1200 to 2400	

5. Operations Personnel			
Operations Chief	George Cason	Division/Group Supervisor	B. Adams
Branch Director		Air Attack Supervisor No.	

6. Resources Assigned this Period

Strike Team/Task Force/ Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off PT./Time	Pick Up PT./Time
L.E. S/T #11	B. Kelly	10	no	DP-2 1245 hrs.	DP-2 2345 hrs.
L.E. S/T #12	K. Howell	10	no	DP-2 1245 hrs.	DP-2 2345 hrs.
L.E. S/T #14	M. Rothenberger	10	no	DP-2 1245 hrs.	DP-2 2345 hrs.
L.E. S/T #15	T. Pulcher	10	no	DP-2 1245 hrs.	DP-2 2345 hrs.
L.E. S/T #16	P. Schreffler	10	no	DP-2 1245 hrs.	DP-2 2345 hrs.
Boat #45	R. Olson	1	no	Ramp 1245 hrs.	Ramp 2345 hrs.
Boat #46	J. Wood	1	no	Ramp 1245 hrs.	Ramp 2345 hrs.
Safety Officer	L. Downan	1	no	DP-2 1245 hrs.	DP-2 2345 hrs.

7. Control Operations

Maintain perimeter, restrict access to authorized personnel. N (17th St), E (Z St), S (29th St), W (L St). Complete any evacuation within the perimeter. Continue river closure

8. Special Instructions

Make sure all Escape Routes are Identified.

Control and maintain safe traffic patters for evacuees.

Monitor equipment use.

9. Division/Group Communication Summary

Function	Frequency	System	Channel	Function	Frequency	System	Channel
Command	154.900	King NIFC	1	Logistics	154.160	King NIFC	8
Tactical Div/Group	155.640	King NIFC	4	Air to Ground	155.340	King NIFC	7

Prepared by (Resource Unit Leader)	Approved by (Planning Section Chief)	Date	Time
S. Lewotsky	F. Sheets	1-22-xx	1000 hrs.

DIVISION ASSIGNMENT LIST	1. Branch	2. Division/Group EMS Group
3. Incident Name Train	4. Operational Period Date: 1-22-xx to 1-22-xx Time: 1200 to 2400	

5. Operations Personnel

Operations Chief	George Cason	Division/Group Supervisor	B. Myers
Branch Director		Air Attack Supervisor No.	

6. Resources Assigned this Period

Strike Team/Task Force/ Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off PT./Time	Pick Up PT./Time
ALS S/T #1	R. Steele	4	no	DP-1 1245 hrs.	DP-1 2345 hrs.
ALS S/T #2	J. Gay	4	no	DP-1 1245 hrs.	DP-1 2345 hrs.
BLS S/T #5	K. Olson	4	no	DP-1 1245 hrs.	DP-1 2345 hrs.
BLS S/T #7	C. Costello	4	no	DP-1 1245 hrs.	DP-1 2345 hrs.

7. Control Operations

Continue treatment of injured. Support Fire, Haz Mat and Law Enforcement Groups with EMS needs. Coordinate EMS Needs with Red Cross Evacuation Center.

8. Special Instructions

Make sure everyone is wearing proper PPE.

Establish Escape Routes and make them known to everyone.

Control Contamination Spread.

9. Division/Group Communication Summary

Function	Frequency	System	Channel	Function	Frequency	System	Channel
Command	154.900	King NIFC	1	Logistics	154.160	King NIFC	8
Tactical Div/Group	155.340	King NIFC	5	Air to Ground	155.340	King NIFC	7

Prepared by (Resource Unit Leader)	Approved by (Planning Section Chief)	Date	Time
S. Lewotsky	F. Sheets	1-22-xx	1000 hrs.

DIVISION ASSIGNMENT LIST	1. Branch	2. Division/Group Damage Assessment Group
3. Incident Name Train	4. Operational Period Date: 1-22-xx to 1-22-xx Time: 1200 to 2400	

5. Operations Personnel

Operations Chief	George Cason	Division/Group Supervisor	L. Orozco
Branch Director		Air Attack Supervisor No.	

6. Resources Assigned this Period

Strike Team/Task Force/ Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off PT./Time	Pick Up PT./Time
DAT #1	R. Bollier	3	no	DP-1 1245 hrs.	DP-1 2345 hrs.
DAT #2	C. Sarubbi	3	no	DP-1 1245 hrs.	DP-1 2345 hrs.
DAT #3	G. Adams	3	no	DP-1 1245 hrs,	DP-1 2345 hrs.
DAT #4	A. Yearwood	3	no	DP-1 1245 hrs.	DP-1 2345 hrs.

7. Control Operations

Coordinate with all Groups to assess damage throughout the incident area. Assess public facilities for use within 48 hours. Assess impacts to threatened and endangered species.

8. Special Instructions

Post **Lookouts**!

Identify **Escape Routes** and make them known to everyone.

Be expected to have problems with "Runoff Control"! Make sure you monitor runoff.

9. Division/Group Communication Summary

Function	Frequency	System	Channel	Function	Frequency	System	Channel
Command	154.900	King NIFC	1	Logistics	154.160	King NIFC	8
Tactical Div/Group	156.050	King NIFC	6	Air to Ground	155.340	King NIFC	7

Prepared by (Resource Unit Leader)	Approved by (Planning Section Chief)	Date	Time
S. Lewotsky	F. Sheets	1-22-xx	1000 hrs.

INCIDENT RADIO COMMUNICATIONS PLAN	1. Incident Name: Train	2. Date/Time Prepared: 1-22-xx 1000	3. Operational Period Date/Time: 1-22-xx 1200 to 1-22-xx 2400

4. Basic Radio Channel Utilization

Radio Type/Cache	Channel	Function	Frequency/Tone	Assignment	Remarks
Liberty County EMC	1	Command	RX/TX 154.900	Command Channel Train Incident	Command Channel is monitored by the Liberty County Dispatch
Liberty County EMC	2	Tactical	RX/TX 154.385	Fire/Rescue Tactical	
Liberty County EMC	3	Tactical	RX/TX 155.040	Haz Mat Tactical	
Liberty County EMC	4	Tactical	RX/TX 155.640	Law Enforcement Tactical	
Liberty County EMC	5	Tactical	RX/TX 155.340	EMS Tactical	
Liberty County EMC	6	Tactical	RX/TX 156.050	Damage Assessment Tactical	
Liberty County EMC	7	Tactical	RX/TX 155.340	EMS Air - Ground	This is the Air to Ground for the Air Ambulances assigned to the incident
Liberty County EMC	8	Logistics	RX/TX 154.160	Logistics Only	All requests for supplies & support

5. Prepared by (Communications Unit)

Mike Atchison, Communications Unit Leader

MEDICAL PLAN	1. Incident Name	2. Date Prepared	3. Time Prepared	4. Operational Period
	Train	1-22-xx	1000	1200 - 2400

5. Incident Medical Aid Station

Medical Aid Stations	Location	Paramedics Yes	Paramedics No
Incident Aid Station	24th & U Street	**Yes**	

6. Transportation

A. Ambulance Services

Name	Address	Phone	Paramedics Yes	Paramedics No
Central City EMS	W & 12th Street	374-3944	**Yes**	
Med-Flight 1	D Street between 31st – 34th Street	374-1501	**Yes**	
Fisherville Ambulance	F & 7th Street, Fisherville	374-3944	**Yes**	
Bayport Ambulance	Ferry Blvd. & 7th Ave., Bayport	374-3994	**Yes**	
Flight For Life	3rd & River, Monroe, Green County	374-3944	**Yes**	

B. Incident Ambulances

Name	Location	Paramedics Yes	Paramedics No
Central City EMS	24th & U Street	**Yes**	

7. Hospitals

Name	Address	Travel Time Air	Travel Time Ground	Phone	Helipad Yes	Helipad No	Burn Center Yes	Burn Center No
Central City	D St. Between 31 & 34 St.	5	30	374-1501	**X**		**X**	
Faith Hospital	S & 14th Street	0	30	374-0690		**X**		**X**
Fisherville General	S & 1st St., Fisherville	0	60	452-3685		**X**		**X**
St. Dorthy's	3rd & River, Monroe	30	90	374-3944	**X**			**X**

8. Medical Emergency Procedures

The DIVS/Group Supervisor will take charge of a Medical Emergency, notify EMC Dispatch on Command Channel. Dispatch will clear all radio traffic except for the emergency. The closest line EMT will respond to the incident for triage and treatment. The DIVS/Group Supervisor will give Dispatch the following information: type of injury, mechanism, type of transport needed, and location. Gross Decon will be preformed on all patients.

Prepared by (Medical Unit Leader)	10. Reviewed by (Safety Officer)
Kelly Lujan	Nick Dunn

Incident Name: **Train**	Operational Period (Date / Time) From: 1-22-XX 1200	To: 1-22-XX 2400	**OPERATIONAL PLANNING WORKSHEET ICS 215 R6**

Branch	Division / Group or Location	Work Assignments	Resource / Equipment									Notes / Remarks	Reporting Location	Requested Arrival Time	"X" Here if 204a Needed
			Resource	Engines Type 1 or 2	Haz Mat Teams Type 1	LE Units	Hvy Res T-1 Crew	EMS ALS	EMS BLS	Damage Assm. Teams	Boats Type 4				
	Fire / Rescue	Continue containment and extinguishment of LPG cars and other fires. Eliminate any potential ignition sources. Search for injured where safe to do so.	Req.	2 st	1		1	1	1			1 DIVS 1 SOFR	DP 1	1245	☐
			Have												
			Need												
	Haz Mat	Complete identification of train contents. Coordinate with Fire Group. Contain spills around train and downriver. Provide decontamination for all personnel.	Req.	2	3							1 DIVS 1 SOFR 1 C&C RR Haz Mat Speciialist 1 Fish & Game Technical Specialist	DP 1	1245	☐
			Have												
			Need												
	Law Enf	Maintain perimeter, restrict access to authorized personnel. N (17th St), E (Z St), S (29th St), W (L St.) Complete any evac. within perimeter. Continue river closure.	Req.			5 st					2	1 DIVS 1 SOFR Boats will report to launch ramps.	DP 2	1245	☐
			Have												
			Need												
	EMS	Continue treatment of injured. Support Fire, Haz Mat and Law Enf. Groups with EMS needs. Coordinate EMS needs with Red Cross evacuation center.	Req.					2 st	2 st			1 DIVS	DP 1	1245	☐
			Have												
			Need												
	Dam. Assm.	Coordinate with all groups to assess damage throughout the incident area. Assess public facilities for use within 48 hours. Assess impacts to threatened and	Req.							4		1 DIVS Damage assessment Teams will consist of : 1 Haz Mat Spec, 1 Fish & Game Spec, 1 RR employee	DP 1	1245	☐
			Have												
			Need												
		endangered species.	Req.												
			Have												☐
			Need												
			Req.												
			Have												☐
			Need												
Total Resources Required				0	0	0	0	0	0	0	0	Prepared By: George Willfred OSC			
Total Resources on Hand				0	0	0	0	0	0	0	0	Date: 1-22-XX	Time: 0930		
Total Resources Needed				0	0	0	0	0	0	0	0				

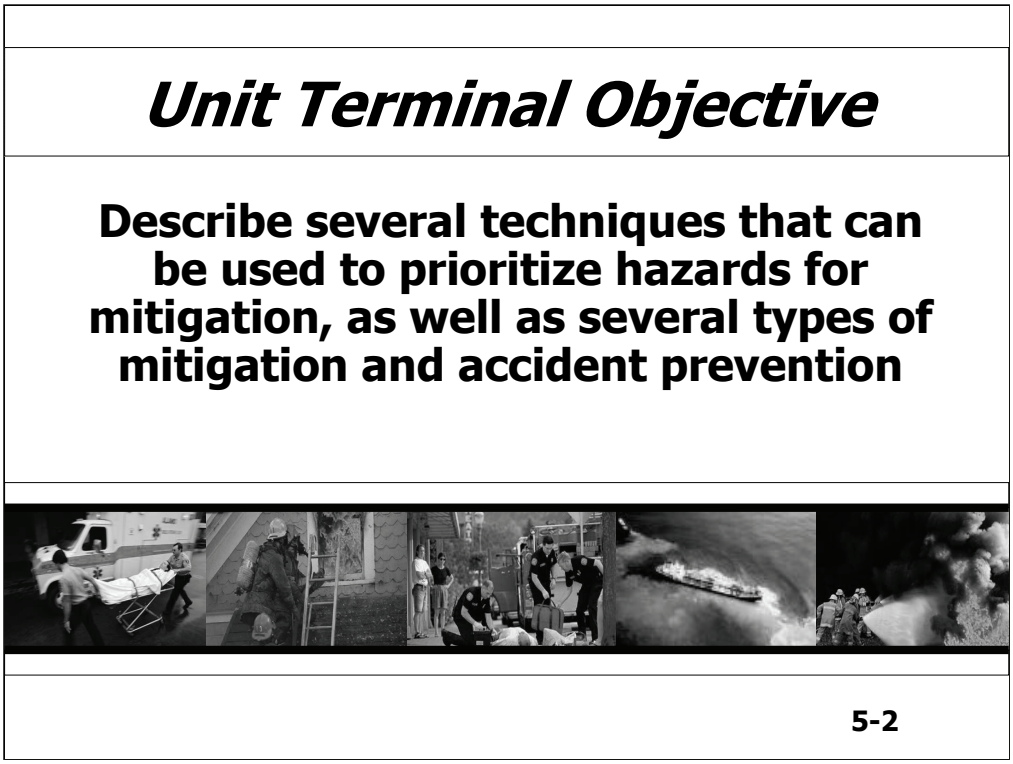
OPERATIONAL PLANNING WORKSHEET **ICS 215 R6**

ERRS Abbreviations: EO – Equipment Operator; CT – Cleanup Technician; CH – Chemist; FM – Foreman; DOZ – Dozer; TH – Trackhoe; FL – Forklift

Handout 4-1: Train Derailment Scenario IAP

Unit 5

Prioritize and Manage Hazards and Risks



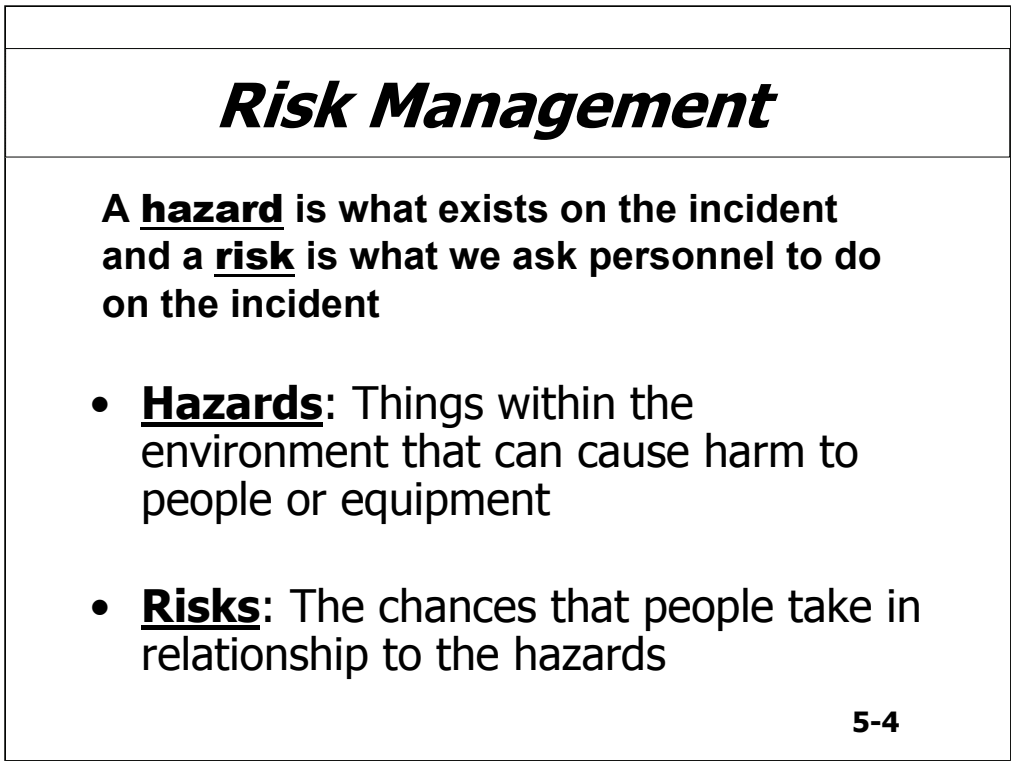
UNIT OBJECTIVES

- Unit Terminal Objective
  - Describe several techniques that can be used to prioritize hazards for mitigation, as well as several types of mitigation and accident prevention.
- Unit Enabling Objectives
  - Identify methods used to prioritize hazards
  - List the categories of mitigation that are used to prevent accidents

Unit Overview

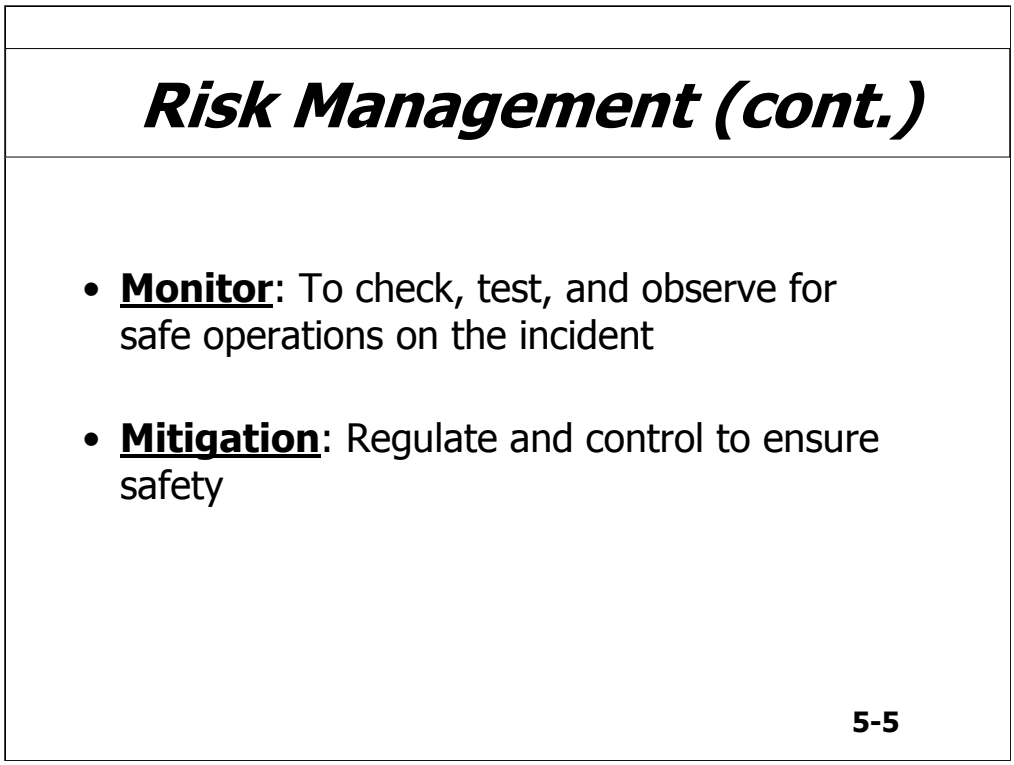
- **Risk Management**
- **Hazard and Risk Prioritization**
- **Hazard and Risk Mitigation**

5-3



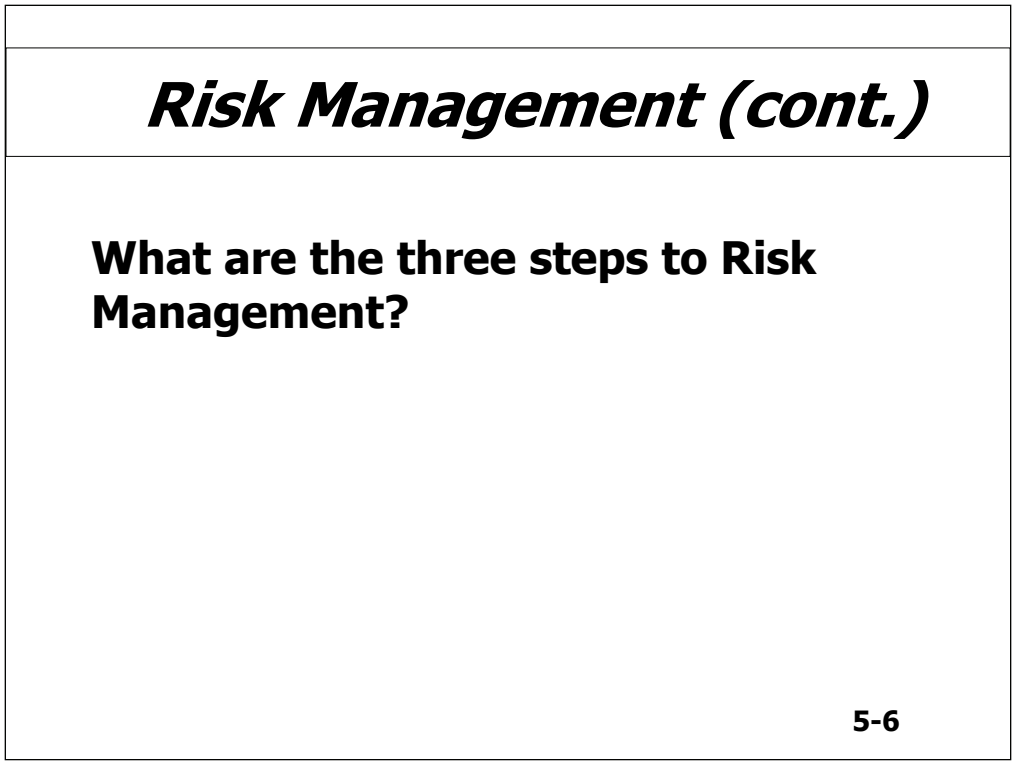
RISK MANAGEMENT

- Review of definitions
  - Hazards: Things within the environment that can cause harm to people or equipment
  - Risks: The chances that people take in relationship to the hazards



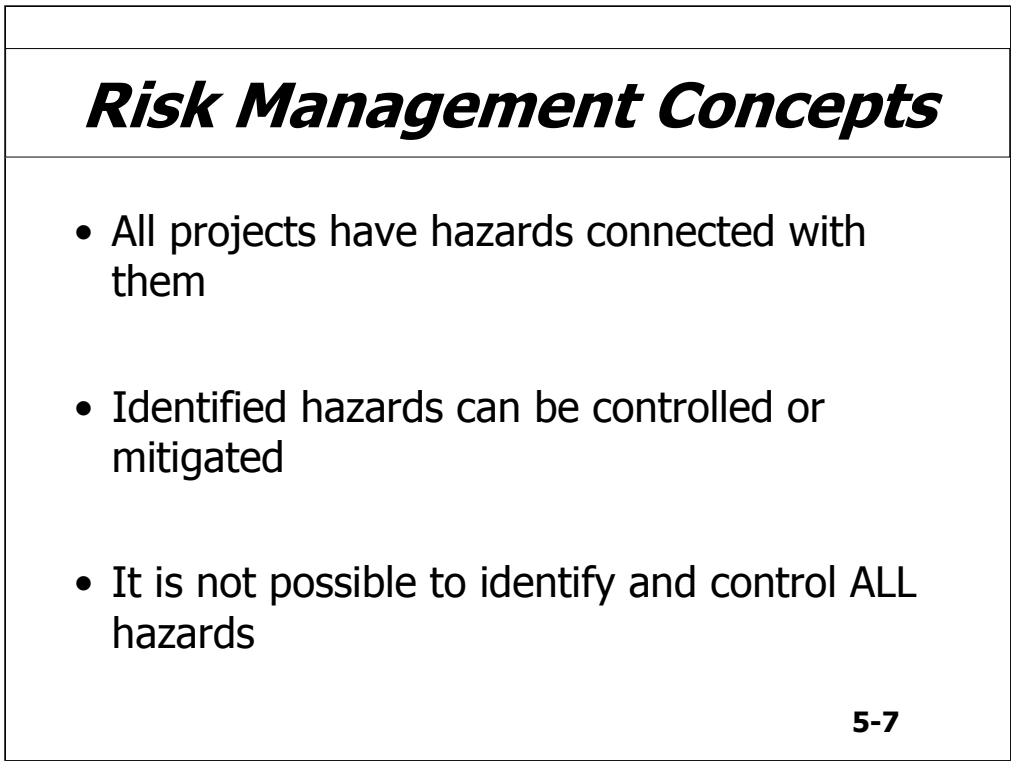
RISK MANAGEMENT (cont.)

- *Review of definitions (cont.)*
  - Monitor: To check, test, and observe for safe operations on the incident
  - Mitigation: Regulate and control to ensure safety



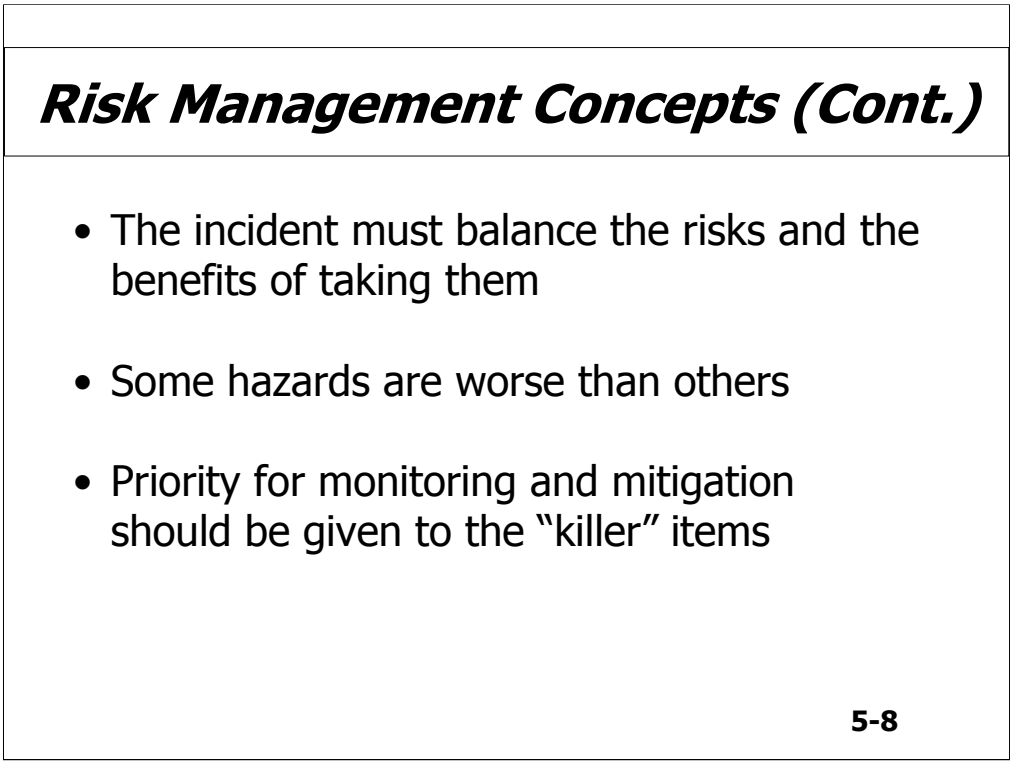
RISK MANAGEMENT (cont.)

- Risk management is the process of:
  - Identifying the hazards and risks and analyzing their potential,
  - Setting priorities, and
  - Implementing mitigation measures to reduce the potential to cause harm
- Risk Management enables leaders at all levels to do exactly what the term implies, manage risks. There are a variety of risks:
  - Training risks
  - Financial risks
  - Safety risk management is a specific type of risk management



RISK MANAGEMENT (cont.)

- Risk management concepts
  - All projects have hazards connected with them
    - Not being aware of the hazards involved may give you a false sense of security
    - Being aware of the hazards allows you to do something about them
    - No one can ever know ALL of the hazards
  - There are ways to mitigate the damage that hazards cause if we identify them and make the effort
    - The goal is to try to reduce the activities from High Hazard/High Risk to Low Hazard/Low Risk
  - Due to limited resources, it is not possible to identify and control ALL hazards, however all SERIOUS hazards should be addressed, that is, eliminated, mitigated or controlled by management
    - This is a key concept in risk management by the Incident Management Team



RISK MANAGEMENT (cont.)

- *Risk management concepts (cont.)*
  - All hazards are not equally severe
    - Some hazards have minor consequences you can "live with", e.g.:
      - Overhead power lines
    - Others are so severe they cannot be tolerated, e.g.:
      - Narrow dusty roads
      - Night operational periods in steep terrain
  - The project should balance the risks and the benefits
    - A risk may be accepted if the benefits outweigh the costs
    - When there is high risk and low benefit - forget it!
  - You should put your priority on the "killer" items
    - Since not all hazards result in the same level of consequences, put most of your effort at reducing the hazards and risks in those areas that are most likely to result in severe injury or death, for example:
      - Use of unimproved helispots
      - Felling operations
      - Confined space entry
      - Collapse

Priority: Unimproved Helispots

5-9

RISK MANAGEMENT (cont.)

- *Risk management concepts (cont.)*
  - *Killer Items, e.g.:*
    - Use of unimproved helispots

Priority: Felling Operations "Snag"

5-10

RISK MANAGEMENT (cont.)

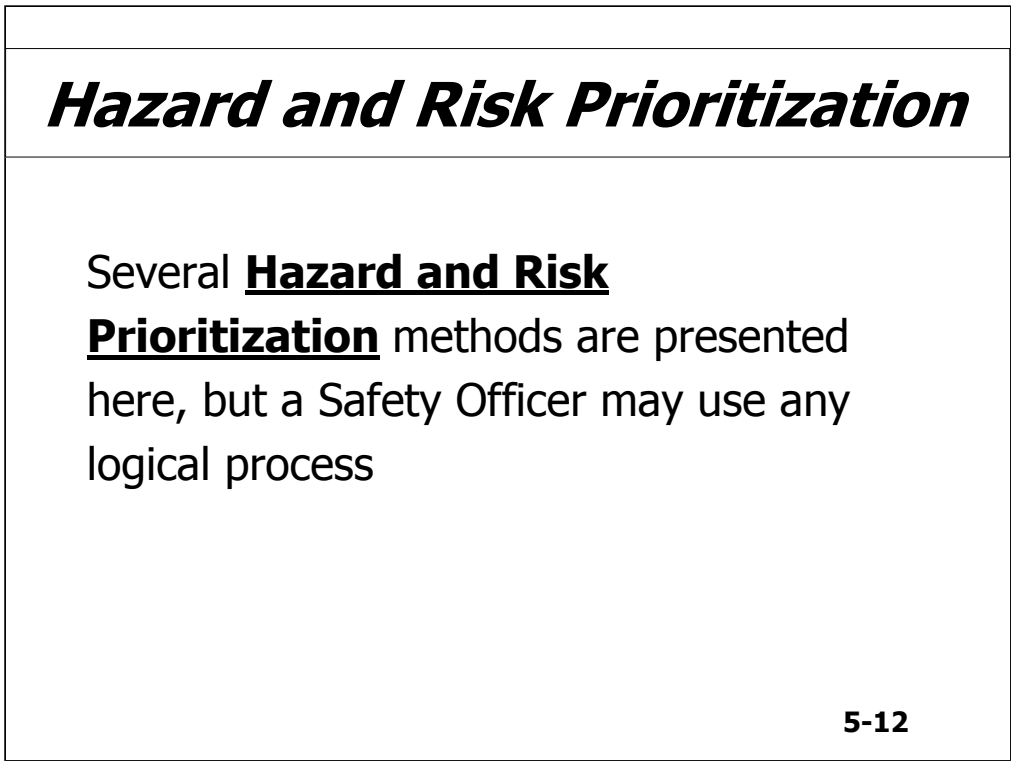
- *Risk management concepts (cont.)*
  - *Killer Items, e.g.:*
    - Felling operations “snag”

Priority: Confined Space Operations

5-11

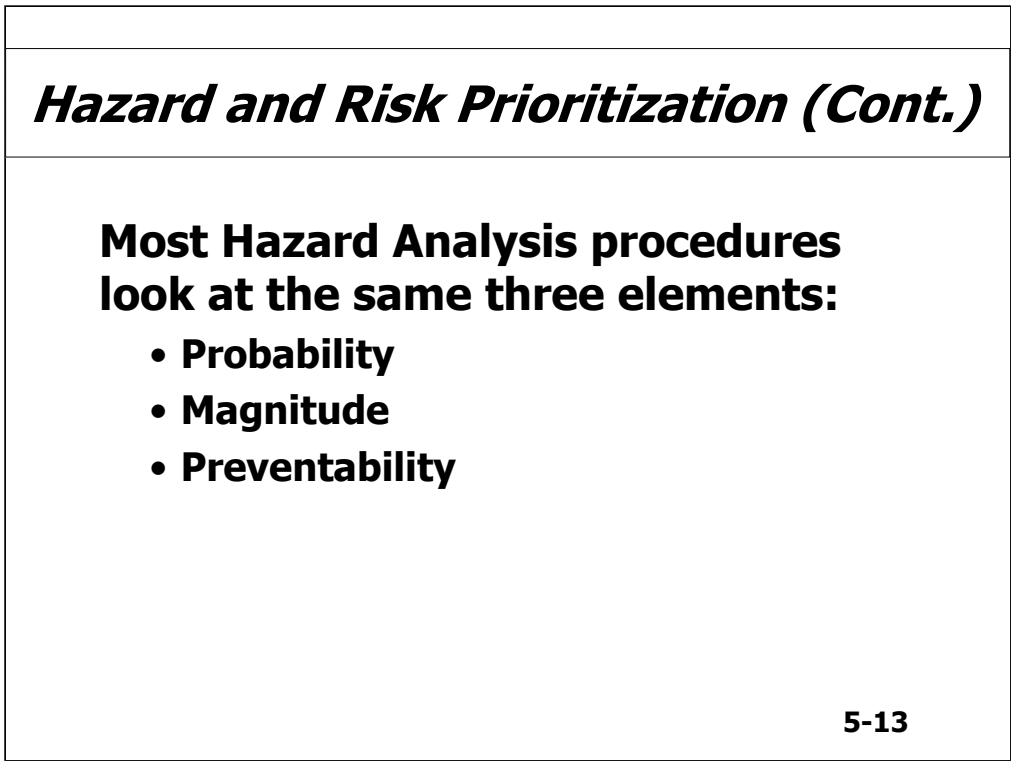
RISK MANAGEMENT (cont.)

- *Risk management concepts (cont.)*
  - *Killer Items, e.g.:*
    - Confined space operations



HAZARD AND RISK PRIORITIZATION

- Once the hazards and risks have been identified they need to be prioritized to determine which are most serious and should be addressed first
  - With experience, setting priorities may become more of a mental process rather than something done on paper
  - Without some logical method of establishing priorities, the Safety Officer may spend too much effort on insignificant hazards



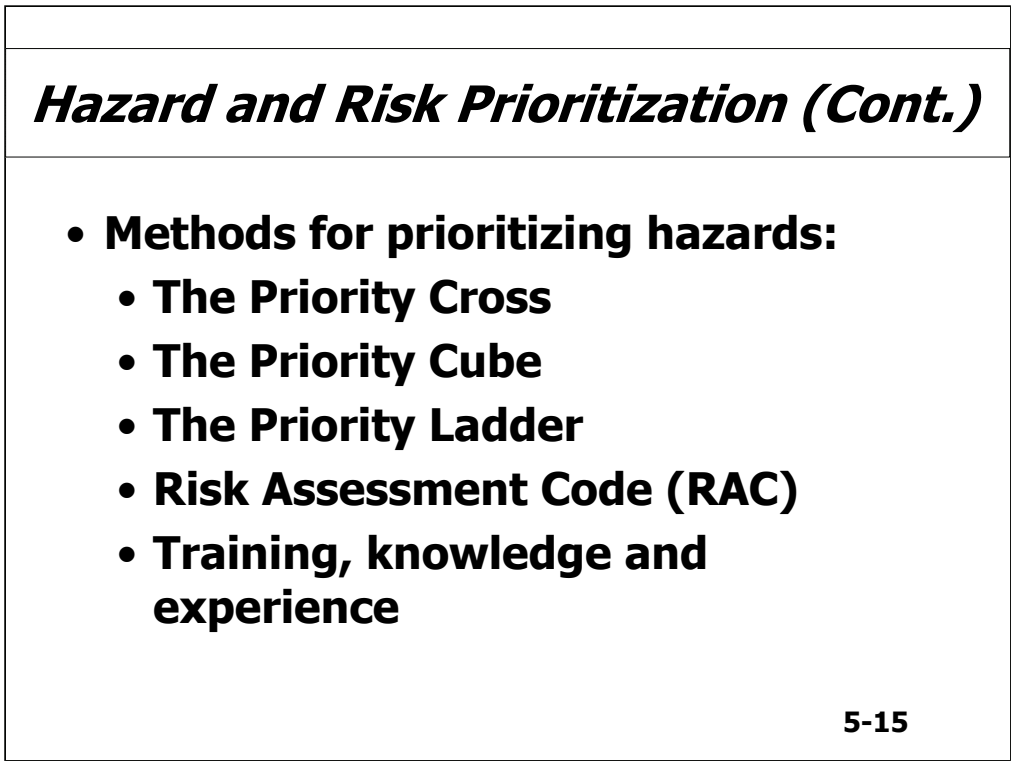
HAZARD AND RISK PRIORITIZATION (cont.)

- Most Hazard Analysis procedures have similar elements – they prioritize the hazards based on:
  - Probability – the likelihood of an accident occurring
  - Magnitude – the potential severity of an accident
  - Preventability – the ease with which an accident could be prevented
- If an accident is easy to prevent, then you should make it a priority. With just a little effort you will be able to prevent a mishap from taking place
- If you walk past a hazard or risk, you have accepted it!

Gordon Graham Video

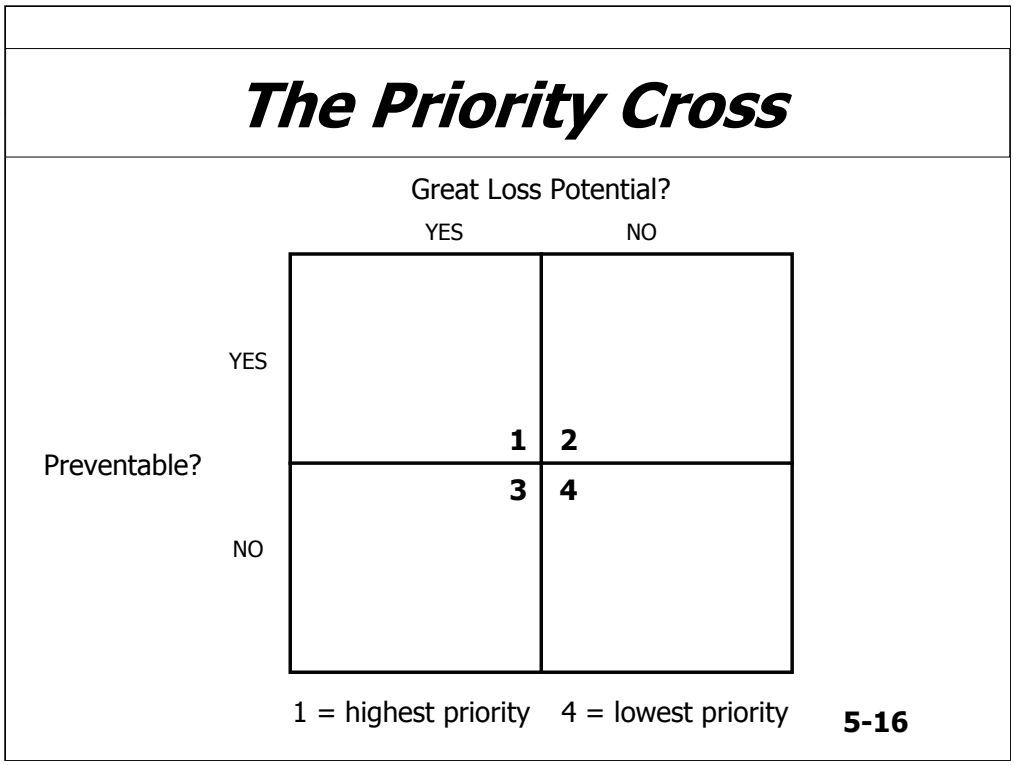
- **"Gordon Graham – Risk Management," U.S. Fire Administration's *Incident Safety Officer Course***

5-14



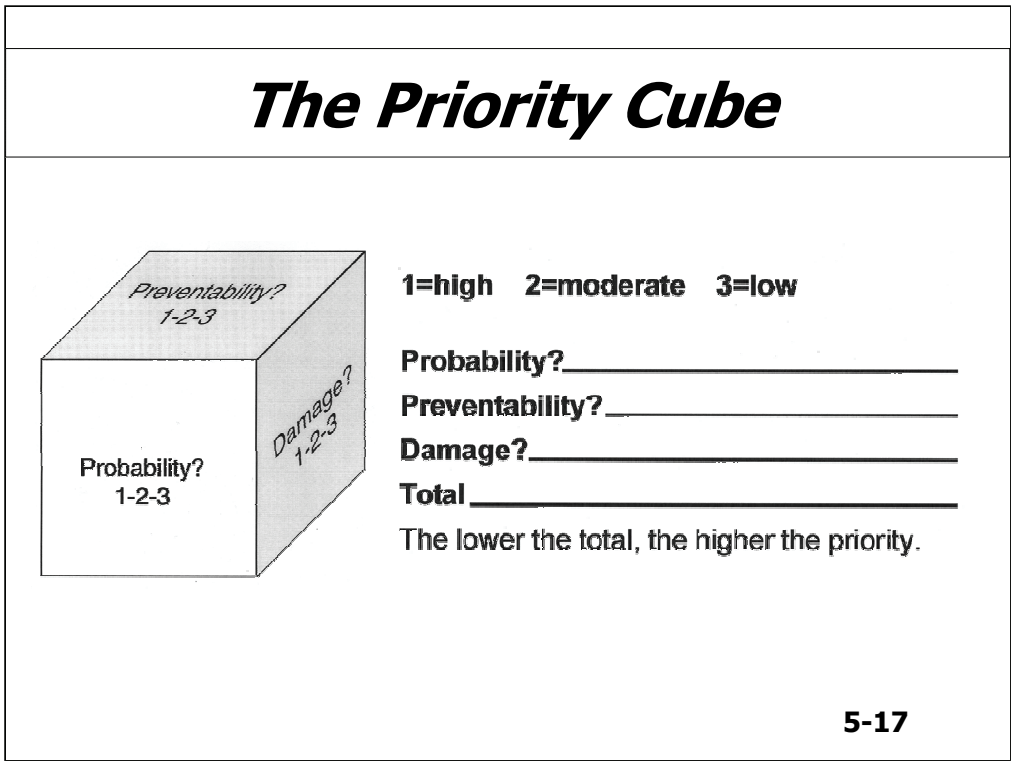
HAZARD AND RISK PRIORITIZATION (cont.)

- Methods for prioritizing hazards
  - The Priority Cube
  - The Priority Cross
  - The Priority Ladder
  - Risk Assessment Code (RAC)
  - Training, knowledge and experience
  - The Safety Officer can use any logical method – whatever works for you and your organization – so long as decisions can be explained and justified



HAZARD AND RISK PRIORITIZATION (cont.)

- The Priority Cross
  - Step 1: Identify whether the hazard has a potential for a great loss. If yes, move to the left side of the cross (under the word 'yes'). If no, move to the right side of the cross (under the word 'no').
  - Step 2: Identify whether or not the hazard is preventable. If yes, move to the top of the cross. If no, move to the bottom of the cross.
  - Result: The intersection of your answer to the two questions places the hazard in one of the four boxes, labeled 1-4, with 1 being the highest priority and 4 the lowest.
- Notes on the Priority Cross:
  - The Priority Cross places a high priority on preventability – if you can do something about the hazard, then you should. The Safety Officer is always concerned with any risk taken on the incident, but you should focus your energies on the hazards and risks that you can easily monitor and mitigate – if it is predictable, it's preventable.
  - This method does not explicitly look at probability, but requires you to make subjective judgments. Almost any hazard *could* lead to a great loss, but you must decide how likely this would be to make the answer "yes." The same is true with your evaluation of the ease of preventability.
  - Some people feel the Priority Cross is too simple, but simple has its advantages – when a quick decision or prioritization is needed, this method would work well.



HAZARD AND RISK PRIORITIZATION (cont.)

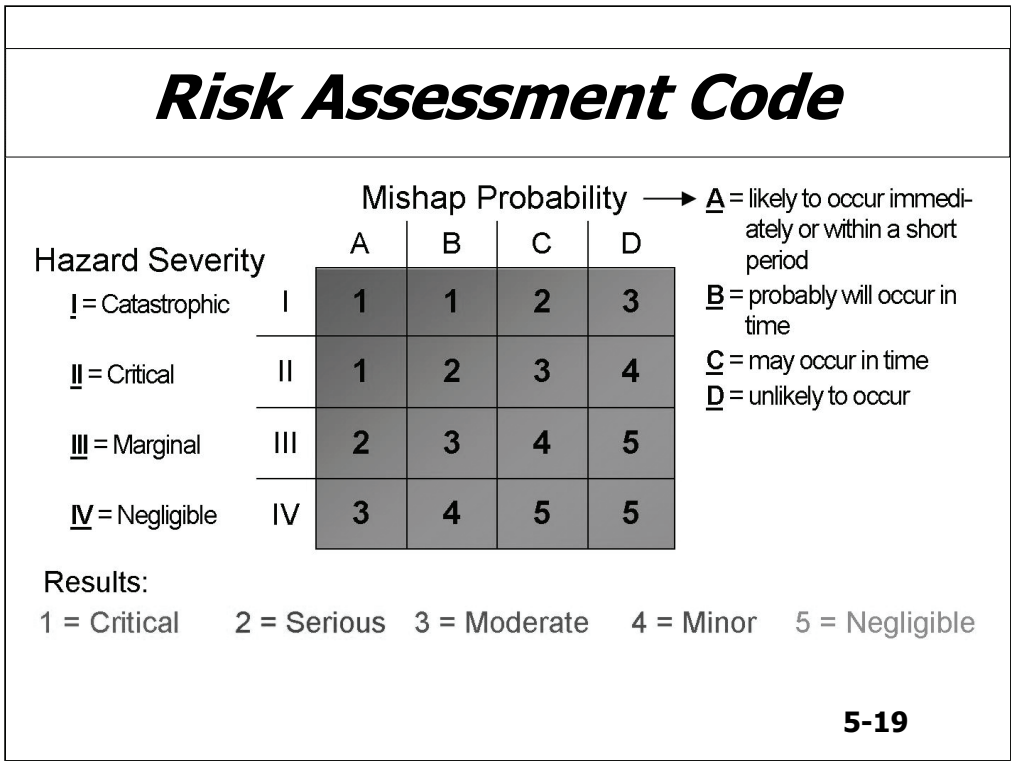
- The Priority Cube
  - Step 1: Rank the probability of encountering the hazard either 1 (high), 2 (moderate), or 3 (low).
  - Step 2: Rank the preventability of the hazard either 1 (high), 2 (moderate), or 3 (low).
  - Step 3: Rank the damage likely caused by the hazard either 1 (high), 2 (moderate), or 3 (low).
  - Result: Add the three scores (probability, preventability, and damage) together and obtain a score ranging from 3-9. The lower the total, the higher the priority.
- Notes on the Priority Cube:
  - The Priority Cube substitutes “damage” for what other methods call “magnitude” or “great loss.”
  - This is a system that helps put some concrete numbers behind your intuition that something is “really bad” or “not a big deal” and tell you how different they really are.

The Priority Ladder

High Risk Operation YES NO	Lacking in Training and Experience? YES NO	Fatigue? YES NO	Great Loss Potential YES NO	Priority Ranking
				☐ 1
				☐ 2
X				☐ 3
Start Here				☐ 4
				☐ 5
				☐

HAZARD AND RISK PRIORITIZATION (cont.)

- The Priority Ladder
  - Concept: Begin on the left (at the X). Answer the question at the top of that column, moving to the higher line in the next column if the answer is yes, and to the lower line if the answer is no.
  - Step 1: Determine whether the operation in question is a high risk. Move to the right and up if it is high risk, or down if it is not a high risk operation.
  - Step 2: Determine whether the personnel involved are lacking in training and experience. Move to the right and up if they are untrained or inexperienced, or down if they are trained and experienced personnel.
  - Step 3: Determine whether the personnel involved in the operation are fatigued or rested. Move to the right and up of they are fatigued, or down if they are well-rested.
  - Step 4: Determine whether the operation has a great loss potential. Move to the right and up if yes, or down if no.
  - Result: the line in the right column where you end after answering these questions gives the priority, from 1 to 5, where 1 is the highest priority and 6 is the lowest.
- Notes on the Priority Ladder
  - This method works best when assessing the risks of operations, and not simply hazards that exist. This may require you to reframe a problem so that it fits the method.
  - The questions at the top of each column represent some of the main characteristics of high priority risks, but can be changed to meet the situation or your preferences.



HAZARD AND RISK PRIORITIZATION (cont.)

- Risk Assessment Code
  - Step 1: Rank the Mishap Probability on the A – D scale: A = likely to occur immediately or within a short period, B = probably will occur in time, C = may occur in time, D = unlikely to occur.
  - Step 2: Rank the Hazard Severity on the I – IV scale: I = catastrophic, II = critical, III = marginal, IV = negligible.
  - Result: Determine the intersection of the rankings scores in the chart, which is a number from 1 to 5 that gives the priority: 1 = critical, 2 = serious, 3 = moderate, 4 = minor, 5 = negligible.
- Notes on the Risk Assessment Code:
  - Remember that a mishap is the combination of a risk and hazard into an accident. So "mishap probability" is the likelihood of an accident, not of the situation occurring. If you have more information, for example on the training and experience of personnel, the probability may change.
  - Unlike other methods, the Risk Assessment Code does not consider preventability. It simply says that the Safety Officer should focus on hazards or risks that are most severe and most likely.
  - The Risk Assessment Code can be very useful for pre-planning or a hazard vulnerability assessment, because everything is preventable with discretionary time.

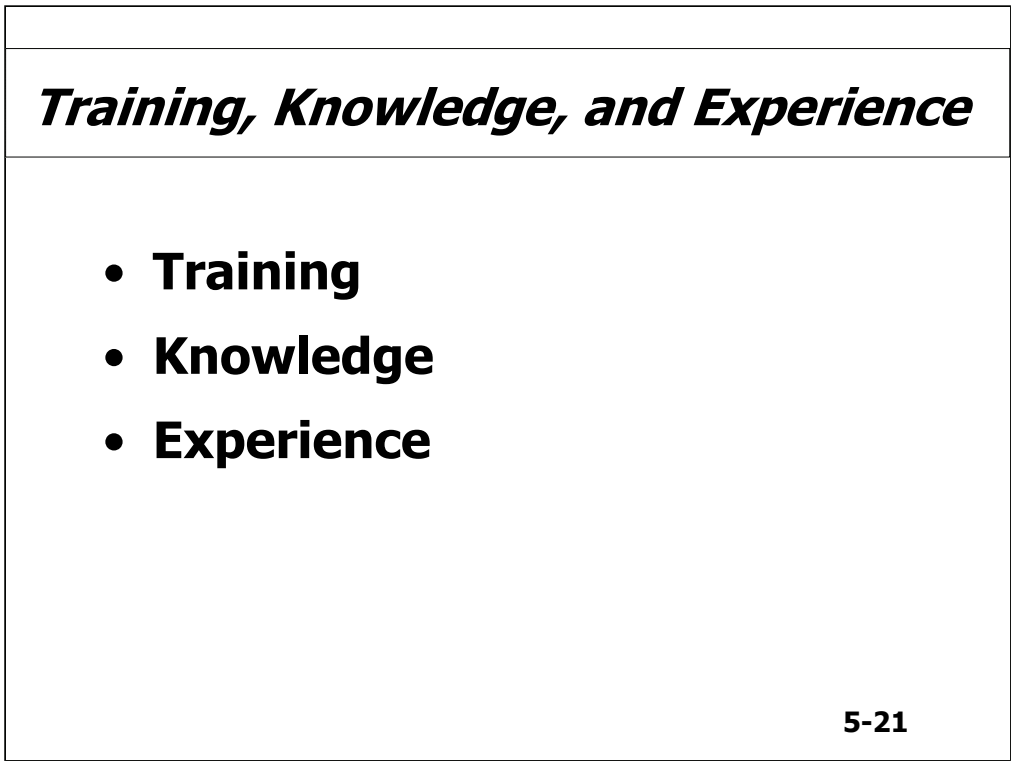
Methods Summary

Hazard	Method			
	Cross	Cube	Ladder	RAC
Scale (highest to lowest priority)	1 to 4	3 to 9	1 to 5	1 to 5
Traffic	2	5	5	4
Flooded Road	1	3	2	2
Chemical Fire	3	6	1	3

5-20

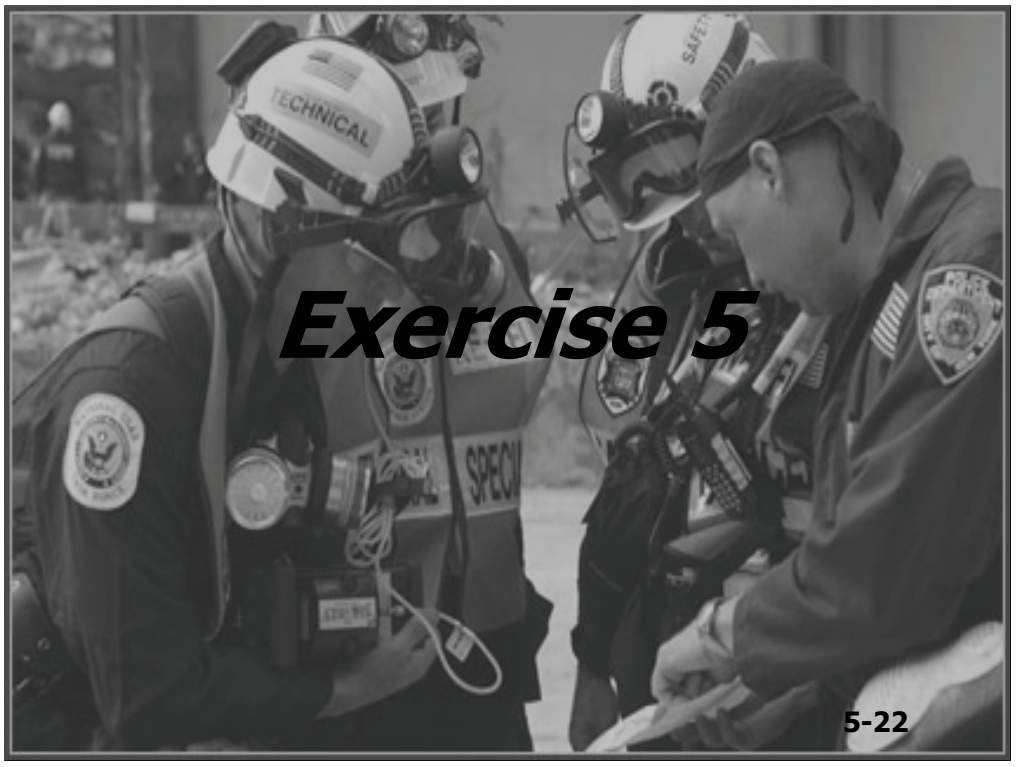
HAZARD AND RISK PRIORITIZATION (cont.)

- Methods Summary
  - There is no right answer!
  - Variation can be explained by the factors used by different methods
  - Results will also vary based on your subjective judgment



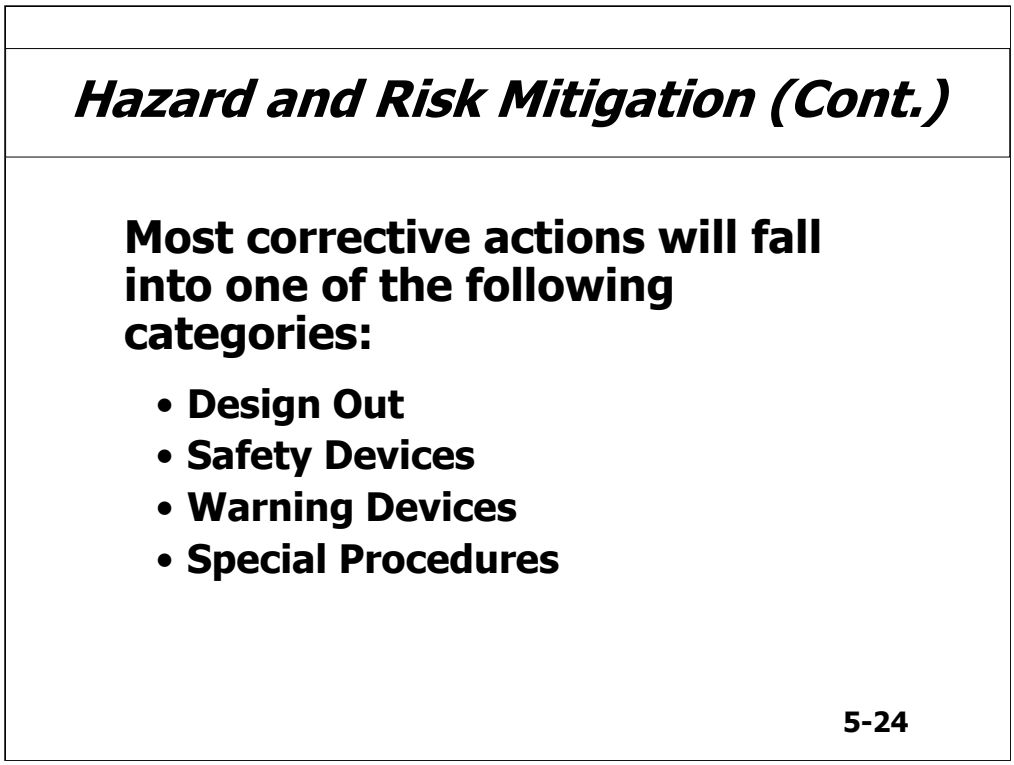
HAZARD AND RISK PRIORITIZATION (cont.)

- Training, knowledge, and experience
  - This is the simplest method for prioritizing hazards because it means that you have internalized the process and are able to do it instinctively


TECHNICAL
Exercise 5
5-22

HAZARD AND RISK MITIGATION

- The Incident Management Team must take prompt action to correct the hazards and implement protective measures
  - Supervisors in the immediate area of the identified hazards must ensure that all employees are informed of the hazards and the appropriate protective actions are taken
  - The Safety Officer and appropriate section chief must conduct follow-up safety inspections to verify that corrections have been made



HAZARD AND RISK MITIGATION (cont.)

- Most corrective actions will fall into one of the following categories:
  - Design Out
    - Eliminating the hazard by redesigning a feature or process ("re-engineering"). This is the ***best*** option if it's possible
  - Safety Devices
    - Personal Protective Equipment (PPE)
    - Guards over moving parts
  - Warning Devices
    - Back-up alarms on vehicles
    - Sirens/air horns
  - Special Procedures
    - Standard operating procedures. Examples: Standard fire orders, felling techniques, shoring mitigation procedures, etc

Ways to Prevent an Accident

Traffic Plan

- **Utilize one-way traffic**
- **Speed limit signs**
- **Traffic control personnel**

5-25

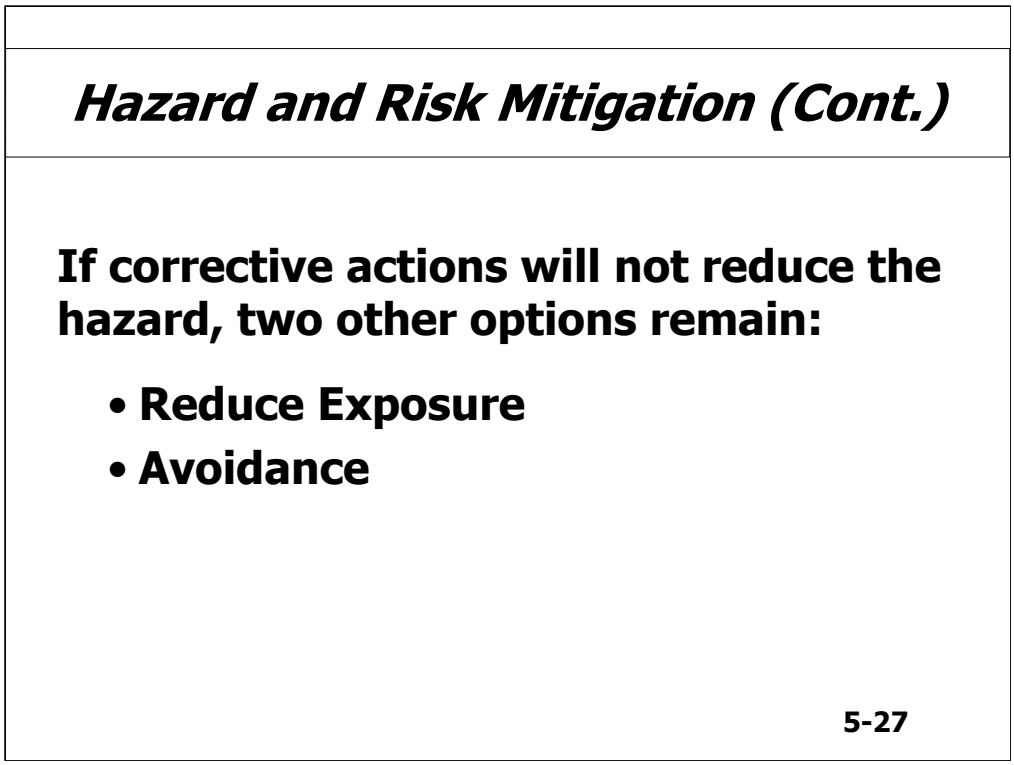
HAZARD AND RISK MITIGATION (cont.)

- Ways to prevent an accident
  - Follow appropriate guidelines and procedures based on mission and jurisdiction
  - Direct intervention
  - Educate incident personnel
  - Bulletin boards
  - Briefings
  - Safety Message
  - Personal contacts
  - Discuss with Incident Commander and appropriate Section Chief/Unit Leader
  - Follow-up to ensure that corrective actions are taking place
  - Identify Safety Officer with vest or position tag

Structure Fire

- **What hazards and risks do you see here?**
- **How could they be mitigated?**

5-26



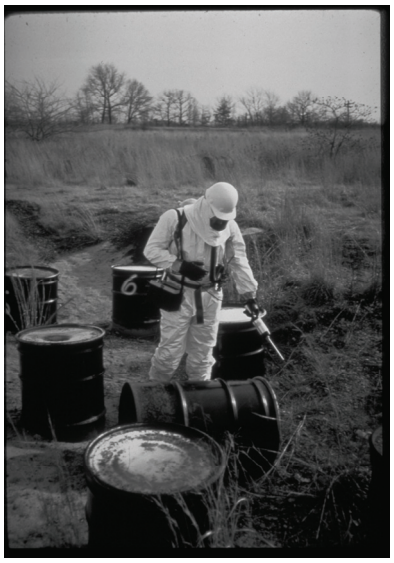
HAZARD AND RISK MITIGATION (cont.)

- Some hazards are extremely easy to mitigate. If a job is identified as being highly hazardous and there is no way to reduce the hazard through one of the techniques mentioned, two other options to reduce the risk remain:
  - Reduce Exposure
  - Avoidance

Reduce Exposure

For example:

Use Proper Personal Protective Equipment



5-28

HAZARD AND RISK MITIGATION (cont.)

- Reduce Exposure
  - If there is a moderate to high level of risk involved and the task still needs to be completed, expose the fewest number of people to the risk
  - For example, when dealing with a hazardous materials incident or unknown chemical exposure, make sure you have proper Personal Protective Equipment on

Avoidance

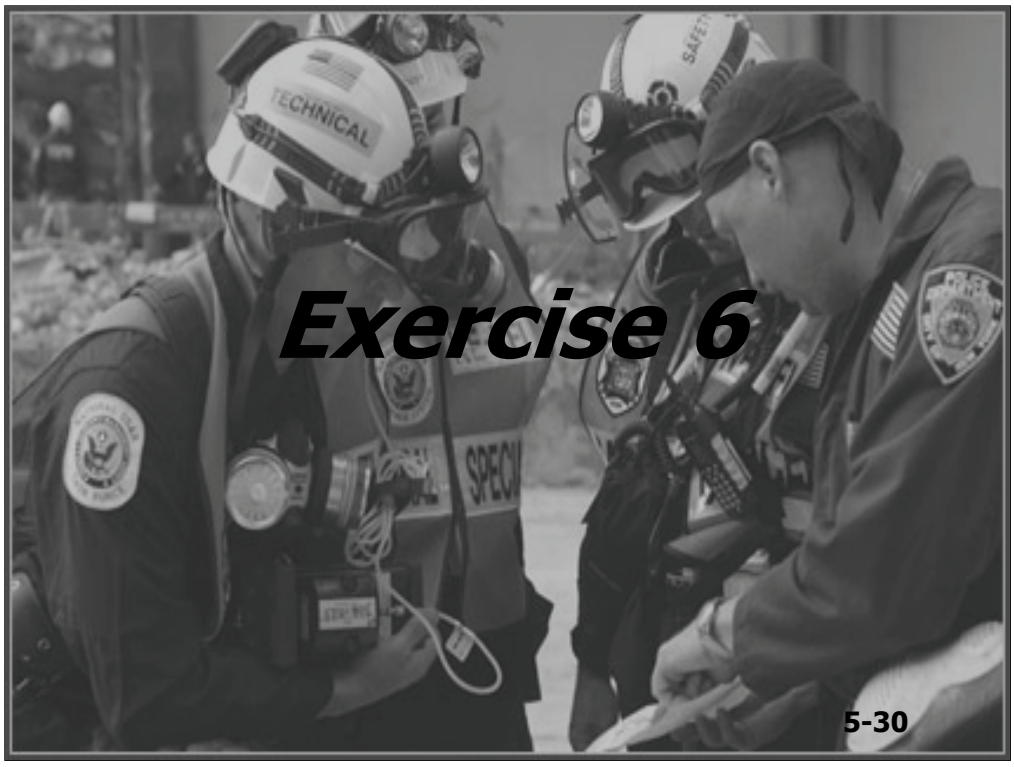
There are times when it is OK to say "NO" to an assignment.

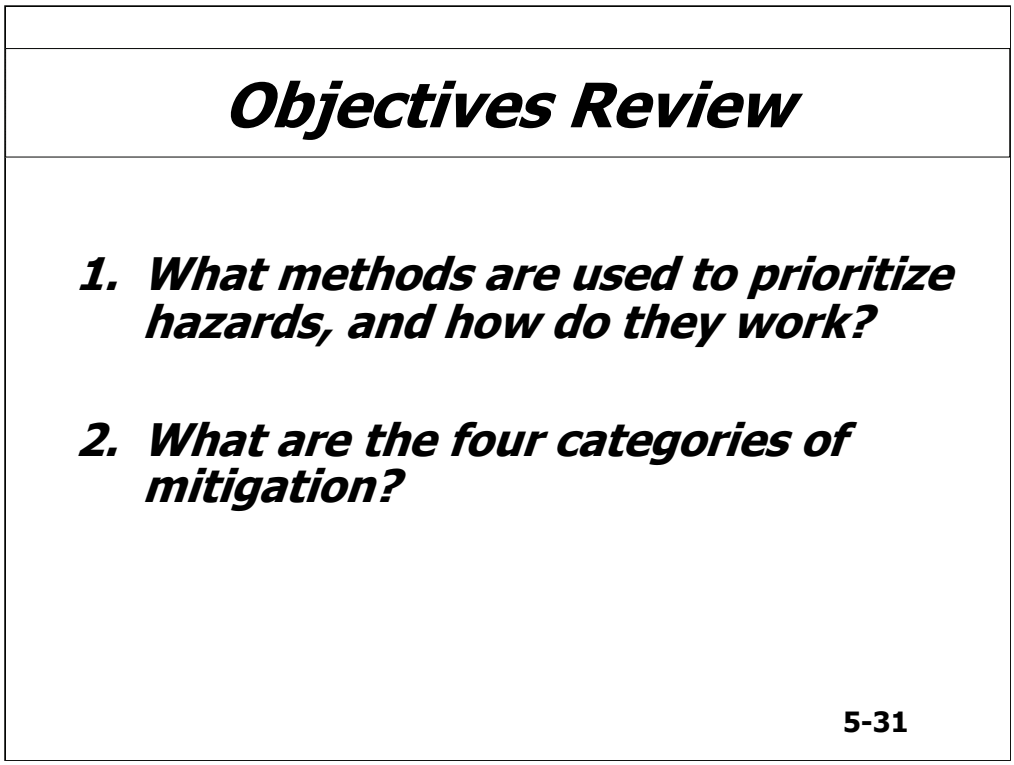
See Handout 5-1: How to Properly Refuse Risk

5-29

HAZARD AND RISK MITIGATION (cont.)

- Avoidance
  - Is it really necessary that we take this risk? Some consequences are so severe that it never justifies exposing personnel to the risks
  - There are times when it is OK to say “no” to an assignment


TECHNICAL
Exercise 6
5-30



OBJECTIVES REVIEW

- Unit Terminal Objective
  - Describe several techniques that can be used to prioritize hazards for mitigation, as well as several types of mitigation and accident prevention.
- Unit Enabling Objectives
  - Identify methods used to prioritize hazards
  - List the categories of mitigation that are used to prevent accidents

Exercise 5 Overview
Unit 5

Purpose

The purpose of this exercise is to provide participants with an opportunity to prioritize Hazards and Risks.

Objectives

Students will:

- Using an assigned method, prioritize the list of ten hazards and risks that the class determined in Exercise 4.
- Compare the results of different prioritization methods.

Exercise Structure

This exercise is scheduled to last approximately 45 minutes, including small group discussion and presentation of group findings. Instructors will assign each group one of the four prioritization methods discussed in Unit 5. Participants will gather in groups to discuss the hazards and risks identified by the class in Exercise 4 and prioritize each hazard or risk using their assigned method. Each group will present their findings to the rest of the group to compare the different prioritization methods.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the exercise:

1. Within your work group, select a group spokesperson.
2. Prioritize the hazards and risks that the class agreed to use at the end of Exercise 4.
3. Present your responses to the rest of the class.
4. Compare the results of prioritization using different methods.

Facilitators moderate discussions, answer questions and provide additional information as required.

Exercise 5 Schedule

Exercise Introduction and Overview	2 minutes	Classroom
Discussion / Documentation	15 minutes	Small Groups
Debrief / Review	30 minutes	Classroom

Exercise 6 Overview
Unit 5

Purpose

The purpose of this exercise is to provide participants with an opportunity to identify potential mitigations for the hazards and risks identified in Exercise 4.

Objectives

Students will:

- Identify potential mitigations for each hazard and risk identified during Exercise 4.

Exercise Structure

This exercise is scheduled to last approximately 45 minutes, including small group discussion and presentation of group findings. Participants will gather in groups to suggest potential mitigations for the hazards and risks identified in Exercise 4, beginning with the list of ten hazards and risks determined by the class in that exercises. Each group will present their findings to the rest of the group.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the exercise:

1. Within your work group, select a group spokesperson.
2. Discuss potential mitigations for each hazard and risk identified in Exercise 4.
3. Present your responses to the rest of the class.

Facilitators moderate discussions, answer questions and provide additional information as required.

Exercise 6 Schedule

Exercise Introduction and Overview	2 minutes	Classroom
Discussion / Documentation	15 minutes	Small Groups
Debrief / Review	30 minutes	Classroom

How to Properly Refuse Risk

Every individual has the right and obligation to report safety problems and contribute ideas regarding their safety. Supervisors are expected to give these concerns and ideas serious consideration. When an individual feels an assignment is unsafe they also have the obligation to identify, to the degree possible, safe alternatives for completing that assignment. Turning down an assignment is one possible outcome of managing risk.

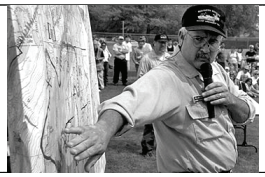
A "turn down" is a situation where an individual has determined they cannot undertake an assignment as given ***and*** they are unable to negotiate an alternative solution. The turn down of an assignment must be based on an assessment of risks and the ability of the individual or organization to control those risks.

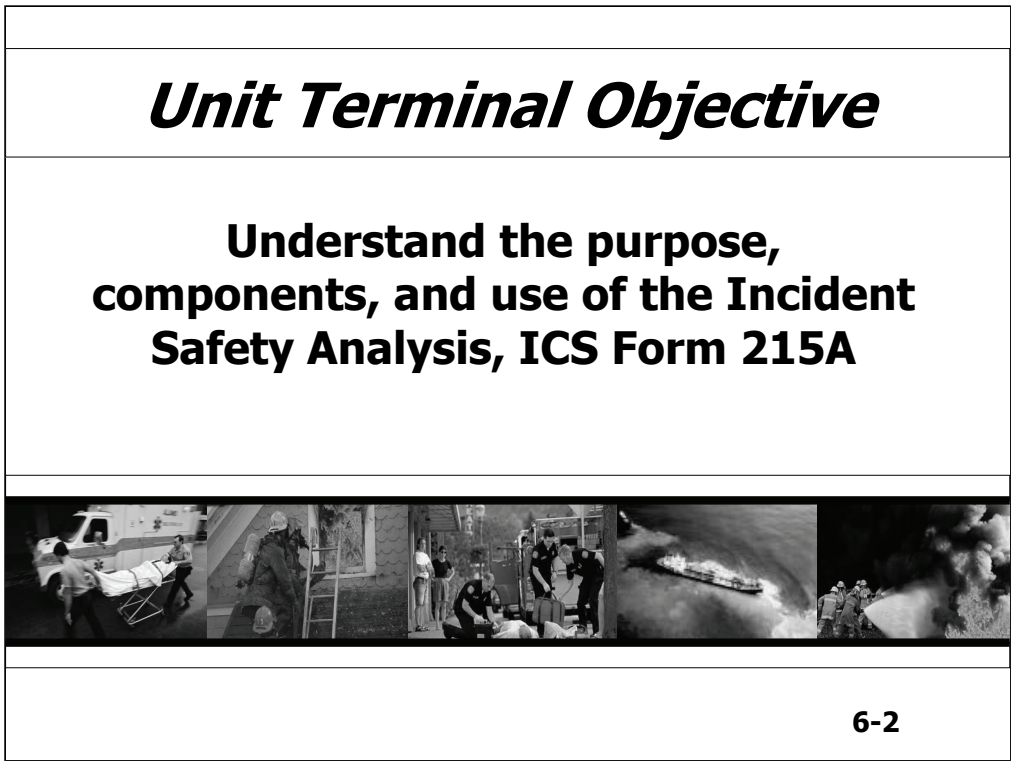
- Individuals may turn down an assignment as unsafe when:
  - ✓ There is a violation of safe work practices.
  - ✓ Environmental conditions make the work unsafe.
  - ✓ They lack the necessary qualifications or experience.
  - ✓ Defective equipment is being used.
- Individual will directly inform their supervisor that they are turning down the assignment as given. The most appropriate means to document the turn down is using the criteria (Standard Firefighting Orders, 18 Watch Out Situations, etc.), outlined in the Risk Management Process.
- Supervisor will notify the Safety Officer ***Immediately*** upon being informed of the turn down. If there is no Safety Officer, notification shall go to the appropriate Section Chief or to the Incident Commander. This provides accountability for decisions and initiates communication of safety concerns within the incident organization.
  - ✓ If the supervisor asks another resource to perform the assignment, they are responsible to inform the new resource that the assignment has been turned down and the reasons that it was turned down.
  - ✓ If an unresolved safety hazard exists or an unsafe act was committed, the individual should also document the turn down by submitting a SAFENET (ground hazard) or SAFECOM (aviation hazard) form in a timely manner.

These actions do not stop an operation from being carried out. This protocol is integral to the effective management of risk, as it provides timely identification of hazards to the chain of command, raises risk awareness for both leaders and subordinates, and promotes accountability.

Unit 6

Incident Safety Analysis, ICS Form 215A





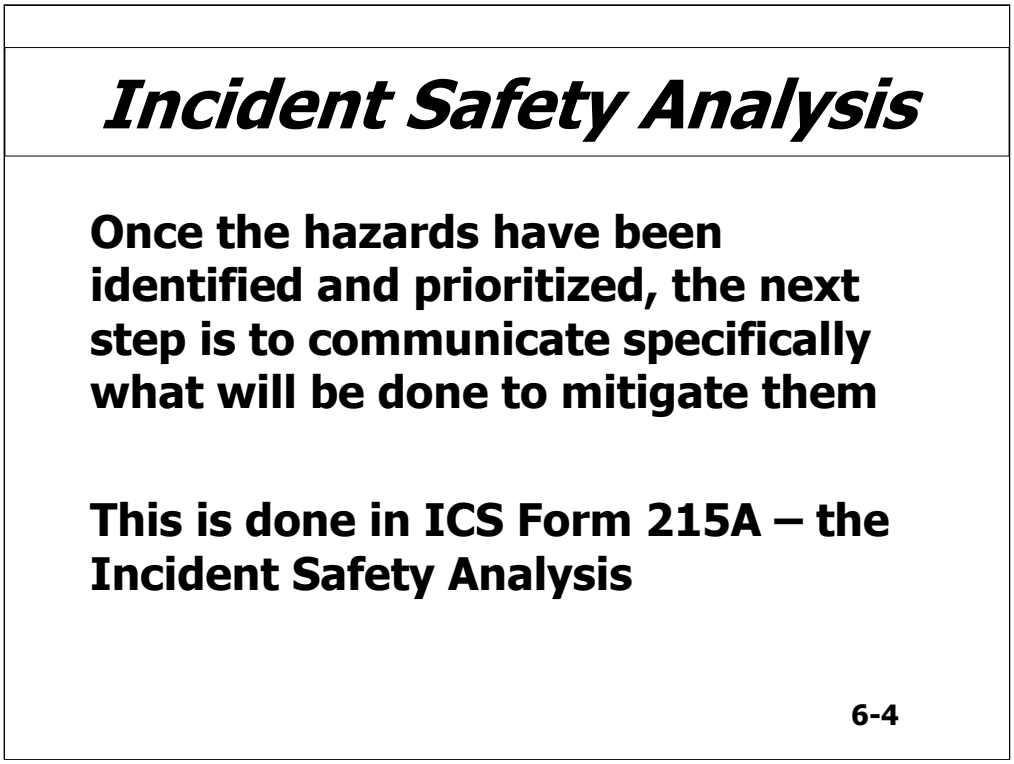
UNIT OBJECTIVES

- Unit Terminal Objective
  - Understand the purpose, components, and use of the Incident Safety Analysis, ICS Form 215A
- Unit Enabling Objectives
  - Describe the components of the Incident Safety Analysis, ICS Form 215A
  - Given a scenario, complete the Incident Safety Analysis, ICS Form 215A

Unit Overview

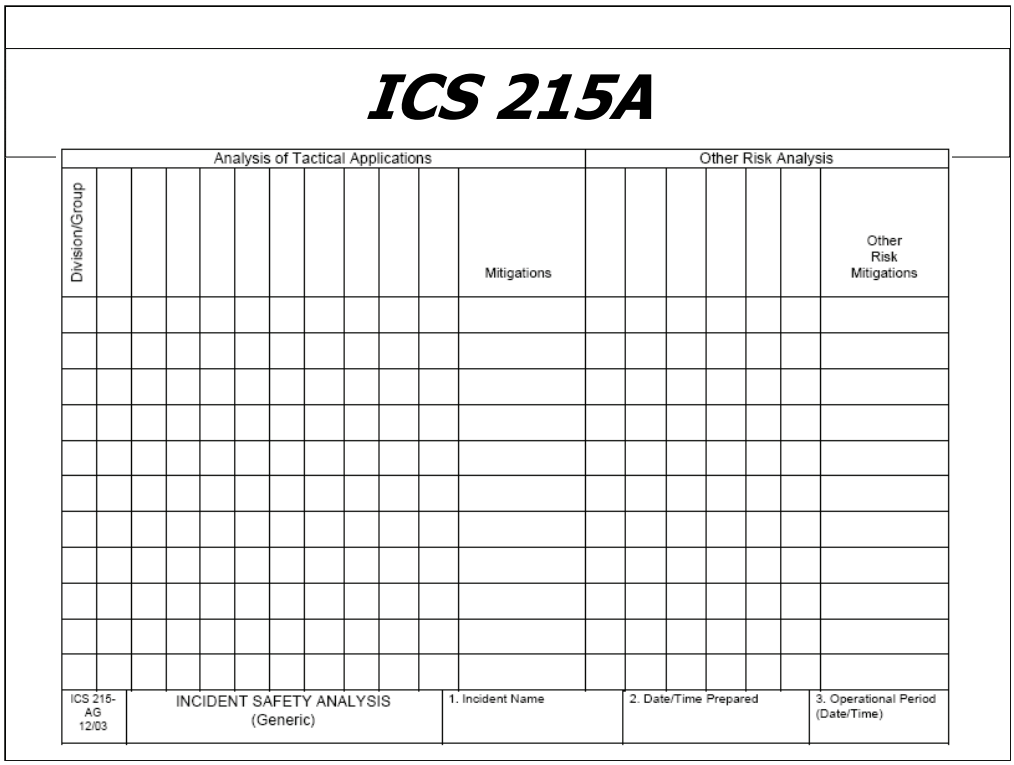
- **Incident Safety Analysis**
- **Developing ICS 215A**
- **Prioritization of hazards, risks, and locations**
- **Displaying the information**

6-3



INCIDENT SAFETY ANALYSIS

- Once the hazards have been identified and prioritized, the next step is to communicate specifically what will be done to mitigate them. One method for doing this is ICS Form 215A – the Incident Safety Analysis



ICS 215A

Analysis of Tactical Applications												Other Risk Analysis						
Division/Group											Mitigations							Other Risk Mitigations

ICS 215-AG 12/03	INCIDENT SAFETY ANALYSIS (Generic)	1. Incident Name	2. Date/Time Prepared	3. Operational Period (Date/Time)

INCIDENT SAFETY ANALYSIS (cont.)

- ICS 215A – Incident Safety Analysis Form (generic version)
  - This form is a concise way of identifying hazards and risks present in different areas of the incident and specific ways of mitigating them

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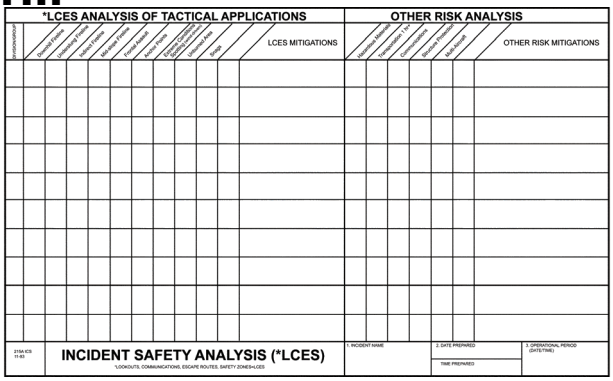
Incident Safety Analysis (cont.)

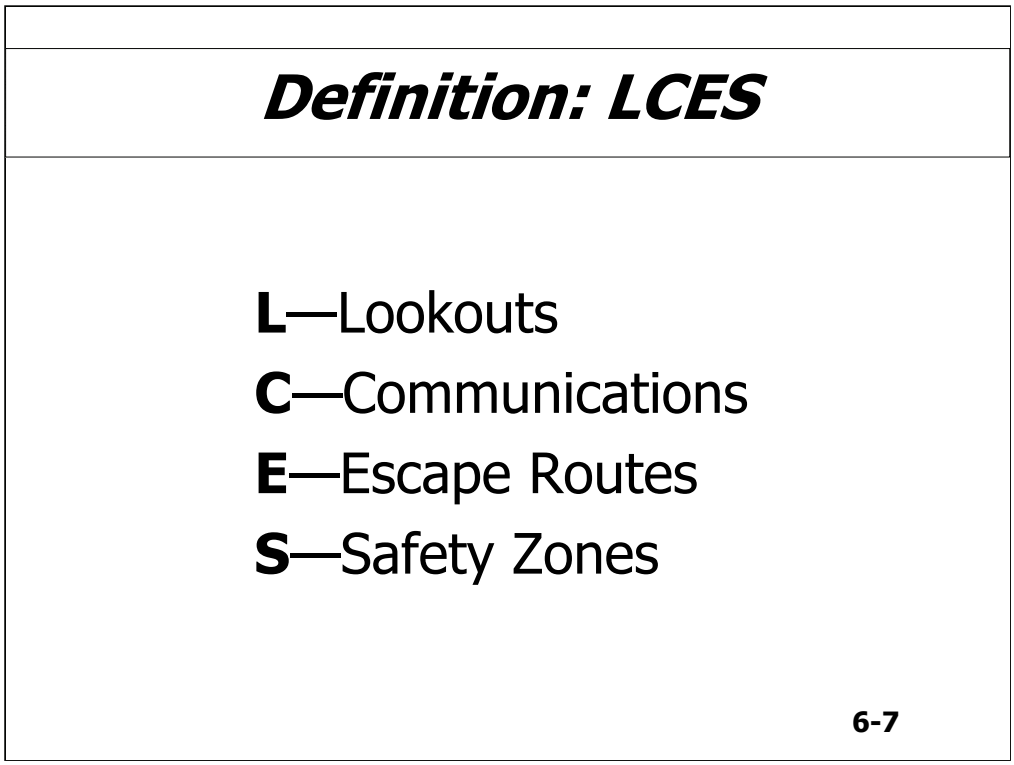
This is the wildland-specific version of the ICS 215A(w), also known as the LCES form



*LCES ANALYSIS OF TACTICAL APPLICATIONS													OTHER RISK ANALYSIS						
ASSIGNMENT	Planned Actions	Unplanned Actions	Radio Contact	Watch Outs	Escape Routes	Safety Zones	Communications (Radio/Cell/Face)	Medical Aid	Water	LCES MITIGATIONS	Hazardous Materials	Transportation	Communications	Structure Protection	Media Access	OTHER RISK MITIGATIONS			
215A ICS 11-83	INCIDENT SAFETY ANALYSIS (*LCES) *LOOKOUTS, COMMUNICATIONS, ESCAPE ROUTES, SAFETY ZONES=LCES										1. INCIDENT NAME			2. DATE PREPARED / TIME PREPARED			3. OPERATIONAL PERIOD (DATE/TIME)		

INCIDENT SAFETY ANALYSIS (cont.)

- ICS 215A – Incident Safety Analysis Form (wildland version)



INCIDENT SAFETY ANALYSIS (cont.)

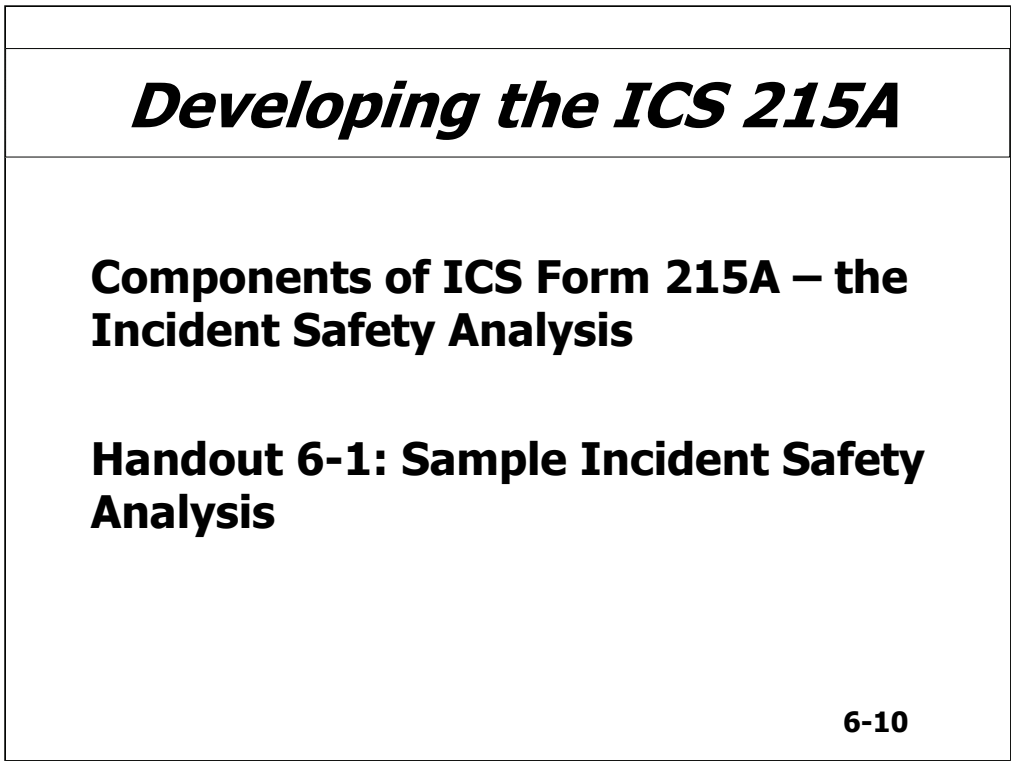
- LCES
  - **L** – Lookouts - experienced, knowledgeable incident personnel
  - **C** – Communications - ensure there is adequate communications from incident locations, upward and downward (chain-of-command)
  - **E** – Escape Routes - make sure there are a minimum of two
  - **S** – Safety Zones - areas cleared of identifiable hazards used for escape. They are greatly enlarged areas which can be used with relative safety by responders in the event of a blowup
    - As a general guideline, Safety Zones have a radius at least 4 times larger than the potential flame length of the fuel type. Add an additional 50 square feet per responder, or an additional four feet of radius per responder
    - A USAR Safety 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 should conduct a roll call of their assigned personnel and communicate the results of the PAR to their supervisor (Refer to Field Operations Guide (FOG) USAR)

DEVELOPING ICS FORM 215A

- Tactics Meeting
  - Operations Section Chief conducts the Tactics Meeting
    - Safety Officer evaluates all safety issues associated with the Incident Action Plan

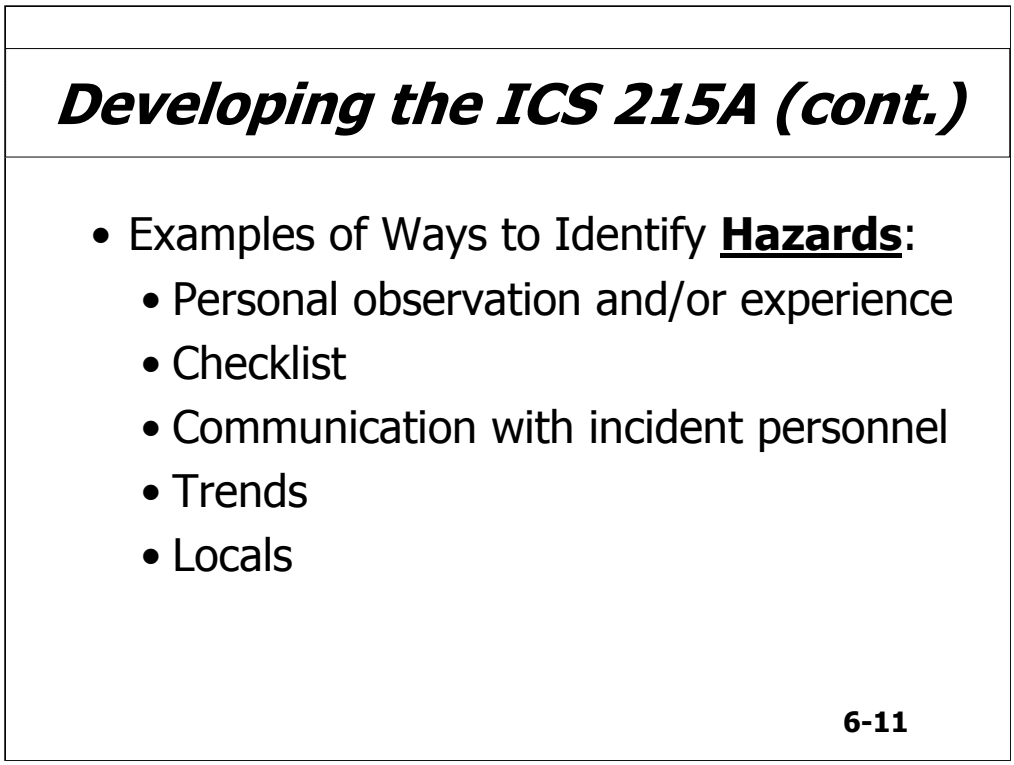
DEVELOPING ICS FORM 215A (cont.)

- Operational Briefing
  - Example of components of the Incident Action Plan



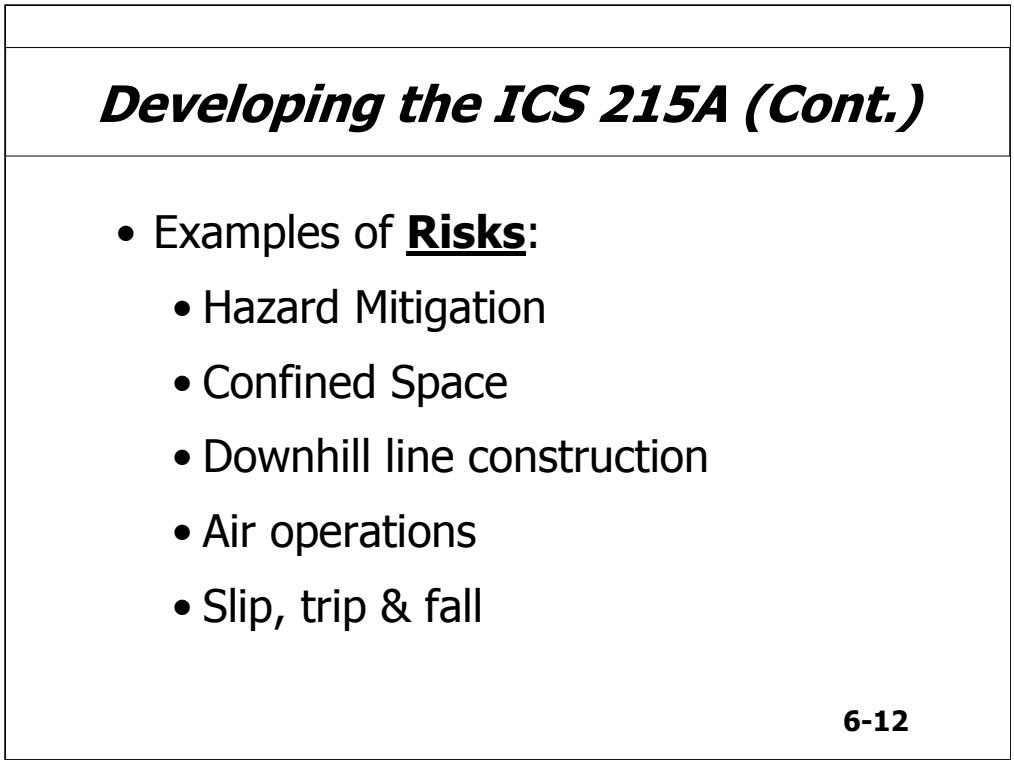
DEVELOPING ICS FORM 215A (cont.)

- Components of the ICS 215A
  - Location
  - Tactical analysis elements
  - Mitigations
  - Other risk analysis elements
  - Other risk mitigations
  - Date, prepared by Operations/Safety Officer and approved by Safety Officer
- Coordinate, develop and approve ICS Form 215A for each operational period with Operations Section Chief. It's completed prior to the team strategy meeting. Check team schedule for times
- The objective is to identify, prioritize and mitigate the hazards and risks of each operational period by location



DEVELOPING ICS FORM 215A (cont.)

- Examples of Ways to Identify Hazards:
  - Personal observation and/or experience
  - Checklist
  - Communication with incident personnel
  - Trends
  - Locals



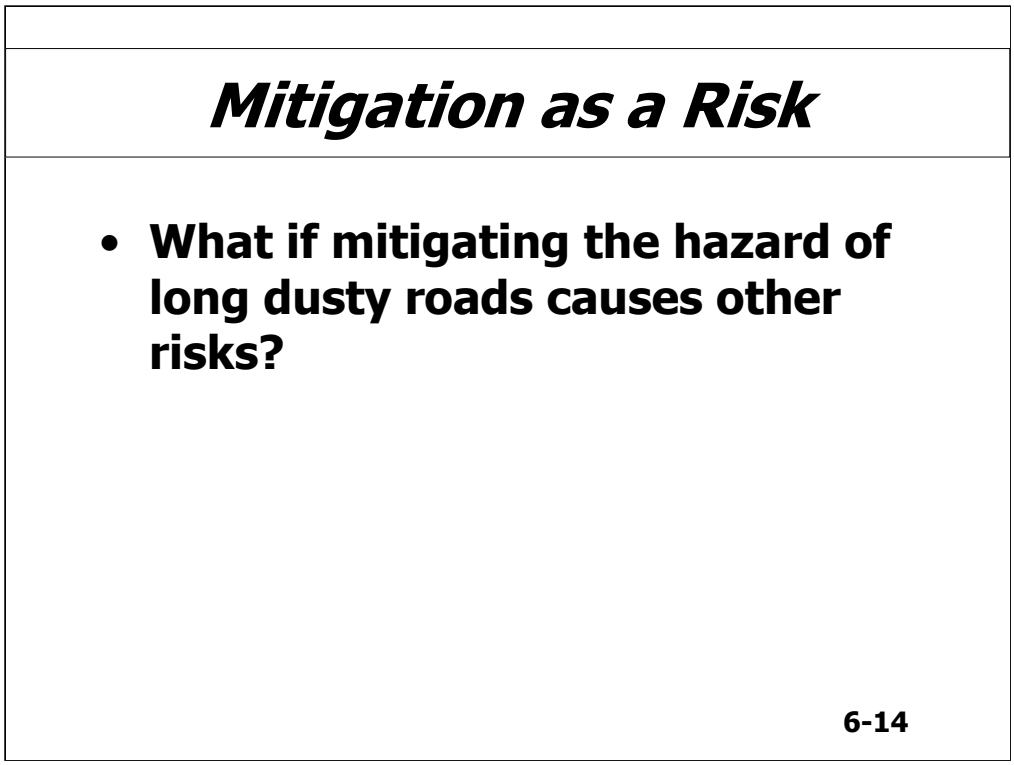
DEVELOPING ICS FORM 215A (cont.)

- Examples of risks:
  - Hazard Mitigation
  - Confined Space
  - Downhill line construction
  - Air operations
  - Slip, trip & fall

Mitigation as a Risk

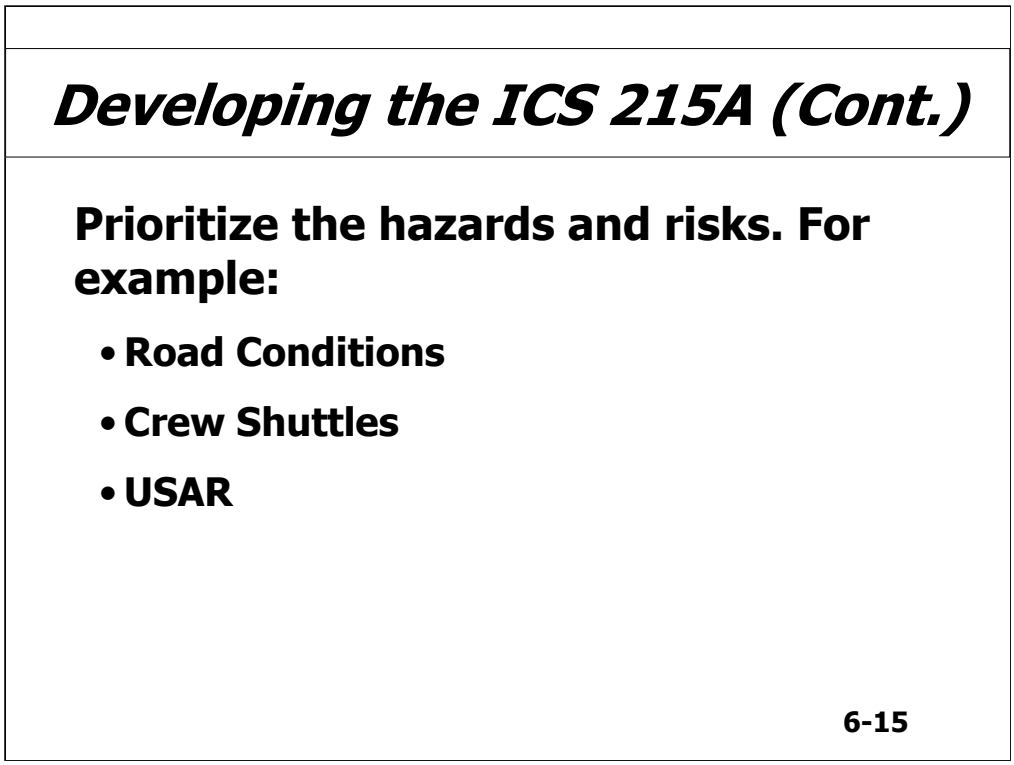
DEVELOPING THE ICS-215A (cont.)

- *Prioritize the hazards, risks, and locations (cont.)*
  - Road Conditions - Long Dusty Roads
    - Hazards of and mitigation for dealing with long dusty roads



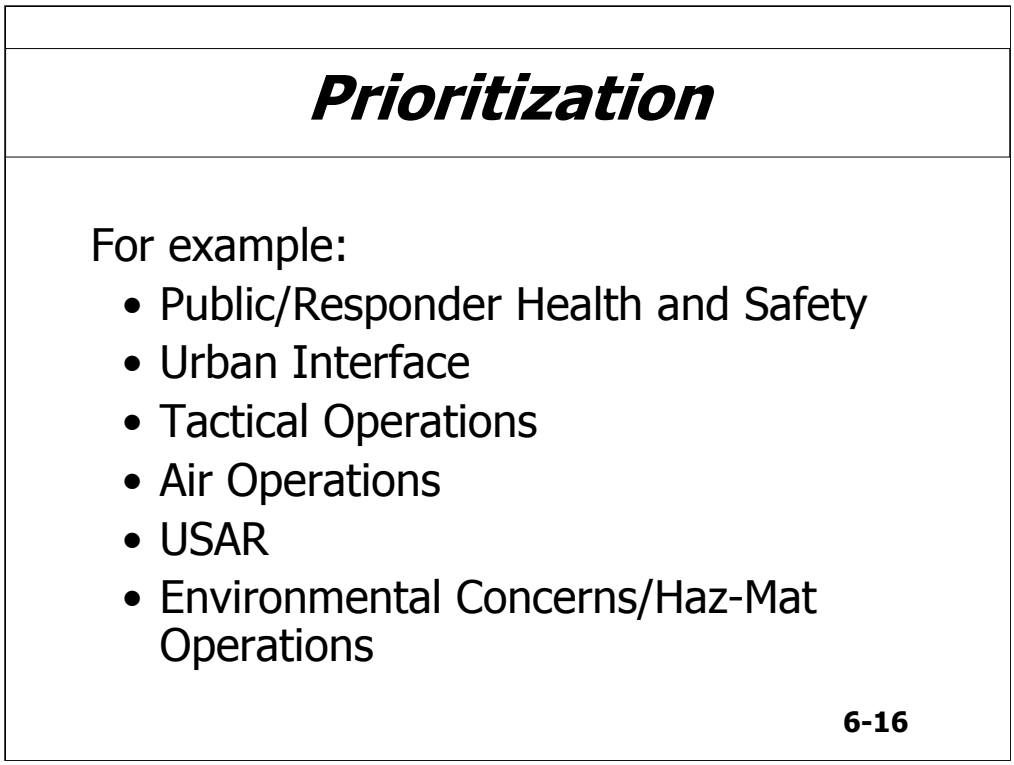
DEVELOPING THE ICS-215A (cont.)

- Identify ways to mitigate the hazards and risks
  - Dusty narrow roads - mitigations
    - Dust abatement
    - One way traffic pattern
    - Lower posted speed limit
    - Experienced drivers
  - These mitigations may cause the need for a long crew shuttle by bus. How to mitigate complications from that?
    - Camps
    - Aviation
    - Split operational periods



DEVELOPING THE ICS-215A (cont.)

- Prioritize the hazards and risks
  - For example, hazards you might identify as priorities are:
    - Road conditions
    - Crew shuttles
    - USAR



PRIORITIZATION

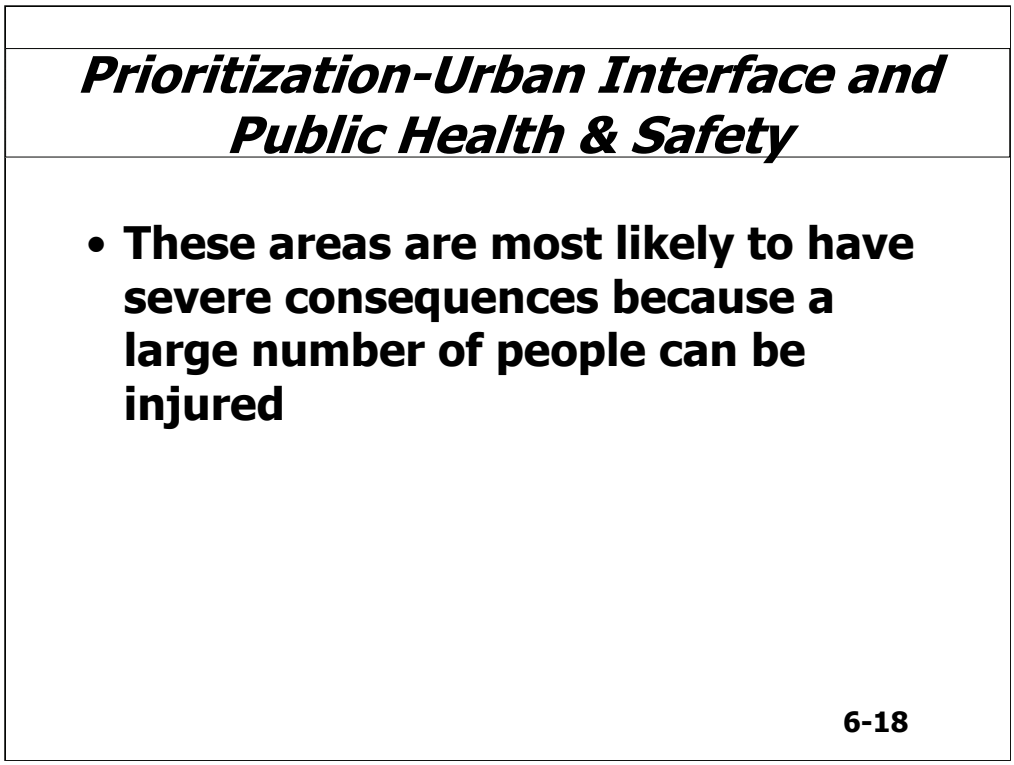
- For example:
  - Public/Responder Health and Safety
  - Urban Interface
  - Tactical Operations
  - Air Operations
  - USAR
  - Environmental Concerns/Haz-Mat Operations

Prioritization-Public/Responder Health & Safety

6-17

PRIORITIZATION (cont.)

- Public/Responder Health & Safety



PRIORITIZATION (cont.)

- Urban Interface and Public Health & Safety
  - These areas are most likely to have severe consequences because a large number of people can be injured:
    - Civilians - media
    - Political considerations
    - Hazardous materials, i.e., propane tanks

Civilian Emergency Decon

Gross Decon

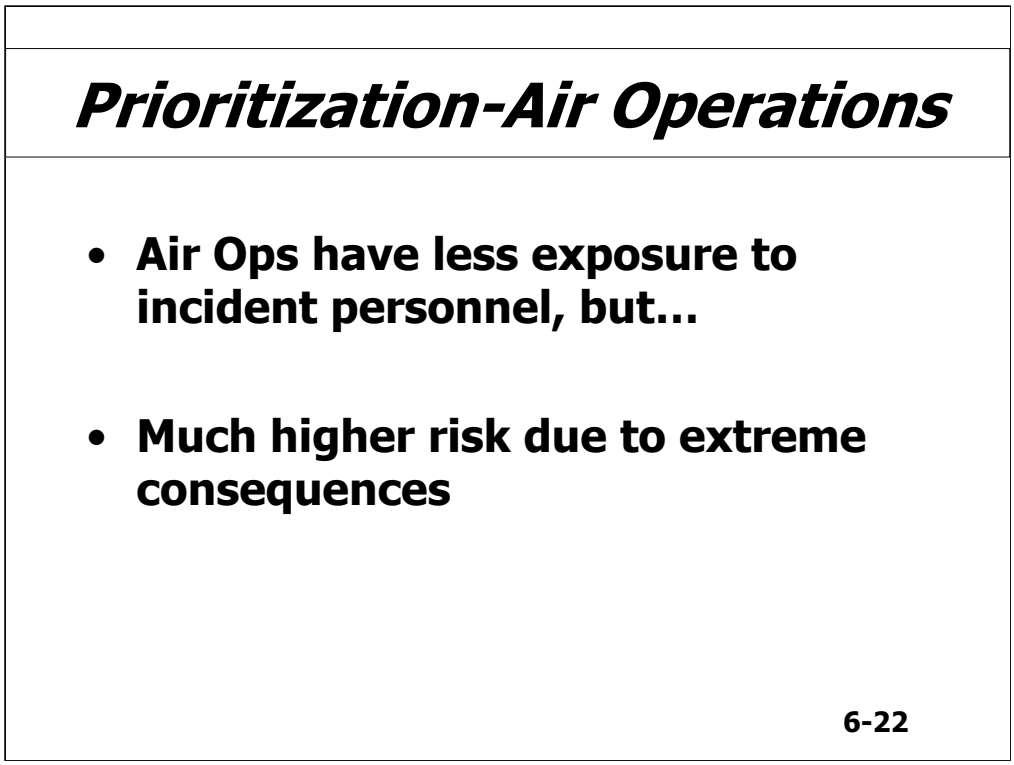
6-20

Prioritization-Tactical Assignments

6-21

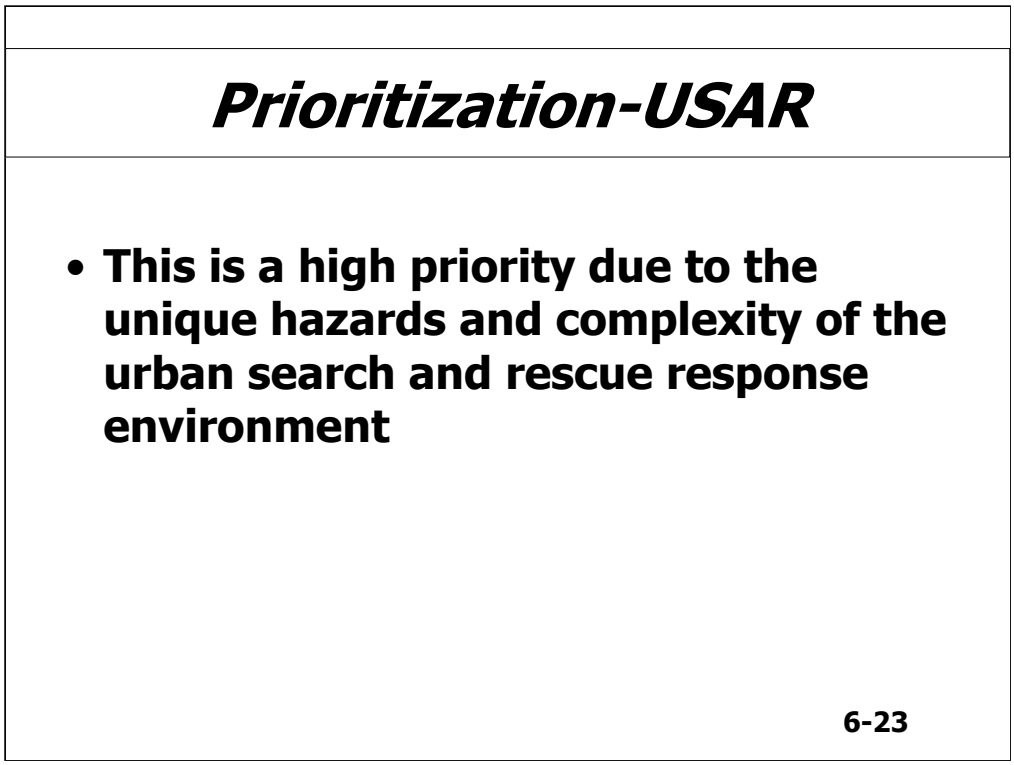
PRIORITIZATION (cont.)

- Tactical assignments
  - This is a high priority because there are numerous hazards with many people exposed to them, so the possibility of injury is high
  - Work is inherently dangerous
  - This is true for any front line operation



PRIORITIZATION (cont.)

- Air Operations
  - Air Ops have less exposure to incident personnel, but has a much higher risk due to extreme consequences



PRIORITIZATION (cont.)

- *USAR*
  - This is a high priority due to the unique hazards and complexity of the urban search and rescue response environment

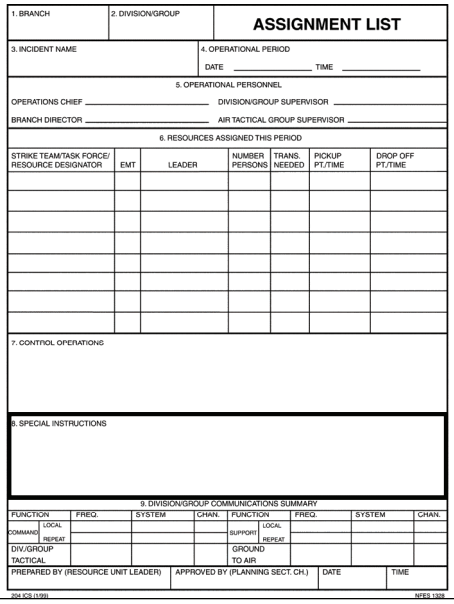
Prioritization-Environmental Concerns/Haz-Mat Operations

6-24

PRIORITIZATION (cont.)

- Environmental Concerns/Haz-Mat Operations
  - Environmental Concerns
    - Unknown exposures to ecosystems and public
  - Haz-Mat Operations
    - Ensure protection of haz-mat personnel from physical, environmental, and chemical hazards/exposures

ICS 204 – Assignment List



1. BRANCH | 2. DIVISION/GROUP | **ASSIGNMENT LIST**

3. INCIDENT NAME | 4. OPERATIONAL PERIOD
DATE _____ TIME _____

5. OPERATIONAL PERSONNEL
OPERATIONS CHIEF _____ DIVISION/GROUP SUPERVISOR _____
BRANCH DIRECTOR _____ AIR TACTICAL GROUP SUPERVISOR _____

6. RESOURCES ASSIGNED THIS PERIOD

STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	PICKUP PT./TIME	DROP OFF PT./TIME

7. CONTROL OPERATIONS

8. SPECIAL INSTRUCTIONS

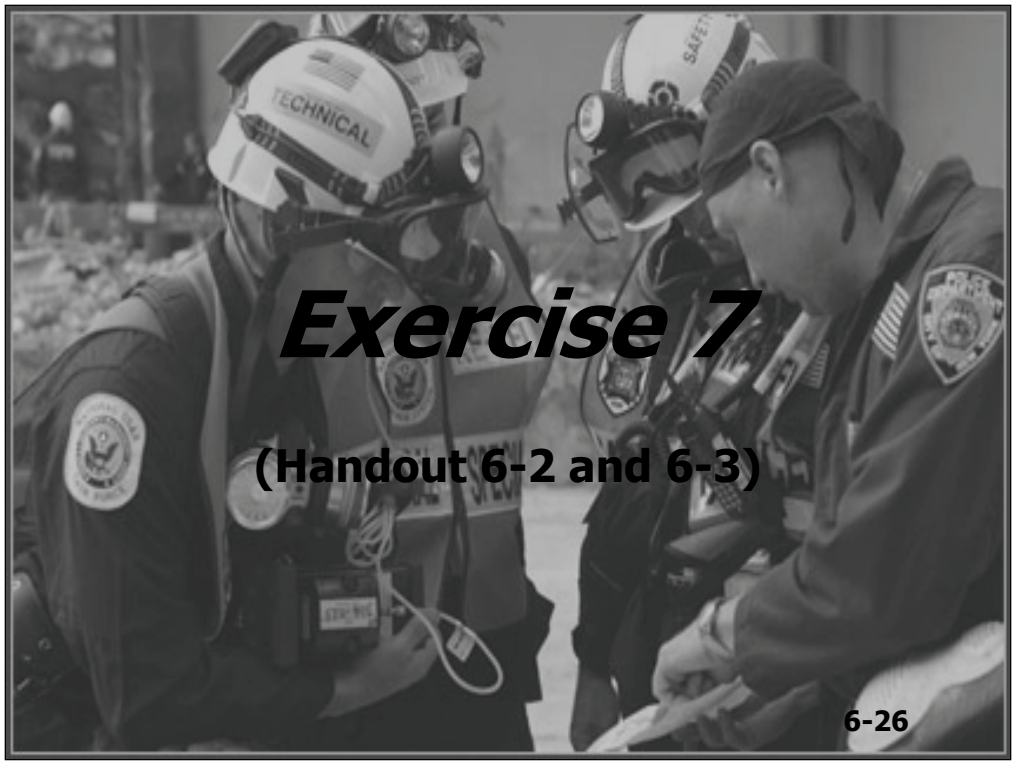
9. DIVISION/GROUP COMMUNICATIONS SUMMARY

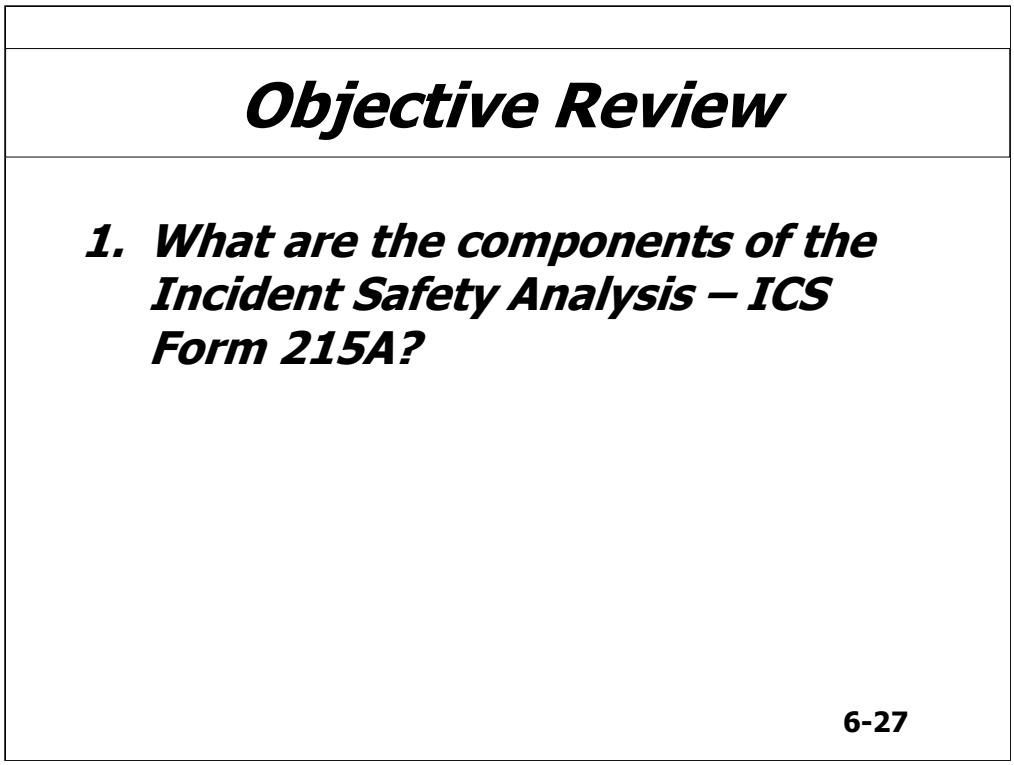
FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL				SUPPORT	LOCAL			
	REPEAT					REPEAT			
DIV./GROUP TACTICAL					GROUND TO AIR				

PREPARED BY (RESOURCE UNIT LEADER) | APPROVED BY (PLANNING SECT. CH.) | DATE | TIME

204-ICS (1/99) NFES 1328

6-25


TECHNICAL
Exercise 7
(Handout 6-2 and 6-3)
6-26



OBJECTIVES REVIEW

- Unit Terminal Objective
  - Understand the purpose, components, and use of the Incident Safety Analysis, ICS Form 215A
- Unit Enabling Objectives
  - Describe the components of the Incident Safety Analysis, ICS Form 215A
  - Given a scenario, complete the Incident Safety Analysis, ICS Form 215A

Exercise 7 Overview
Unit 6

Purpose

The purpose of this exercise is to provide participants with an opportunity to practice informing responders of the hazards and risks of tactical operations, as well as the mitigations planned for those hazards and risks.

Objectives

Students will:

- Fill out the Incident Safety Analysis, ICS Form 215A
- Fill in the Special Instructions box on ICS Form 204 for one division/group
- Deliver the Incident Safety Analysis in a planning meeting session

Exercise Structure

This exercise is scheduled to last approximately 75 minutes, including small group discussion and presentation of group findings. Participants will individually fill out the Incident Safety Analysis, ICS Form 215A, and the Special Instructions box (Box #8) on ICS Form 204 for one division/group, using the ICS 215 for the Train Derailment Scenario, and the mitigations listed in Exercise 6. In their groups, participants will select on student's ICS 215A and fill in a wall chart version of the form, which will then be presented to the rest of the class.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the exercise:

1. Review the mitigations listed in Exercise 6 and the ICS 215 for the Train Derailment Scenario.
2. Individually, fill out the Incident Safety Analysis, ICS Form 215A.
3. Individually, fill in the Special Instructions box on ICS Form 204 for one division/group.
4. Within your work group, select a group spokesperson.
5. Fill out the wall chart version of ICS Form 215A with the spokesperson's responses.
6. Present your responses to the rest of the class.

Facilitators moderate discussions, answer questions and provide additional information as required.

Exercise 7 Schedule

Exercise Introduction and Overview	2 minutes	Classroom
Individual Work	25 minutes	Individuals
Discussion / Documentation	10 minutes	Small Groups
Debrief / Review	25 minutes	Classroom

Analysis of Tactical Applications												Other Risk Analysis						
Division/Group											Mitigations							Other Risk Mitigations

ICS 215-AG 12/03	INCIDENT SAFETY ANALYSIS (Generic)	1. Incident Name	2. Date/Time Prepared	3. Operational Period (Date/Time)

1. BRANCH	2. DIVISION/GROUP	**ASSIGNMENT LIST**

3. INCIDENT NAME	4. OPERATIONAL PERIOD DATE _____ TIME _____

5. OPERATIONAL PERSONNEL

OPERATIONS CHIEF _____ DIVISION/GROUP SUPERVISOR _____

BRANCH DIRECTOR _____ AIR TACTICAL GROUP SUPERVISOR _____

6. RESOURCES ASSIGNED THIS PERIOD

STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	PICKUP PT./TIME	DROP OFF PT./TIME

7. CONTROL OPERATIONS

8. SPECIAL INSTRUCTIONS

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL				SUPPORT	LOCAL			
	REPEAT					REPEAT			
DIV./GROUP TACTICAL					GROUND TO AIR				

PREPARED BY (RESOURCE UNIT LEADER)	APPROVED BY (PLANNING SECT. CH.)	DATE	TIME

204 ICS (1/99) NFES 1328

INCIDENT ACTION PLAN SAFETY ANALYSIS	1. Incident Name	2. Date	3. Time
	BURGDORF JUNCTION	August 3, 2000	Day Shift

LCES* Analysis of Tactical Applications Lookouts Communications Escape routes Safety zones												Other Risk Analysis						
Division/Group	Indirect Fireline	Downhill Fireline	Understung Fireline	Mid-slope Fireline	Frontal Assault	Anchor Points	Extreme Conditions (Spotting, Wind-driven)	Reburn Potential	SNAGS		LCES Mitigations	Hazard Materials	Transportation, 1 Hr +	Communications	Structure Protection	Multi-aircraft	Heat	Other Risk Mitigations
ABC DE							X	X	X		Have known, marked, established escape paths and safety zones. Establish trigger points for disengagement for all.	X		X		X	X	Air Ops monitor dip points. Establish communications prior to beginning shift. Haz-mat containment at all petroleum/fueling sites.
X/ Y							X	X	X		Dedicate Lookouts for all.		X	X				Increase H2O intake for all.
W							X	X	X		Continuous aerial monitoring for all.			X				Follow comm. Plan for all Div.
V			X	X			X	X	X		Hourly weather obs called in for all.			X				
U			X	X			X	X	X		Emphasize fluid intake for all.			X				Notify Ops & Safety if Mining structures are encountered on line
T		X	X	X		X	X	X	X									
WARREN	X				X		X		X		Know trigger point when to activate. Use aerial platform as an additional lookout as fire activity picks up.	X	X	X	X			Follow Structure protection guidelines. Have LE available. Follow own Agency guidelines when engaged.
SEC	X				X		X		X		Same as Warren Structure Protection.	X	X	X	X			Drive with lights on. Practice good defensive driving.
Nite Pat									X		Stay out of snag areas or actively work through area and remove. Mark as necessary for fallers.			X				Check in with communications every 2 hours.

Prepared by (Name and Position)

Bob Moore SOF-1

HO 6.1: Sample ICS 215A

Analysis of Tactical Applications											Other Risk Analysis						
Division/Group	Escape Routes	Extreme Conditions	Proper PPE	Evacuation	Chemical Exposure	Runoff Control				Mitigations	Proper Hydration	Communications	Heat Exhaustion	Movement of Heavy Equipment			Other Risk Mitigation
Fire/ Rescue	X	X	X		X					Proper PPE/Escape Signals Gross Decon inplace./ Watch runoff/Post lookout	X	X	X	X			Hydrate/Monitor vitals/Post lookouts
Haz-Mat	X	X	X		X	X				Proper PPE/ Follow 208HM contain runoff	X	X	X	X			Hydrate/Monitor vitals/ Post lookouts/ Follow radio plan
Law Enf.	X			X						Mark escape routes/Control traffic of evacuees		X		X			Monitor radio/Post traffic control
EMS	X	X	X		X					Proper PPE/Establish escape routes/Control contamination		X					Follow radio plan
Dam. Assm.	X					X				Post lookout/Mark escape routes/Monitor runoff							Monitor runoff

ICS 215-A 12/03	INCIDENT SAFETY ANALYSIS	1. Incident Name **C & C Train Derailment**	2. Date/Time Prepared **1-22-xx / 1230 hr.**	3. Operational Period (Date/Time) **1-22-xx / 1200-2400**

HO 6-2: Train Derailment Scenario ICS 215A

Planning Meeting Demonstration Role-Player Script

(This is the 1600 Planning Meeting.)

Planning Section Chief: We are having the Planning Meeting for the first operational period beginning at 1200 today. I would ask everyone to put your cell phones and pagers on vibrate and have someone outside monitor your radios to eliminate interruptions so we can get through this meeting rapidly. Thank you. First OSC will give us a brief overview of the incident.

Operations Section Chief: In the early morning today a Central and Columbia (C&C) freight train derailed and rolled down an embankment along the Roaring River. The train consisted of:

- 4 diesel locomotives,
- 23 tank cars (pressurized and non-pressurized),
- 12 hopper cars, and
- 2 cryogenic liquid tank cars containing liquid oxygen (LOX).

Initial assessment indicates that several of the pressurized tank cars containing chlorine and anhydrous ammonia have ruptured. Two of the LPG tank cars exploded on impact during the derailment, causing a fire. The hopper cars containing ammonium nitrate lie on their sides, and the contents have spilled onto the banks of the river. The locomotive diesel tanks have ruptured, spilling diesel into the river. The cryogenic tank cars appear to be intact; however, several of the non-pressurized tank cars have released an unknown quantity of crude sulfate turpentine into the river. There are numerous water intakes along this stretch of the Roaring River.

There is an unconfirmed report of a chlorine gas cloud forming immediately downstream from the leaking rail cars. The Emergency Medical Agency (EMA) in Liberty County is reporting numerous incidents of burning eyes and lungs. The Central City hospital has exceeded its capability to staff the emergency room. The mayor has issued an evacuation order for residents in the surrounding area, and is requesting

assistance from the state. The neighborhoods immediately adjacent to the spill on both sides of the river are being evacuated due to the danger posed by the chlorine gas. The Red Cross is establishing an evacuation center at North High Schools in Central City.

Central City Police Department cars are deployed on both sides of the river at the derailment. The area about 200 yards from the derailment has been cordoned off. Hazmat crews and rail crews are busy containing the spill and bringing in equipment to remove the derailed cars.

There are rumors that hundreds of coho salmon, a federally listed threatened species have been killed. The Parks Department, County, and State Dept of Natural Resources have issued an advisory and closed the river to fishing, recreation and other uses for 25 miles down river from the rail bridge site.

Next, we have posted the incident's objectives. I'll ask our IC, *(use the role player's name)*, to very quickly review them with you. *(point to IC role player)*

IC: The current incident objectives are:

1. Provide for the safety of the public and a safe work environment for all responders.
2. Identify current and potential hazardous materials releases and potential impacts to the public and environment, including: Human Exposure, Municipal Water Supplies, Air Quality, Flora & Fauna
3. Establish safety mitigations for firefighters and extinguish fires as soon as possible.
4. Prepare and initiate a plan to contain and prevent further release of hazardous materials by 1200 hrs. tomorrow.
5. Complete a damage survey within 24 hrs.
6. Establish HAZMAT clean up activities with a target completion time of 72 hrs.
7. Return all public facilities used for the response to at least minimal operational condition within 48 hrs.

We have been delegated authority from the Mayor's office. Finance needs to determine the spending limits under the delegation of authority.

Planning Section Chief: Thanks, *(use the IC role player's name)*
Next, as you can see, the sketch map has the incident and surrounding area plotted. Ops *(look at Ops)*, any changes or additions? (The answer is "no.") Thanks.
Next, I'll ask Operations to go over the tactics and the resource commitment for his plan. Ops?

Operations Section Chief:
We will deploy 5 groups to respond to this incident. All groups and resources will report to DP-1 at 1245 hours.

1. **Fire and Rescue Group** will continue containment and extinguishment of LPG cars and other fires, eliminate any potential ignition sources, and search for injured where safe to do so.
2. **Haz Mat Group** will complete the identification of train contents, coordinate with Fire/Rescue Group, contain spills around train and down river, and provide decontamination for all personnel.
3. **Law Enforcement Group** will maintain perimeter and restrict access to authorized personnel along the perimeter: N (17th St), E (Z St), S (29th St), W (L St). Law Enforcement will also complete any evacuation within the perimeter and continue river closure to all river traffic in the immediate incident area. One boat will patrol upstream from the incident and one boat will patrol downstream from the incident.
4. **EMS Group** will continue treatment of injured; support Fire, Haz Mat and Law Enforcement Groups with EMS needs; and coordinate EMS Needs with Red Cross Evacuation Center. EMS will provide air support as needed for evacuation of injured personnel or residents.
5. **Damage Assessment Group** will coordinate with all Groups to assess damage throughout the incident area; assess public facilities for use within 48 hours, and assess impacts to threatened and endangered species.

Planning Section Chief: Safety would you please go over the ICS-215A for the designated groups.

Safety Officer: Yes (Safety Officer goes over the 215a)
As you know we have an extremely hazardous situation given the hazards presented by the involved materials and we want to keep ourselves and citizens safe as we work to respond to this situation. Situational awareness will be critical for safe activities. First, because of the danger of chlorine gas and shifting winds, post look-outs to ensure no surprises from the damaged rail cars and be continually aware of our escape routes. In addition, we need to ensure that our escape routes are effective so we need to mark the escape routes and control traffic access to these routes.

Personnel engaged in direct response activities (fire & rescue, EMS, and HazMat crews) need to maintain situational awareness, post lookouts and ensure you have the proper PPE for this effort. HazMat crews will manage and staff temporary decon facilities if you get exposed or if anyone else gets exposed. Those managing the decon sites will need to manage runoff so be sure you have set up using best practices and comply with local and state requirements.

Damage assessment teams will need to maintain situational awareness, post lookouts and ensure you have the proper PPE for this effort.

Because of the heat and PPE, you will need to be more vigilant about hydrating yourself, be aware of signs of dehydration and heat exhaustion [the symptoms should be included in the Safety Message in the IAP, not the Planning Meeting] in yourself and your teams.

Communications will be essential to ensure we all remain safe. No unnecessary chatter on your radios, and be sure you have the correct frequencies from our Communications Plan.

We'll be moving in heavy equipment to handle the rail cars and clean up the contaminated soil. Maintain your situational awareness and where the equipment is and will be moving to.

Planning Section Chief: Thanks Safety.
Okay, Logistics can we get an update from you?

Logistics Section Chief: We have placed all the orders for resources that operations has requested. We have received confirmed ETA's for the Group Supervisors, all of the Assistant Safety Officers, and all should be here in time for the 1900 hour Operations Briefing.

The C&C railroad HazMat specialist is en route and should be here by 0700. Do you want him to come into the ICP or go directly to their tactical assignment with the on-scene hazmat strike team?

Operations Section Chief: I would like him to report to me at the ICP for briefing.

Logistics Section Chief: It appears that two of the Type-2 crews may not be here until 2300; all other crews will be here for the Operations Briefing. What do you want to do with the crews coming in later?

Operations Section Chief: Report to me for assignment on arrival for briefing.

Logistics Section Chief: We have no information on the other additional resources as yet. It appears that they may be coming from the local jurisdictions but I really don't know as of now. I will let you know as soon as we hear anything on their ETA's.

We have recommended that we use XXX as our ICP site and have passed it on to Finance for a land use agreement.

We have the needed flagging tape and traffic cones on hand. We also are bringing a truck load of bottled drinking water for incident personnel. As soon as it arrives, we will get it to you. My folks will contact Operations for delivery points.

We will have our feeding up and available by 1800 hours and should be able to get the responders fed before the Operations Briefing.

Planning Section Chief: Okay, thanks, Logistics.

Planning Section Chief: Moving right along, Logistics has developed a Communication Plan that will provide a Tac channel for each Group and separate dedicated channels for Air to Ground communication, Logistics, and Command. It appears this will work in our area and not have any outside interference. Logistics, I will need your Medical Plan and Communications Plan by 1800 hours for inclusion in the IAP. *(The role player for LSC will confirm he/she can produce them within the timeframe.)* Also, I will need a Traffic Plan by the same time. *(No problem.)* Okay, we have a plan. Can I get your support for this plan? *(Go around the group, one at a time, and get confirmation of their support for the plan.)*

Planning Section Chief: PIO?

Public Information Officer: I can support the plan. We are formulating a media release for 0400 hours. *(Look at the role player for IC.)* I will bring it by for your approval. After approval, I'll send it to the mayor's office for release. *(Look at the role player for IC.)* We rescheduled the public meeting for 0800 tomorrow.

Planning Section Chief: *(Look at the role player for Liaison.)* Liaison Officer?

Liaison Officer: I can support the plan. If you get notified that the other additional resources do come from local jurisdictions, could you let me know so I can make contact with the agencies?

Planning Section Chief: Safety Officer?

Safety Officer: I feel we have addressed all of the safety concerns. In the safety message I will emphasize that the Search and Rescue Group will need to maintain communications with Operations as they may be in danger if heavy equipment working in the area of their operations causes debris to shift. Yes, I can support the plan.

Planning Section Chief: Finance?

Finance Section Chief: Yes, I can support the plan. However *(look at the role player for Operations)*, we have not gotten anyone from Operations coming by reporting time to us yet. Can you mention this requirement during the Ops Briefing? *(Operations will acknowledge this request.)* Also, we are working on a land-use agreement for the area for the ICP and evacuee shelter. *(Look at the role player for Operations.)* Once you determine where the Helibase will be, could you let me know so we can negotiate an agreement for that location? *(Operations will acknowledge this request.)* Thank you.

Planning Section Chief: Very good. IC, are we cleared to go with this?

Incident Commander: I think this plan will work; however, we don't have much of a plan if we don't get confirmation on those additional resources soon. *(Look at the role player for the OSC.)* We will need to have an alternative plan available if we don't have a confirmed fill on those engine orders by 2130 hours. *(Give the role player for the OSC a chance to respond to your statement.)*

Operations Section Chief: We have a Contingency Plan in the works.
(Look at the role player for the PSC.) I would like to have the plan to me by 1830 hours for my review and signature.

Planning Section Chief: Okay, thank you for your participation. Our Operational Briefing will be right outside at 1900 hours.

Unit 7

Site Safety and Control Plan, ICS Form 208HM

Unit Terminal Objective

Understand and complete the Site Safety and Control Plan, ICS Form 208 HM

7-2

UNIT OBJECTIVES

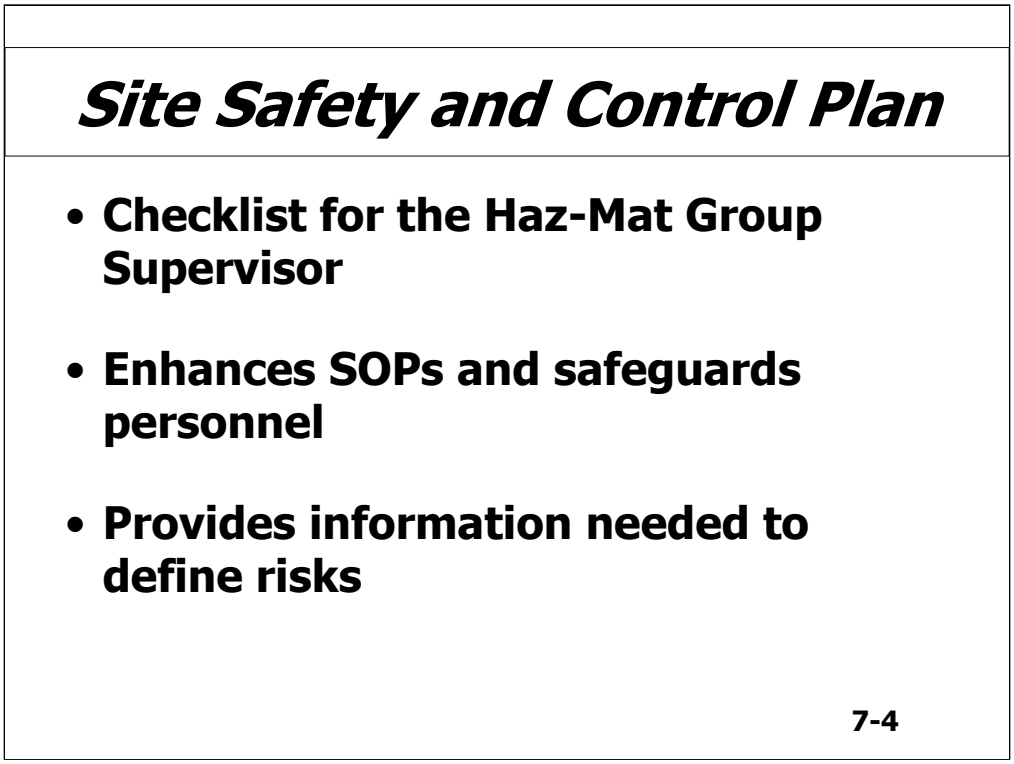
- Unit Terminal Objective
  - Understand and complete the Site Safety and Control Plan, ICS Form 208 HM
- Unit Enabling Objective
  - Describe purpose, use, and components of a Site Safety and Control Plan, ICS FORM 208 HM

Unit Overview

ICS Form 208HM

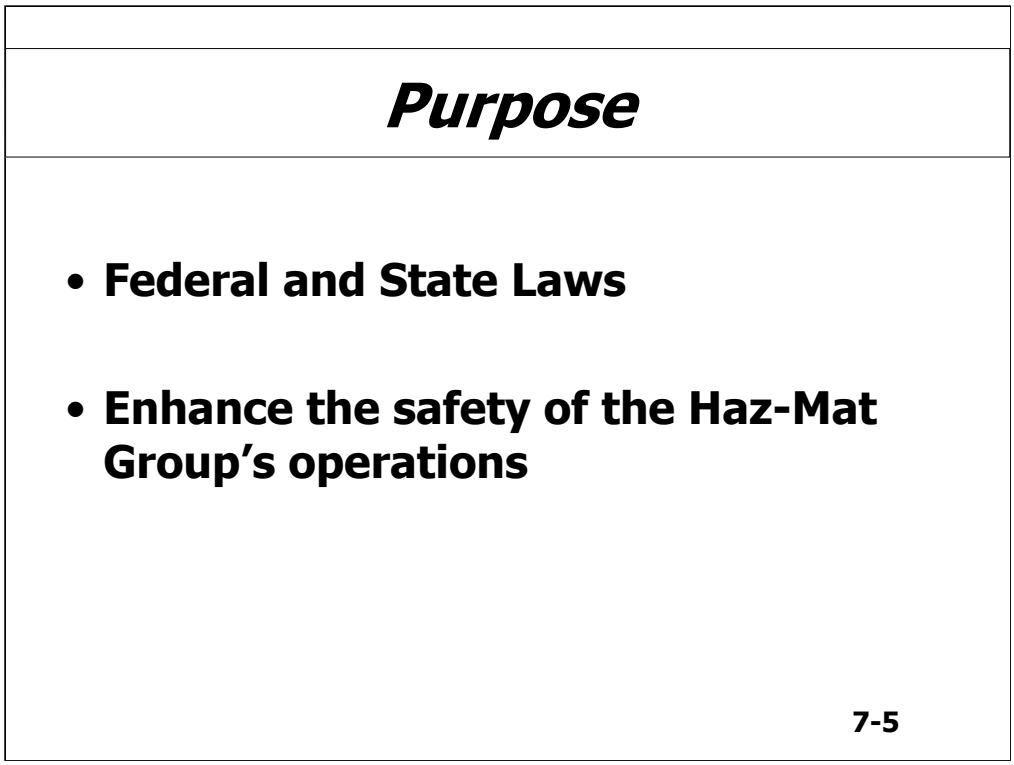
- Use
- Purpose
- Components

7-3



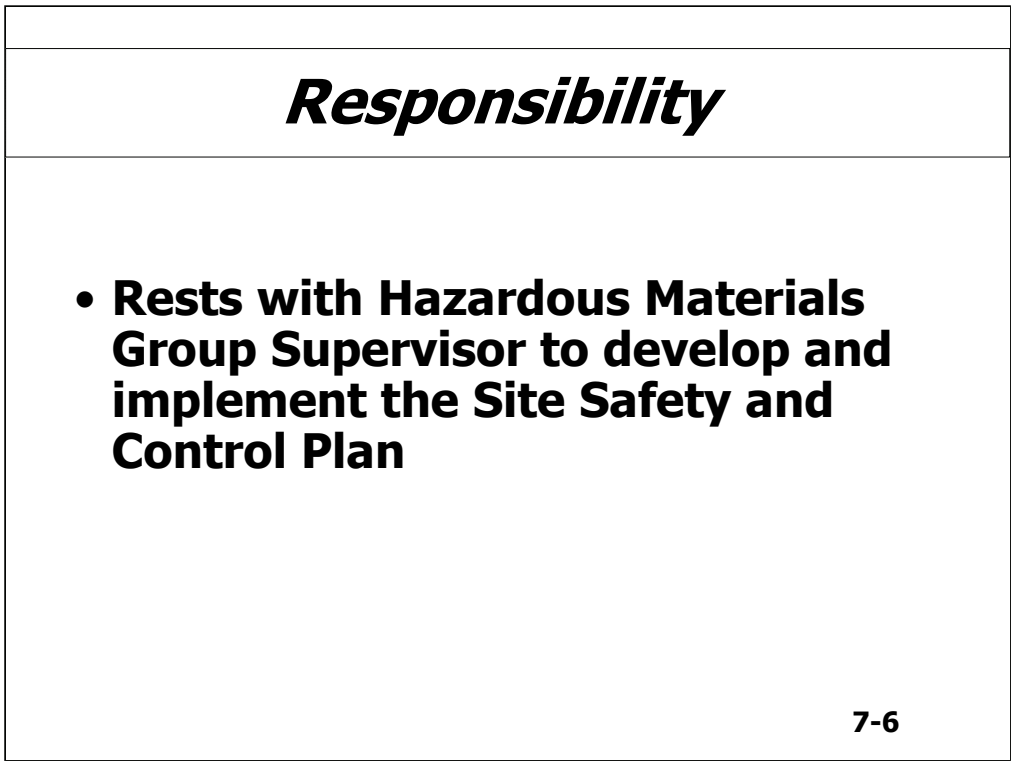
SITE SAFETY AND CONTROL PLAN

- Useful tool that provides a checklist the Haz-Mat Group Supervisor can use prior to their Entry Teams operations in the Exclusion Zone
- The purpose is to enhance your SOPs and safeguard personnel while working in a hazardous area
- Provides information needed to define risks associated with operations in an uncontrolled hazardous materials environment



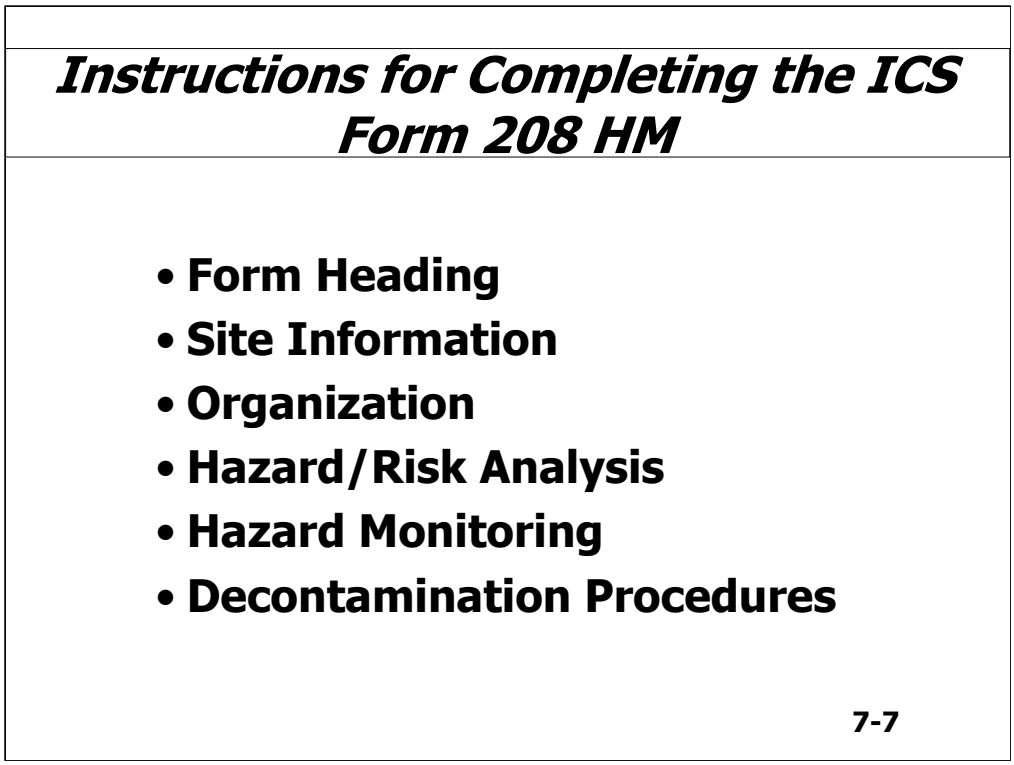
PURPOSE

- Federal and State Laws
  - 29 CFR 1910.120
  - Appropriate State Laws
- Enhance the safety of the HazMat Group's operations
  - Becomes a checklist for the pre-entry safety briefing of the entry team
  - Identifies adjustments to SOP's and Safe Work Practices within the exclusion zone



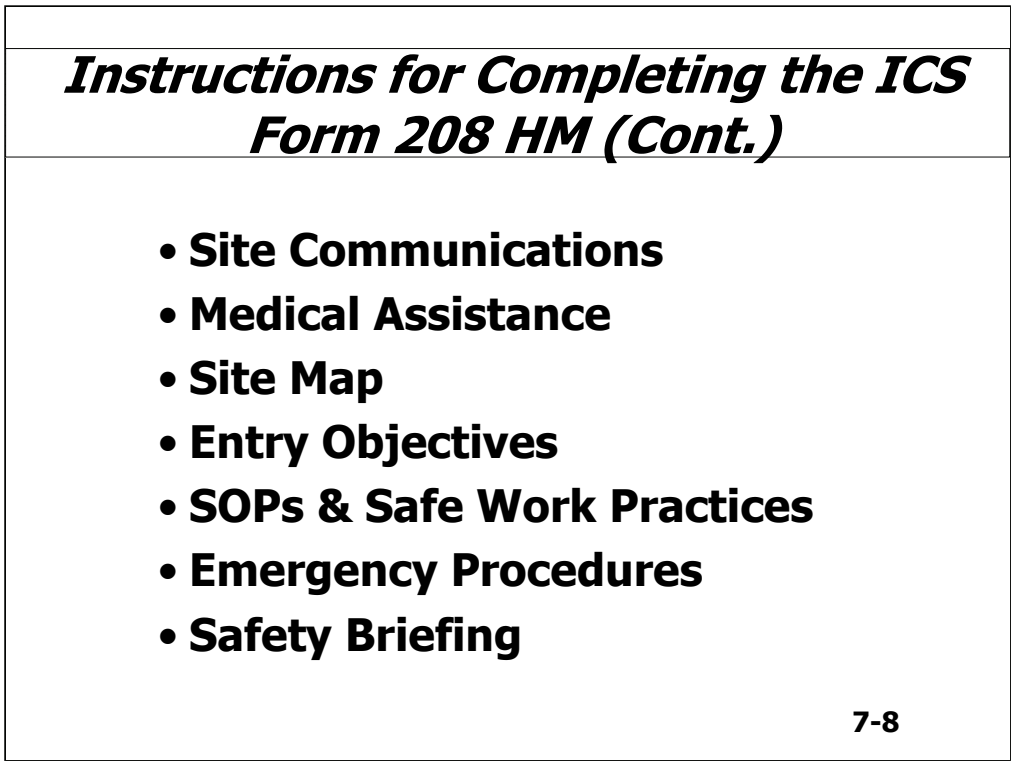
RESPONSIBILITY

- Rests with Hazardous Materials Group Supervisor to ensure that Site Safety & Control Plan is developed and implemented
- Hazardous Materials Group Supervisor can delegate the completion of the Site Safety & Control Plan to the Assistant Safety Officer (ASO HM)
- Overall responsibility for incident safety rests with the Incident Commander



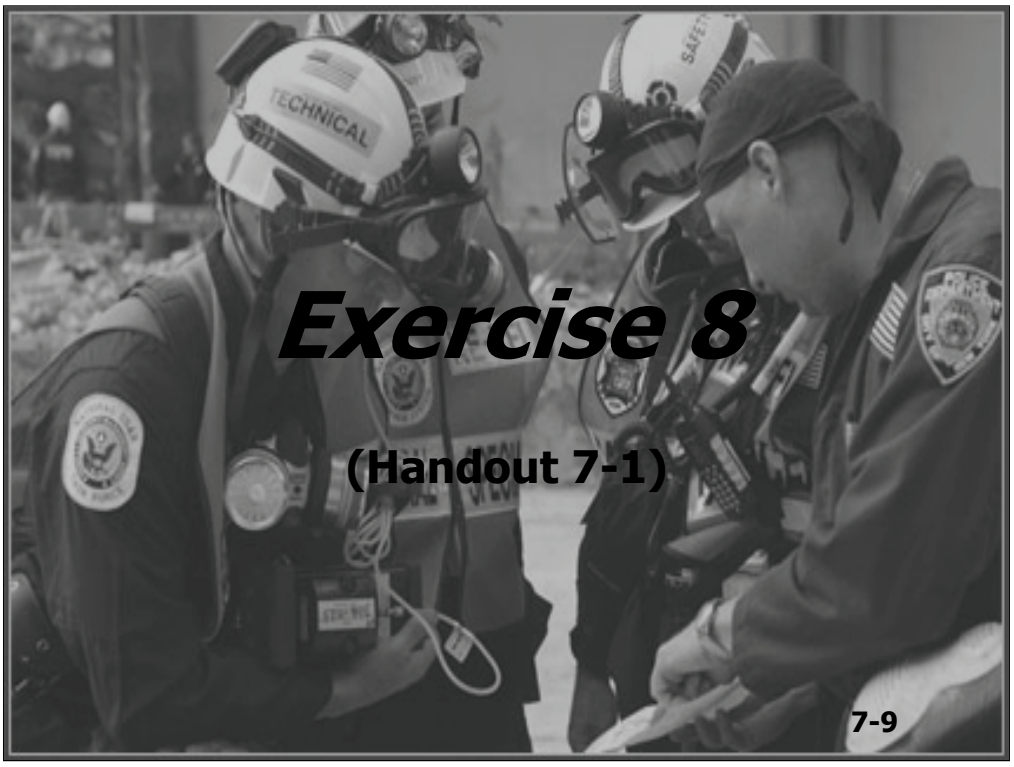
INSTRUCTIONS FOR COMPLETING THE ICS FORM 208 HM

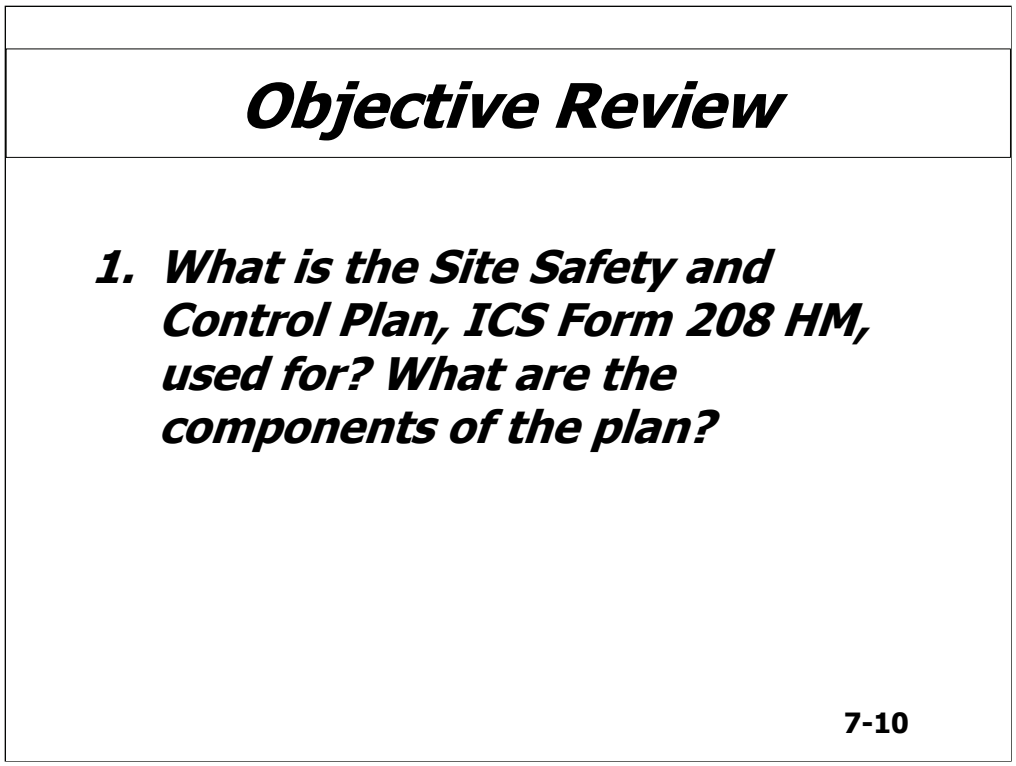
- Incident Name
- Date Prepared
- Operational Period
- Section I. Site Information
- Section II. Organization
- Section III. Hazard/Risk Analysis
- Section IV. Hazard Monitoring
- Section V. Decontamination Procedures



INSTRUCTIONS FOR COMPLETING THE ICS FORM 208 HM (cont.)

- Section VI. Site Communications
- Section VII. Medical Assistance
- Section VIII. Site Map
- Section IX. Entry Objectives
- Section X. SOPs & Safe Work Practices
- Section XI. Emergency Procedures
- Section XII. Safety Briefing


TECHNICAL
Exercise 8
(Handout 7-1)
7-9



OBJECTIVE REVIEW

- Terminal Objective
  - Understand and complete the Site Safety and Control Plan, ICS Form 208 HM
- Enabling Objective
  - Describe purpose, use, and components of a Site Safety and Control Plan, ICS FORM 208 HM

Exercise 8 Overview
Unit 7

Purpose

The purpose of this exercise is to provide participants with an opportunity to practice planning to keep hazardous materials operations as safe as possible by outlining the information that must be identified before a hazardous materials team enters the hazard area.

Objectives

Students will:

- Fill out the Site Safety and Control Plan, ICS Form 208HM

Exercise Structure

This exercise is scheduled to last approximately 45 minutes, including individual work and class review of the sample answers. Participants will individually fill out the Site Safety and Control Plan, ICS Form 208HM, using information provided and the Train Derailment Scenario. Rather than discussion in groups or presenting answer to the class, the instructor will review a completed example form and allow students to compare their responses.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the exercise:

1. Review the information provided in this exercise and the Train Derailment Scenario.
2. Individually, fill out the Site Safety and Control Plan, ICS Form 208HM.
3. Compare your responses to the sample form provided in the handout and reviewed by the instructor.

Facilitators moderate discussions, answer questions and provide additional information as required.

Exercise 8 Schedule

Exercise Introduction and Overview	2 minutes	Classroom
Individual Work	30 minutes	Individuals
Debrief / Review	15 minutes	Classroom

Nitram -- Ammonium Nitrate
Material Safety Data Sheet Number 250
Issue Date: January 11, 1996

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1. Product and Company Information:

Ammonium Nitrate, 34% Nitrogen CAS #006484-52-2 UN # 1942 Class 5.1

Company Identification

Nitram, Inc. 5321 Hartford Street Tampa, FL 33619 Emergency
Telephone:(Chemtrec: 1-800-424-9300) 24 Hr. Information
Telephone(1-813-626-2181)

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2. Composition:

Ammonium Nitrate(NH_4NO_3)	97.1%	Cas # 6484-52-2
Magnesium Nitrate $Mg(NO_3)_2$	1.6%	Cas # 10213-15-7
Inert Ingredients	1.3%	

(See section 8 of this MSDS for exposure guidelines)

---

3. Hazards Identification:

Emergency Overview

White to clear prills, odorless. Possible irritant to eyes and skin. Ammonium Nitrate is classified as an oxidizer yet has a negligible fire hazard when exposed to heat or flame. Product can present a dangerous explosive hazard, with heat or flame, under confined conditions, or if contaminated with organics or certin metals.

Potential Health Hazards:

INHALATION: Finely divided dust can cause acute irritation of the respiratory tract, such as sore throat, coughing, and bronchial congestion.

Prolonged exposure can cause allergic reactions.

SKIN CONTACT: May cause irritating redness, repeated or prolonged exposure may result in dermatitis.

EYE CONTACT: As with any salt, can result in irritation or redness. Prolonged or repeated exposure may cause conjunctivitis.

INGESTION: Ingestion may cause mild gastric irritation, nausea and faintness. Repeated or prolonged ingestion may cause anemia, methemoglobinemia and nephritis, with exagerated symptons in infants.

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4. First Aid:

INHALATION-Remove from exposure into fresh air. Perform artificial respiration, if not breathing. Keep person warm and get medical help at once.

SKIN-Remove contaminated clothing and flood affected area with water. Wash with mild detergent of soap and rinse with large amounts of water. Get medical help at once.

EYES-Flush eyes with large amounts of water or normal saline solution until all evidence of material is removed. Obtain medical attention at once.

INGESTION-Give large amounts of milk. Do not give anything by mouth if person is unconscious or unable to swallow. Obtain medical attention at once.

---

5. Fire Fighting Measures:

OXIDIZER: [Explosion hazard if confined]

Use large quantities of water. Use coarse spray or stream, do not use mist or steam. Do not use carbon dioxide, halon or dry chemical extinguisher.

If material is contained do not cover or restrict fire in any way. Cool container with large volumes of water. Do not attempt to move vehicles or containers. If material is in rail car or tank truck, isolate for at least 1/2 mile radius. (1996 Emergency Response Guidebook Guide 140)

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6. Accidental Release Measures:

Do not walk or run equipment through spilled material.

Clean up solid spills using mechanical means. If uncontaminated return to process or use as fertilizer. Do not wash down contaminated area or allow solids to come in contact with surface or ground waters.

Contaminated material must be disposed of in accordance with local, state and federal guidelines.

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7. Handling and Storage

Store materials in non combustible, sprinkler controlled, well ventilated, buildings. Keep storage areas clean and free from contamination. Do not weld or cut on containers holding Ammonium Nitrate are in the vicinity of stored Ammonium Nitrate.

Store bagged material in well ventilated areas keeping the stack at least 30 inches from the wall and 36 inches from the roof. Allow passages and ventilation between stacks. Do not weld or cut inside a building containing ammonium nitrate. (NFPA Code 490].

---

8. Exposure Control & Personal Protective Equipment

Appropriate engineering controls, such as ventilation and dust controls, should be installed to reduce dust and confinement of materials.

RESPIRATORY In areas where dust will be generated respirators are required. They must meet NIOSH and MSHA standards. Under normal conditions, dust and mist respirators must be equipped with efficient particulate filters. Dust loading in the work area dictates the level of protection required.

CLOTHING Under normal conditions cotton work clothing w/long selves is sufficient. Dust loading in the work area dictates the level of protection required

EYE PROTECTION Under normal conditions safety glasses and/or chemical goggles are acceptable.

EXPOSURE GUIDELINES: OSHA and ACGIH have not established exposure limits for Ammonium Nitrate or Magnesium Nitrate. Normal precautions should be taken when exposed to dust generated by these materials.

GLOVES Neoprene chemical resistant work gloves are necessary to prevent contact with the skin

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9. Physical & Chemical Properties:

Appearance	White to clear prills
Odor	None
Odor threshold level	Unknown
Physical state	Solid, Prills
pH	5.4
Vapor pressure	N/A
Vapor density	N/A
Melting point	338F
Boiling point	410F (Decomposes)
Solubility in water	118% @ 0 C
Solubility(other than water):	Acetone, Ammonia & Methanol
Specific gravity	1.7 (water=1)
Evaporation rate	N/A
Viscosity	N/A
Volatility	N/A

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10. Stability and Reactivity:

Ammonium Nitrate is capable of undergoing detonation if heated under confinement, or is subjected to very strong shocks. Organic oxidizable matter can sensitize the material into a more readily explosive state.

Ammonium Nitrate is incompatible with most inorganic and organic acids, strong alkalis, chloride salts, metals (such as copper, aluminum, zinc, magnesium, potassium etc.), organic fuels and reducing agents. Thermal decomposition is normally rapid with the release of toxic and corrosive fumes of ammonia, oxides of nitrogen and nitric acid.

Hazardous polymerization will not occur.

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11. Toxicological Information:

ORAL: 2217 mg/Kg oral-rat LD50
CARCINOGEN STATUS: None
LOCAL EFFECTS:inhalation, skin, eye.
ACUTE TOXIC LEVEL: Moderately toxic by ingestion
TARGET EFFECTS: Poisoning may affect the blood.

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12. Ecological Information:

Solid Ammonium Nitrate is widely used as a fertilizer material. There have been reports of excessive nitrates in groundwater resulting from its use as a fertilizer.

Strong Ammonium Nitrate solutions can contaminate surface and groundwater. Harm to vegetation and aquatic life can occur. Vegetation kills may result from excess runoff during clean up or fire fighting.

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13. Disposal Considerations:

Where possible the material should be picked up dry and stored in secure waterproof containers. All containers must be properly labeled and transported in accordance with DOT regulations.

Solid ammonium nitrate is classified as a characteristic waste (Oxidizer) by RCRA and must be handled as such for disposal.. If material is clean it may be returned to process or used as a fertilizer. Contaminated or waste material must be disposed of in accordance with local, state and federal guidelines.

Ammonium Nitrate solution has recently been delisted from the toxic release inventory under section 313 of SARA Title III. Water soluble Nitrate salts have been added to the list of reportable materials.

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14. Transportation

Bags, shipping containers must carry the proper placard or label: Ammonium Nitrate Fertilizer, 34% N UN # 1942 Class 5.1

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15. Regulatory information:

RCRA: Not specifically listed but oxidizers are characteristic waste under this regulation.
CERCLA Not Listed
SARA EHS Not Listed
SARA Title III-
TRI Not Listed
(Covered in Nitrate Compounds Catagory)
CAA Not Listed
29CFR SUBPART Z Not Listed
NIOSH Not Listed

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16. Other Information:

As long as the product is stored in the original bag or container all labels and placards must be in place. If the material is repackaged the new container must be properly labeled, in accordance with OSHA, DOT and any

other applicable regulation.

NFPA Rating:(Scale 0-4) Health=1 FIRE=0 REACTIVITY=3
HMIS Rating:(Scale 0-4) Health=2 Fire=0 REACTIVITY=3

CERCLA Rating(scale 0-3) Health=2 Fire=0 Reactivity=3 Persistence=0

DISCLAIMER: Nitram Inc., believes that the information contained in this material safety data sheet is accurate to the best of our knowledge as of the date indicated. However, it makes no warranty, expressed or implied, as to either the accuracy of the information or the properties, fitness or safety of the chemical identified in section 1 and assumes no liability or responsibility in connection with the information contained herein or as a result of the use of this MSDS. This MSDS applies only to the chemical(s) described and may not be valid if the chemical is altered, combined with another substance, mishandled or misapplied, or subjected to physical or chemical processes. Each company or person using or distributing this MSDS is responsible for insuring its accuracy, applicability, and suitability at the time and under the circumstances used or distributed.

MATERIAL SAFETY DATA SHEET

MSDS

FOR ODORIZED PROPANE

Health Administration Hazard Communication Standard published November 23, 1983 (Title 29 CFR Part 1910).

Chemical Manufacturers, Importers, and Distributors must have complied by November 25, 1985. All manufacturing employers covered by the Standard (SIC Codes 20-39) must have complied by May 25, 1986.

The Standard was amended August 24, 1987 (Vol. 52, *Federal Register,* page 31852) to extend its application beyond the manufacturing sector and to include all employers where chemicals are either used, distributed, or are produced for use or distribution, effective May 23, 1988.

Also for complying with the requirements of the Environmental Protection Agency Community Right to Know rules published October 15, 1987 (Vol. 52, *Federal Register,* page 38344) under Title III of the Superfund Amendments and Reauthorization Act of 1986 (Public Law 99-499).

INSTRUCTIONS TO SUPPLIER USING THE MSDS:

- Insert Supplier Name, Address, and Emergency Phone Number in "1. CHEMICAL PRODUCT AND COMPANY IDENTIFICATION."
- Insert issue date on last page of MSDS.
- Have copies reproduced for distribution.

MATERIAL SAFETY DATA SHEET
FOR ODORIZED PROPANE

1. Chemical Product and Company Identification

Product Name: Odorized Commercial Propane

Chemical Name: Propane

Chemical Family: Paraffinic Hydrocarbon

Formula: C3H8

Synonyms: Dimethylmethane, LP-Gas, Liquefied Petroleum Gas (LPG), Propane, Propyl Hydride

Name & Address:	Transportation Emergency Number:	Emergency Number: For Routine Info, Call:

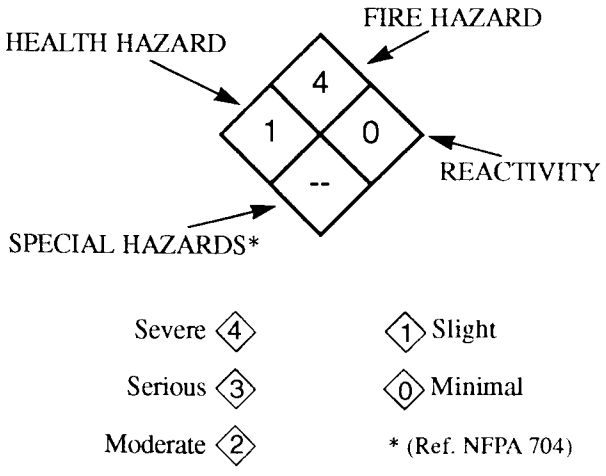
2. Composition/Information on Ingredients

INGREDIENT NAME /CAS NUMBER	PERCENTAGE	OSHA PEL	ACGIH TLV
Propane/74-98-6	87.5-100	1,000 ppm	Simple asphyxiant
Ethane/74-84-0	0-5.0		Simple asphyxiant
Propylene/115-07-1	0-10.0		Simple asphyxiant
Butanes/various	0-2.5		Simple asphyxiant
Ethyl Mercaptan/75-08-1	16-25 ppm	0.5 ppm	0.5 ppm

3. Hazards Identification

EMERGENCY OVERVIEW

DANGER! Flammable liquefied gas under pressure. Keep away from heat, sparks, flame, and all other ignition sources. Vapor replaces oxygen available for breathing and may cause suffocation in confined spaces. Use only with adequate ventilation. Odor may not provide adequate warning of potentially hazardous concentrations. Vapor is heavier than air. Liquid can cause freeze burn similar to frostbite. Do not get liquid in eyes, on skin, or on clothing. Avoid breathing of vapor. Keep container valve closed when not in use.



POTENTIAL HEALTH EFFECTS INFORMATION

ROUTES OF EXPOSURE:

Inhalation: Asphyxiant. It should be noted that before suffocation could occur, the lower flammability limit of propane in air would be exceeded, possibly causing both an oxygen-deficient and explosive atmosphere. Exposure to concentrations >10% may cause dizziness. Exposure to atmospheres containing 8%-10% or less oxygen will bring about unconsciousness without warning, and so quickly that the individuals cannot help or protect themselves. Lack of sufficient oxygen may cause serious injury or death.

Eye Contact: Contact with liquid can cause freezing of tissue.

Skin Contact: Contact with liquid can cause frostbite.

[Skin Absorption]: None.

[Ingestion]: Liquid can cause freeze burn similar to frostbite. Ingestion not expected to occur in normal use.

CHRONIC EFFECTS: None.

MEDICAL CONDITIONS AGGRAVATED BY OVEREXPOSURE: None.

OTHER EFFECTS OF OVEREXPOSURE: None.

CARCINOGENICITY: Propane is not listed by NTP, OSHA or IARC.

4. First Aid Measures

INHALATION: Persons suffering from lack of oxygen should be removed to fresh air. If victim is not breathing, administer artificial respiration. If breathing is difficult, administer oxygen. Obtain prompt medical attention.

EYE CONTACT: Contact with liquid can cause freezing of tissue. Gently flush eyes with lukewarm water. Obtain medical attention immediately.

SKIN CONTACT: Contact with liquid can cause frostbite. Remove saturated clothes, shoes and jewelry. Immerse affected area in lukewarm water not exceeding 105° F. Keep immersed. Get prompt medical attention.

INGESTION: If swallowed, get immediate medical attention.

NOTES TO PHYSICIAN: None.

5. Fire-fighting Measures

FLASH POINT: -156° F (-104° C) **AUTOIGNITION:** 842° F (432° C)

IGNITION TEMPERATURE IN AIR: 920-1120° F

FLAMMABLE LIMITS IN AIR BY VOLUME: Lower: 2.15% Upper: 9.6%

EXTINGUISHING MEDIA: Dry chemical, CO^2, water spray or fog for surrounding area. Do not extinguish fire until propane source is shut off.

SPECIAL FIRE-FIGHTING INSTRUCTIONS: Evacuate personnel from danger area. Immediately cool container with water spray from maximum distance, taking care not to extinguish flames. If flames are accidentally extinguished, explosive re-ignition may occur. Where water is abundant and immediate, the fire should be allowed to burn while the container and area are cooled and the flow of propane is shut off. Where water is scarce, compare the risk of allowing the area to continue to heat from the fire and the alternative of extinguishing the fire without shutting off the propane flow, which may allow for the propane to accumulate and re-ignite explosively.

UNUSUAL FIRE AND EXPLOSION HAZARDS: Propane is easily ignited. It is heavier than air; therefore, it can collect in low areas where an ignition source can be present. Pressure in a container can build up due to heat and container may rupture if pressure relief devices should fail to function. Propane released from a properly functioning relief valve on an overheated container can also become ignited.

HAZARDOUS COMBUSTION PRODUCTS: None.

6. Accidental Release Measures

STEPS TO BE TAKEN IF MATERIAL IS RELEASED OR SPILLED: Evacuate the immediate area. Eliminate any possible sources of ignition and provide maximum ventilation. Shut off source of propane, if possible. If leaking from container, or valve, contact your supplier.

7. Handling and Storage

HANDLING PRECAUTIONS: Propane vapor is heavier than air and can collect in low areas that are without sufficient ventilation. Leak-check system with a leak detector or solution, never with flame. Make certain the container service valve is shut off prior to connecting or disconnecting. If container valve does not operate properly, discontinue use and contact supplier. Never insert an object (e.g. wrench, screwdriver, pry bar, etc.) into pressure relief valve or cylinder valve cap openings. Do not drop or abuse cylinders. Never strike an arc on a gas container or make a container part of an electrical circuit.
See "16. OTHER INFORMATION" for additional precautions.

STORAGE PRECAUTIONS: Store in a safe, authorized location (outside, detached storage is preferred) with adequate ventilation. Specific requirements are listed in NFPA 58, *Standard for the Storage and Handling of Liquefied Petroleum Gases.* Isolate from heat and ignition sources. Containers should never be allowed to reach temperature exceeding 125° F (52° C). Isolate from combustible materials. Provide separate storage locations for other compressed and flammable gases. Propane containers should be separated from oxygen cylinders, or other oxidizers, by a minimum distance of 20 feet, or by a barrier of non-combustible material at least 5 feet high having a fire rating of at least 1/2 hour. Full and empty cylinders should be segregated. Store cylinders in upright position, or with pressure relief valve in vapor space. Do not drop or abuse cylinders. Keep container valve closed and plugged or capped when not in use. Install protective caps when cylinders are not connected for use. Empty containers retain some residue and should be treated as if they were full.

8. Exposure Controls/Personal Protection

ENGINEERING CONTROLS

Ventilation: Provide ventilation adequate to ensure propane does not reach a flammable mixture.

RESPIRATORY PROTECTION (SPECIFY TYPE)

General Use: None.

Emergency Use: If concentrations are high enough to warrant supplied-air or self-contained breathing apparatus, then the atmosphere may be flammable (See Section 5). Appropriate precautions must be taken regarding flammability.

PROTECTIVE CLOTHING: Avoid skin contact with liquid propane because of possibility of freeze burn. Wear gloves and protective clothing which are impervious to the product for the duration of the anticipated exposure.

EYE PROTECTION: Safety glasses are recommended when handling cylinders.

OTHER PROTECTIVE EQUIPMENT: Safety shoes are recommended when handling cylinders.

9. Physical and Chemical Properties

BOILING POINT: @ 14.7 psia = -44° F

SPECIFIC GRAVITY OF VAPOR (Air = 1) at 60° F: 1.50

SPECIFIC GRAVITY OF LIQUID (Water = 1) at 60° F: 0.504

VAPOR PRESSURE: @ 70° F = 127 psig

@ 105° F = 210 psig

EXPANSION RATIO (From liquid to gas @ 14.7 psia): 1 to 270

SOLUBILITY IN WATER: Slight, 0.1 to 1.0%

APPEARANCE AND ODOR: A colorless and tasteless gas at normal temperature and pressure. An odorant (ethyl mercaptan) has been added to provide a strong unpleasant odor. Should a propane-air mixture reach the lower limits of flammability, the ethyl mercaptan concentration will be approximately 0.5 ppm in air.

ODORANT WARNING: Odorant is added to aid in the detection of leaks. One common odorant is ethyl mercaptan, CAS No. 75-08-01. Odorant has a foul smell. The ability of people to detect odors varies widely. Also, certain chemical reactions with material in the propane system, or fugitive propane gas from underground leaks passing through certain soils, can reduce the odor level. No odorant will be 100% effective in all circumstances. If odorant appears to be weak, notify propane supplier immediately.

10. Stability and Reactivity

STABILITY: Stable.

Conditions to Avoid: Keep away from high heat, strong oxidizing agents and sources of ignition.

REACTIVITY:

Hazardous Decomposition Products: Under fire conditions, fumes, smoke, carbon monoxide, aldehydes and other decomposition products. When used as an engine fuel, incomplete combustion can cause carbon monoxide, a toxic gas.

Hazardous polymerization: Will not occur.

11. Toxicological Information

Propane is non-toxic and is a simple asphyxiant, however, it does have slight anesthetic properties and higher concentrations may cause dizziness.

[IRRITANCY OF MATERIAL]: None.

[SENSITIZATION TO MATERIAL]: None

[REPRODUCTIVE EFFECTS]: None

[TERATOGENICITY]: None

[MUTAGENICITY]: None

[SYNERGISTIC MATERIALS]: None

12. Ecological Information

No adverse ecological effects are expected. Propane does not contain any Class I or Class II ozone-depleting chemicals (40 CFR Part 82). Propane is not listed as a marine pollutant by DOT (49 CFR Part 171).

13. Disposal Considerations

WASTE DISPOSAL METHOD: Do not attempt to dispose of residual or unused product in the container. Return to supplier for safe disposal.

Residual product within process system may be burned at a controlled rate, if a suitable burning unit (flare stack) is available on site. This shall be done in accordance with federal, state and local regulations.

14. Transport Information

DOT SHIPPING NAME: Liquefied Petroleum Gas

HAZARD CLASS: 2.1 (Flammable Gas)

IDENTIFICATION NUMBER: UN 1075

PRODUCT RQ: None **SHIPPING LABEL(S):** Flammable gas

IMO SHIPPING NAME: Propane

PLACARD (WHEN REQUIRED): Flammable gas

IMO IDENTIFICATION NUMBER: UN 1978

SPECIAL SHIPPING INFORMATION: Container should be transported in a secure, upright position in a well-ventilated vehicle.

15. Regulatory Information

The following information concerns selected regulatory requirements potentially applicable to this product. Not all such requirements are identified. Users of this product are responsible for their own regulatory compliance on a federal, state [provincial] and local level.

U.S. FEDERAL REGULATIONS

EPA Environmental Protection Agency

CERCLA Comprehensive Environmental Response, Compensation and Liability Act of 1980
(40 CFR Parts 117 and 302)
Reportable Quantity (RQ): None

SARA Superfund Amendment and Reauthorization Act

- SECTION 302/304: Requires emergency planning on threshold planning quantities (TPQ) and release reporting based on reportable quantities (RQ) of EPA's extremely hazardous substances (40 CFR Part 355).

  Extremely Hazardous Substances: None

  Threshold Planning Quantity (TPQ): None

- SECTIONS 311/312: Require submission of material safety data sheets (MSDSs) and chemical inventory reporting with identification of EPA-defined hazard classes (40 CFR Part 370). The hazard classes for this product are:

  IMMEDIATE: No PRESSURE: Yes

  DELAYED: No REACTIVITY: No FLAMMABLE: Yes

- SECTION 313: Requires submission of annual reports of release of toxic chemicals that appear in 40 CFR Part 372.

  Propane does not require reporting under Section 313.

40 CFR PART 68 Risk Management for Chemical Accidental Release

TSCA Toxic Substance Control Act

Propane is listed on the TSCA inventory.

OSHA Occupational Safety and Health Administration

29 CFR 1910.119: Process Safety Management of Highly Hazardous Chemicals.

FDA Food and Drug Administration

21 CFR 184.1655: Generally recognized as safe (GRAS) as a direct human food ingredient when used as a propellant, aerating agent and gas.

16. Other Information

SPECIAL PRECAUTIONS: Use piping and equipment adequately designed to withstand pressure to be encountered.

NFPA 58 *Standard for the Storage and Handling of Liquefied Petroleum Gases* and OSHA 29 CFR 1910.10 require that all persons employed in handling LP-gases be trained in proper handling and operating procedures, which the employer shall document. Contact your propane supplier to arrange for the required training. Allow only trained and qualified persons to install and service propane containers and systems.

WARNING: Be aware that with odorized propane the intensity of ethyl mercaptan stench (its odor) may fade due to chemical oxidation (in the presence of rust, air or moisture), adsorption or absorption. Some people have nasal perception problems and may not be able to smell the ethyl mercaptan stench. Leaking propane from underground gas lines may lose its odor as it passes through certain soils. While ethyl mercaptan may not impart the warning of the presence of propane in every instance, it is generally effective in a majority of situations. Familiarize yourself, your employees and customers with this warning, and other facts associated with the so-called "odor-fade" phenomenon. If you do not already know all the facts, contact your propane supplier for more information about odor, electronic gas alarms and other safety considerations associated with the handling, storage and use of propane.

ISSUE INFORMATION

Issue Date:_____

This material safety data sheet and the information it contains is offered to you in good faith as accurate. This Supplier does not manufacture this product but is a supplier of the product independently manufactured by others. Much of the information contained in this data sheet was received from sources outside our Company. To the best of our knowledge this information is accurate, but this Supplier does not guarantee its accuracy or completeness. Health and safety precautions in this data sheet may not be adequate for all individuals and/or situations. It is the user's obligation to evaluate and use this product safely, comply with all applicable laws and regulations and to assume the risks involved in the use of this product.

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Prepared by

NATIONAL PROPANE GAS ASSOCIATION

1600 Eisenhower Lane, Suite 100, Lisle, Illinois 60532

Phone 630/515-0600

Printed in U.S.A.

The purpose of this bulletin is to set forth general safety practices for the installation, operation, and maintenance of LP-gas equipment. It is not intended to be an exhaustive treatment of the subject, and should not be interpreted as precluding other procedures which would enhance safe LP-gas operations. Issuance of this bulletin is not intended to nor should it be construed as an undertaking to perform services on behalf of any party either for their protection or for the protection of third parties. The National Propane Gas Association assumes no liability for reliance on the contents of this bulletin.

Issued 12/96

IPCS INCHEM Home

OXYGEN (LIQUEFIED)

ICSC: 0880

Date of Peer Review: April 2000

Oxygen, refrigerated liquid
LOX
Liquid oxygen

CAS #	7782-44-7	O_2
RTECS #	RS2060000	Molecular mass: 32.0
UN #	1073	
EC Index #	008-001-00-8	

TYPES OF HAZARD / EXPOSURE	ACUTE HAZARDS / SYMPTOMS	PREVENTION	FIRST AID / FIRE FIGHTING
FIRE	Not combustible but enhances combustion of other substances.	NO open flames, NO sparks, and NO smoking. NO contact with flammable substances. NO contact with reducing agents.	In case of fire in the surroundings: use appropriate extinguishing media.
EXPLOSION	Risk of fire and explosionon contact with combustible substances, reducing agents.		In case of fire: cool drums, etc., by spraying with water but avoid contact of the substance with water. Combat fire from a sheltered position.
EXPOSURE			
Inhalation	Cough. Dizziness. Sore throat. See Notes.		Fresh air, rest. Refer for medical attention.
Skin	ON CONTACT WITH LIQUID: FROSTBITE.	Cold-insulating gloves. Protective clothing.	ON FROSTBITE: rinse with plenty of water, do NOT remove clothes. Refer for medical attention.
Eyes	See Skin.	Safety goggles, face shield.	First rinse with plenty of water for several minutes (remove contact lenses if easily possible), then take to a doctor.
Ingestion		Do not eat, drink, or smoke during work.	

SPILLAGE DISPOSAL	PACKAGING & LABELLING
Ventilation. Remove all ignition sources. Do NOT absorb in saw-dust or other combustible absorbents. NEVER direct water jet on liquid.	Special insulated container. **EU Classification** Symbol: O R: 8 S: (2-)-17 **UN Classification** UN Hazard Class: 2.2 UN Subsidiary Risks: 5.1
EMERGENCY RESPONSE	**STORAGE**
Transport Emergency Card: TEC (R)-20S1073 or 20G3O NFPA Code: H 3; F 0; R 0; OX	Fireproof. Separated from combustible and reducing substances. Cool.

IPCS
International Programme on Chemical Safety

UNEP

Prepared in the context of cooperation between the International Programme on Chemical Safety and the Commission of the European Communities © IPCS, CEC 2005

SEE IMPORTANT INFORMATION ON BACK

OXYGEN (LIQUEFIED)	ICSC: 0880

IMPORTANT DATA

PHYSICAL STATE; APPEARANCE:
LIQUEFIED GAS. COLOURLESS TO BLUE EXTREMELY COLD LIQUID

PHYSICAL DANGERS:
The gas is heavier than air.

CHEMICAL DANGERS:
The substance is a strong oxidant and reacts with combustible and reducing materials causing fire and explosion hazard.

OCCUPATIONAL EXPOSURE LIMITS:
TLV not established.
MAK not established.

ROUTES OF EXPOSURE:
The substance can be absorbed into the body by inhalation.

EFFECTS OF SHORT-TERM EXPOSURE:
Rapid evaporation of the liquid may cause frostbite. The substance at very high concentrations is irritating to the respiratory tract. The substance may cause effects on the central nervous system.

PHYSICAL PROPERTIES

Boiling point: -183°C
Melting point: -218.4°C
Solubility in water, ml/100 ml at 20°C: 3.1
Vapour pressure, kPa at -118°C: 5080
Relative vapour density (air = 1): 1.1

Octanol/water partition coefficient as log Pow: 0.65

ENVIRONMENTAL DATA

NOTES

Work clothes saturated with oxygen may be a serious fire hazard. Do NOT use in the vicinity of a fire or a hot surface, or during welding. Inhalation symptoms are characteristic of exposure to extremely high concentrations only. Also consult ICSC #0138 Oxygen. Card has been partly updated in October 2005. See section Physical properties.

ADDITIONAL INFORMATION

LEGAL NOTICE Neither the CEC nor the IPCS nor any person acting on behalf of the CEC or the IPCS is responsible for the use which might be made of this information

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See Also:
Toxicological Abbreviations

Material Safety Data Sheet
Turpentine Oil

ACC# 24580

Section 1 - Chemical Product and Company Identification

MSDS Name: Turpentine Oil
Catalog Numbers: S80236
Synonyms: Spirit of Turpentine; oil of turpentine; wood turpentine
Company Identification:

For information, call: 201-555-7100
Emergency Number: 201-555-7100
For CHEMTREC assistance, call: 800-424-9300
For International CHEMTREC assistance, call: 703-527-3887

Section 2 - Composition, Information on Ingredients

CAS#	Chemical Name	Percent	EINECS/ELINCS
8006-64-2	Turpentine	100.0	232-350-7

Section 3 - Hazards Identification

EMERGENCY OVERVIEW

Appearance: colorless liquid. Flash Point: 95 deg F.
Warning! Flammable liquid. Harmful or fatal if swallowed. May cause severe eye irritation and possible injury. May cause allergic skin reaction. Aspiration hazard if swallowed. Can enter lungs and cause damage. Causes digestive and respiratory tract irritation. May cause skin irritation. May cause central nervous system depression. May cause kidney damage.
Target Organs: None.

Potential Health Effects
Eye: Contact with eyes may cause severe irritation, and possible eye burns.
Skin: Causes skin irritation. May cause skin sensitization, an allergic reaction, which becomes evident upon re-exposure to this material.
Ingestion: Causes gastrointestinal irritation with nausea, vomiting and diarrhea. May cause kidney damage. May cause central nervous system depression, characterized by excitement, followed by headache, dizziness, drowsiness, and nausea. Advanced stages may cause collapse, unconsciousness, coma and possible death due to respiratory failure. Aspiration of material into the lungs may cause chemical pneumonitis, which may be fatal.
Inhalation: May cause respiratory tract irritation. Aspiration may cause respiratory swelling and pneumonitis.
Chronic: Not available.

Section 4 - First Aid Measures

Eyes: Flush eyes with plenty of water for at least 15 minutes, occasionally lifting the upper and lower eyelids. Get medical aid immediately.
Skin: Flush skin with plenty of water for at least 15 minutes while removing contaminated clothing and shoes. Get medical aid if irritation develops or persists.
Ingestion: Do not induce vomiting. Get medical aid immediately.
Inhalation: Get medical aid immediately. Remove from exposure and move to fresh air immediately. If not breathing, give artificial respiration. If breathing is difficult, give oxygen.
Notes to Physician: Treat symptomatically

Section 5 - Fire Fighting Measures

General Information: As in any fire, wear a self-contained breathing apparatus in pressure-demand, MSHA/NIOSH (approved or equivalent), and full protective gear. Flammable Liquid. Can release vapors that form explosive mixtures at temperatures above the flashpoint.
Extinguishing Media: Use water fog, dry chemical, carbon dioxide, or regular foam.
Flash Point: 95e deg F (35.00 deg C)
Autoignition Temperature: 488 deg F (253.33 deg C)
Explosion Limits, Lower:0.8% v/v
Upper: None reported
NFPA Rating: Not published.

Section 6 - Accidental Release Measures

General Information: Use proper personal protective equipment as indicated in Section 8.
Spills/Leaks: Absorb spill with inert material (e.g. vermiculite, sand or earth), then place in suitable container. Use a spark-proof tool.

Section 7 - Handling and Storage

Handling: Wash thoroughly after handling. Wash hands before eating. Use only in a well-ventilated area. Ground and bond containers when transferring material. Use spark-proof tools and explosion proof equipment. Avoid contact with skin and eyes. Empty containers retain product residue, (liquid and/or vapor), and can be dangerous. Avoid ingestion and inhalation. Do not ingest or inhale. Do not pressurize, cut, weld, braze, solder, drill, grind, or expose empty containers to heat, sparks or open flames.
Storage: Keep away from sources of ignition. Store in a cool place in the original container and protect from sunlight. Store in a tightly closed container.

Section 8 - Exposure Controls, Personal Protection

Engineering Controls: Use adequate general or local explosion-proof ventilation to keep airborne levels to acceptable levels.
Exposure Limits

Chemical Name	ACGIH	NIOSH	OSHA - Final PELs
Turpentine	20 ppm TWA	100 ppm TWA; 560 mg/m3 TWA 800 ppm IDLH	100 ppm TWA; 560 mg/m3 TWA

OSHA Vacated PELs: Turpentine: 100 ppm TWA; 560 mg/m3 TWA
Personal Protective Equipment
Eyes: Wear chemical splash goggles.
Skin: Wear appropriate gloves to prevent skin exposure.
Clothing: Wear appropriate gloves to prevent skin exposure.
Respirators: Follow the OSHA respirator regulations found in 29 CFR 1910.134 or European Standard EN 149. Use a NIOSH/MSHA or European Standard EN 149 approved respirator if exposure limits are exceeded or if irritation or other symptoms are experienced.

Section 9 - Physical and Chemical Properties

Physical State: Liquid
Appearance: colorless
Odor: disagreeable odor
pH: Not available.
Vapor Pressure: 577 mm Hg
Vapor Density: 4.7
Evaporation Rate:0.86 (Butyl Acetate=1)
Viscosity: Not available.
Boiling Point: 309-338 F (154-170 C)
Freezing/Melting Point:-58 - -76 F (-50 - -60 C)
Decomposition Temperature: Not available.

Solubility: Insoluble in water
Specific Gravity/Density:0.86 at 59 F
Molecular Formula:C10H16
Molecular Weight:136.112

Section 10 - Stability and Reactivity

Chemical Stability: Stable under normal temperatures and pressures.
Conditions to Avoid: Ignition sources, exposure to air, excess heat.
Incompatibilities with Other Materials: Calcium hypochlorite, chlorine, chromic anhydride, chromyl chloride, hexachloromelamine, stannic chloride, and trichloromelamine.
Hazardous Decomposition Products: Carbon monoxide.
Hazardous Polymerization: Has not been reported.

Section 11 - Toxicological Information

RTECS#:
CAS# 8006-64-2: YO8400000
LD50/LC50:
CAS# 8006-64-2:
Draize test, rabbit, skin: 500 uL Severe;
Inhalation, mouse: LC50 = 29 mg/m3/2H;
Inhalation, mouse: LC50 = 30000 mg/m3;
Inhalation, rat: LC50 = 12 gm/m3/6H;
Inhalation, rat: LC50 = 16600 mg/m3/2H;
Inhalation, rat: LC50 = 13700 mg/m3/4H;
Oral, rat: LD50 = 5760 mg/kg;
.

Carcinogenicity:
CAS# 8006-64-2: Not listed by ACGIH, IARC, NTP, or CA Prop 65.

Epidemiology: No information available.
Teratogenicity: No information available.
Reproductive Effects: No information available.
Mutagenicity: No information available.
Neurotoxicity: No information available.
Other Studies:

Section 12 - Ecological Information

Ecotoxicity: No data available. No information available.
Environmental: No information available.
Physical: No information available.
Other: May be toxic to aquatic organisms; May cause long-term adverse effects in the aquatic environment.

Section 13 - Disposal Considerations

Chemical waste generators must determine whether a discarded chemical is classified as a hazardous waste. US EPA guidelines for the classification determination are listed in 40 CFR Parts 261.3. Additionally, waste generators must consult state and local hazardous waste regulations to ensure complete and accurate classification.
RCRA P-Series: None listed.
RCRA U-Series: None listed.

Section 14 - Transport Information

	US DOT	Canada TDG
Shipping Name:	TURPENTINE	No information available.

Hazard Class:	3
UN Number:	UN1299
Packing Group:	III

Section 15 - Regulatory Information

US FEDERAL

TSCA
CAS# 8006-64-2 is listed on the TSCA inventory.
Health & Safety Reporting List
None of the chemicals are on the Health & Safety Reporting List.
Chemical Test Rules
None of the chemicals in this product are under a Chemical Test Rule.
Section 12b
None of the chemicals are listed under TSCA Section 12b.
TSCA Significant New Use Rule
None of the chemicals in this material have a SNUR under TSCA.
CERCLA Hazardous Substances and corresponding RQs
None of the chemicals in this material have an RQ.
SARA Section 302 Extremely Hazardous Substances
None of the chemicals in this product have a TPQ.
Section 313 No chemicals are reportable under Section 313.
Clean Air Act:
This material does not contain any hazardous air pollutants.
This material does not contain any Class 1 Ozone depletors.
This material does not contain any Class 2 Ozone depletors.
Clean Water Act:
None of the chemicals in this product are listed as Hazardous Substances under the CWA.
None of the chemicals in this product are listed as Priority Pollutants under the CWA.
None of the chemicals in this product are listed as Toxic Pollutants under the CWA.
OSHA:
None of the chemicals in this product are considered highly hazardous by OSHA.
STATE
CAS# 8006-64-2 can be found on the following state right to know lists: California, New Jersey, Minnesota, Massachusetts.

California Prop 65

California No Significant Risk Level: None of the chemicals in this product are listed.

European/International Regulations
European Labeling in Accordance with EC Directives
Hazard Symbols:
XN F N
Risk Phrases:
R 10 Flammable.
R 20/21/22 Harmful by inhalation, in contact with skin and if swallowed.
R 36/38 Irritating to eyes and skin.
R 43 May cause sensitization by skin contact.
R 51/53 Toxic to aquatic organisms, may cause long-term adverse effects in the aquatic environment.
R 65 Harmful: may cause lung damage if swallowed.

Safety Phrases:
S 36/37 Wear suitable protective clothing and gloves.
S 46 If swallowed, seek medical advice immediately and show this con tainer or label.
S 61 Avoid release to the environment. Refer to special instructions /safety data sheets.
S 62 If swallowed, do not induce vomiting: seek medical advice immed iately and show this container or label.

WGK (Water Danger/Protection)
CAS# 8006-64-2: No information available.

Canada - DSL/NDSL

CAS# 8006-64-2 is listed on Canada's DSL List.

Canada - WHMIS

This product has a WHMIS classification of B2, D2B.

This product has been classified in accordance with the hazard criteria of the Controlled Products Regulations and the MSDS contains all of the information required by those regulations.

Canadian Ingredient Disclosure List

CAS# 8006-64-2 is listed on the Canadian Ingredient Disclosure List.

Section 16 - Additional Information

MSDS Creation Date: 12/12/1997
Revision #5 Date: 10/03/2005

The information above is believed to be accurate and represents the best information currently available to us. However, we make no warranty of merchantability or any other warranty, express or implied, with respect to such information, and we assume no liability resulting from its use. Users should make their own investigations to determine the suitability of the information for their particular purposes. In no event shall Fisher be liable for any claims, losses, or damages of any third party or for lost profits or any special, indirect, incidental, consequential or exemplary damages, howsoever arising, even if Fisher has been advised of the possibility of such damages.

MSDS SUMMARY SHEET

Manufacturer:
Name: Various
Address 1:
Address 2:
Address 3:
CSZ: Various State: Various Zipcode: Various
Emergency phone: (800) 555-9300
Business phone: 800-555-0942

Product:

Ferndale MSDS#: 1354 **Version # :** 6
Manufacturer MSDS#: 0041
Current? : 2002
Name:

NO. 2 DIESEL FUEL

Synonyms:

CARB **Diesel** TF3
CARB **Diesel**
CARB **Diesel** 10%
Diesel Fuel Oil
EPA Low Sulfur **Diesel** Fuel
EPA Low Sulfur **Diesel** Fuel – Dyed
EPA Off Road High Sulfur **Diesel –** Dyed
Fuel Oil No. 2 – CAS # 68476-30-2
No. 2 **Diesel** Fuel Oil
No. 2 Fuel Oil – Non Hiway – Dyed
No. 2 High Sulfur **Diesel** – Dyed
No. 2 Low Sulfur **Diesel** - Dyed
No. 2 Low Sulfur **Diesel** - Undyed
Crude column 3rd IR
Crude column 3rd side cut
Atmospheric tower 3rd side cut
Ultra Low Sulfur **Diesel** No. 2
Finished **Diesel**
DHT Reactor Feed
Straight Run **Diesel**
Diesel
Middle Distillate

Product/Catalog Numbers:
MSDS Date: 01/01/2002 **(received:** 01/14/2002**)**

NFPA codes:
Health: 0 **Flammability:** 2 **Reactivity:** 0

MATERIAL SAFETY DATA SHEET
No. 2 Diesel Fuel

1. PRODUCT AND COMPANY IDENTIFICATION

Product Name: No. 2 Diesel Fuel
Product Code: Multiple
SAP Code:
Synonyms: 1354
CARB Diesel TF3
CARB Diesel
CARB Diesel 10%
Diesel Fuel Oil
EPA Low Sulfur Diesel Fuel
EPA Low Sulfur Diesel Fuel – Dyed
EPA Off Road High Sulfur Diesel – Dyed
Fuel Oil No. 2 – CAS # 68476-30-2
No. 2 Diesel Fuel Oil
No. 2 Fuel Oil – Non Hiway – Dyed
No. 2 High Sulfur Diesel – Dyed
No. 2 Low Sulfur Diesel - Dyed
No. 2 Low Sulfur Diesel – Undyed
No. 2 Ultra Low Sulfur Diesel – Dyed
No. 2 Ultra Low Sulfur Diesel - Undyed
Intended Use: Fuel
Chemical Family:
Responsible Party: **Various**
74004
For Additional MSDSs: 800-555-0942
Technical Information:

The intended use of this product is indicated above. If any additional use is known, please contact us at the Technical Information number listed.

EMERGENCY OVERVIEW

24 Hour Emergency Telephone Numbers:
Spill, Leak, Fire or Accident
Call CHEMTREC
North America: (800) 424-9300
Others: (703) 527-3887 (collect)

California Poison Control System: 800-356-3120

Health Hazards/Precautionary Measures: Causes severe skin irritation. Aspiration hazard if swallowed. Can enter lungs and cause damage. Use with adequate ventilation. Avoid contact with eyes, skin and clothing. Do not taste or swallow. Wash thoroughly after handling.

Physical Hazards/Precautionary Measures: Flammable liquid and vapor. Keep away from heat, sparks, flames, static electricity or other sources of ignition.

Appearance: Straw-colored to dyed red
Physical Form: Liquid
Odor: Characteristic petroleum

HFPA Hazard Class:
Health: 0 (Least)
Flammability: 2 (Moderate)
Reactivity: 0 (Least)

HMIS Hazard Class
Not Evaluated

2. COMPOSITION/INFORMATION ON INGREDIENTS

HAZARDOUS COMPONENTS	% VOLUME	EXPOSURE GUIDELINE		
		Limits	Agency	Type
Diesel Fuel No. 2 CAS# 68476-34-6	100	100* mg/m3	ACGIH	TWA-SKIN
Naphthalene CAS# 91-20-3	<1	10ppm	ACGIH	TWA
		15ppm	ACGIH	STEL
		10ppm	OSHA	TWA
		250ppm	NIOSH	IDLH

All components are listed on the TSCA inventory

Tosco Low Sulfur No. 2 Diesel meets the specifications of 40 CFR 60.41 for low sulfur diesel fuel.

Note: State, local or other agencies or advisory groups may have established more stringent limits. Consult an industrial hygienist or similar professional, or your local agencies, for further information.

*Proposed ACGIH (1999)

3. HAZARDS IDENTIFICATION

Potential Health Effects:

Eye: Contact may cause mild eye irritation including stinging, watering, and redness.

Skin: Severe skin irritant. Contact may cause redness, itching, burning, and severe skin damage. Prolonged or repeated contact can worsen irritation by causing drying and cracking of the skin, leading to dermatitis (inflammation). Not actually toxic by skin absorption, but prolonged or repeated skin contact may be harmful (see Section 11).

Inhalation (Breathing): No information available. Studies by other exposure routes suggest a low degree of toxicity by inhalation.

Ingestion (Swallowing): Low degree of toxicity by ingestion. ASPIRATION HAZARD – This material can enter lungs during swallowing or vomiting and cause lung inflammation and damage.

Signs and Symptoms: Effects of overexposure may include irritation of the nose and throat, irritation of the digestive tract, nausea, diarrhea and transient excitation followed by signs of nervous system depression (e.g., headache, drowsiness, dizziness, loss of coordination, disorientation and fatigue).

Cancer: Possible skin cancer hazard (see Sections 11 and 14).

Target Organs: There is limited evidence from animal studies that overexposure may cause injury to the kidney (see Section 11).

Developmental: Inadequate data available for this material.

Pre-Existing Medical Conditions: Conditions aggravated by exposure may include skin disorders and kidney disorders.

4. FIRST AID MEASURES

Eye: If irritation or redness develops, move victim away from exposure and into fresh air. Flush eyes with clean water. If symptoms persist, seek medical attention.

Skin: Immediately remove contaminated shoes, clothing, and constrictive jewelry and flush affected area(s) with large amounts of water. If skin surface is damaged, apply a clean dressing and seek immediate medical attention. If skin surface is not damaged, cleanse affected area(s) thoroughly by washing with mild soap and water. If irritation or redness develops, seek immediate medical attention.

Inhalation (Breathing): If respiratory symptoms develop, move victim away from source of exposure and into fresh air. If symptoms persist, seek medical attention. If victim is not breathing, clear airway and immediately begin artificial respiration. If breathing difficulties develop, oxygen should be administered by qualified personnel. Seek immediate medical attention.

Ingestion (Swallowing): Aspiration hazard; Do not induce vomiting or give anything by mouth because this material can enter the lungs and cause severe lung damage. If victim is drowsy or unconscious and vomiting, place on the left side with the head down. If possible, do not leave victim unattended and observe closely for adequacy of breathing. Seek medical attention.

5. FIRE FIGHTING MEASURES

Flammable Properties:

Flash Point: >125°F/>52°
OSHA Flammability Class: Combustible liquid
LEL %: 0.3 / UEL %; 10.0
Autoignition Temperature: 500°F/260°C

Unusual Fire & Explosion Hazards: This material is flammable and can be ignited by heat, sparks, flames, or other sources of ignition (e.g., static electricity, pilot lights, or mechanical/electrical equipment, and electronic devices such as cell phones, computers, calculators, and pagers which have not been certified as intrinsically safe). Vapors may travel considerable distances to a source of ignition where they can ignite, flash back, or explode. May create vapor/air explosion hazard indoors, in confined spaces, outdoors, or in sewers. Vapors are heavier than air and can accumulate in low areas. If container is not properly cooled, it can rupture in the heat of a fire.

Extinguishing Media: Dry chemical, carbon dioxide, or foam is recommended. Water spray is recommended to cool or protect exposed materials or structures. Carbon dioxide can displace oxygen. Use caution when applying carbon dioxide in confined spaces. Water may be ineffective for extinguishment, unless used under favorable conditions by experienced fire fighters.

Fire Fighting Instructions: For fires beyond the incipient stage, emergency responders in the immediate hazard area should wear bunker gear. When the potential chemical hazard is unknown, in enclosed or confined spaces, or when explicitly required by DOT, a self contained breathing apparatus should be worn. In addition, wear other appropriate protective equipment as conditions warrant (see Section 8).

Isolate immediate hazard area, keep unauthorized personnel out. Stop spill/release if it can be done with minimal risk. Move undamaged containers from immediate hazard area if it can be done with minimal risk.

Water spray may be useful in minimizing or dispersing vapors and to protect personnel. Cool equipment exposed to fire with water, if it can be done with minimal risk. Avoid spreading burning liquid with water used for cooling purposes.

6. ACCIDENTAL RELEASE MEASURES

Flammable. Keep all sources of ignition and hot metal surfaces away from spill/release. The use of explosion-proof equipment is recommended.

Stay upwind and away from spill/release. Notify persons down wind of the spill/release, isolate immediate hazard area and keep unauthorized personnel out. Stop spill/release if it can be done with minimal risk. Wear appropriate protective equipment including respiratory protection as conditions warrant (see Section 8).

Prevent spilled material from entering sewers, storm drains, other unauthorized drainage systems, and natural waterways. Dike far ahead of spill for later recovery or disposal. Use foam on spills to minimize vapors (see Section 5). Spilled material may be absorbed into an appropriate material.

Notify fire authorities and appropriate federal, state, and local agencies. Immediate cleanup of any spill is recommended. If spill of any amount is made into or upon navigable waters, the contiguous zone, or adjoining shorelines, notify the National Response Center (phone number 800-424-8802).

7. HANDLING AND STORAGE

Handling: Open container slowly to relieve any pressure. Bond and ground all equipment when transferring from one vessel to another. Can accumulate static charge by flow or agitation. Can be ignited by static discharged. The use of explosion-proof equipment is recommended and may be required (see appropriate fire codes). Refer to NFPA-704 and/or API RP 2003 for specific bonding/grounding requirements.

Do not enter confined spaces such as tanks or pits without following proper entry procedures such ASTM D-4276 and 29CFR 1910.146. The use of appropriate respiratory protection is advised when concentrations exceed any established exposure limits (see Sections 2 and 8).

Do not wear contaminated clothing or shoes. Keep contaminated clothing away from sources of ignition such as sparks or open flames. Use good personal hygiene practices.

High pressure injection of hydrocarbon fuels, hydraulic oils or greases under the skin may have serious consequences even though no symptoms or injury may be apparent. This can happen accidentally when using high pressure equipment such as high pressure grease guns, fuel injection apparatus or from pinhole leaks in tubing or high pressure hydraulic oil equipment.

“Empty” containers retain residue and may be dangerous. Do not pressurize, cut, weld, braze, solder, drill, grind, or expose such containers to heat, flame, sparks, or other sources of ignition. They may explode and cause injury or death. “Empty” drums should be completely drained, properly bunged, and promptly shipped to the supplier or a drum reconditioner. All containers should be disposed of in an environmentally safe manner and in accordance with governmental regulations.

Before working on or in tanks which contain or have contained this material, refer to OSHA regulations, ANSIZ49.1 and other references pertaining to cleaning, repairing, welding, or other contemplated operations.

Storage: Keep container(s) tightly closed. Use and store this material in cool, dry, well-ventilated areas away from heat, direct sunlight, hot metal surfaces, and all sources of ignition. Post area “No Smoking or Open Flame.” Store only in approved containers. Keep away from incompatible material (see Section 10). Protect container(s) against physical damage. Outdoor or detached storage is preferred. Indoor storage should meet OSHA standards and appropriate fire codes.

8. EXPOSURE CONTROLS/PERSONAL PROTECTION

Engineering controls: If current ventilation practices are not adequate to maintain airborne concentration below the established exposure limits (see Section 2), additional ventilation or exhaust systems may be required. Where explosive mixtures may be present, electrical systems safe for such locations must be used (see appropriate electrical codes).

Personal Protective Equipment (PPE):

Respiratory: A NIOSH certified air purifying respirator with an organic vapor cartridge maybe used under conditions where airborne concentrations are expected to exceed exposure limits (see Section 2).

Protection provided by air purifying respirators is limited (see manufacturer's respirator selection guide). Use a positive pressure air supplied respirator if there is a potential for an uncontrolled release, exposure levels are not known, or any other circumstances where air purifying respirators may not provide adequate protection.

A respiratory protection program that meets OSHA's 29 CFR 1910.134 and ANSI Z88.2 requirements must be followed whenever workplace conditions warrants a respirator's use.

Skin: The use of gloves impervious to the specific material handled is advised to prevent skin contact, possible irritation and skin damage (see glove manufacturer literature for information on permeability). Depending on conditions of use, apron and/or arm covers may be necessary.

Eyes/Face: Approved eye protection to safeguard against potential eye contact, irritation, or injury is recommended. Depending on conditions of use, a face shield may be necessary.

Other Protective Equipment: Eye wash and quick-drench shower facilities should be available in the work area. Thoroughly clean shoes and wash contaminated clothing before reuse. It is recommended that impervious clothing be worn when skin contact is possible.

9. PHYSICAL AND CHEMICAL PROPERTIES

Note: Unless otherwise stated, values are determined at 20°C (68°F) and 760 mm Hg (1atm).

Appearance: Straw-colored to dyed red
Physical State: Liquid
Odor: Characteristic petroleum
pH: unavailable
Vapor Pressure (mm Hg): 0.40
Vapor Densisty (air=1):>3
Boiling Point/Range: 320-700°F /160-371°C
Freezing/Melting Point: No Data
Solubility in Water: Negligible
Specific Gravity: 0.81-0.88 @ 60°F
Percent Volatile: Negligible
Evaporation Rate (nBuAc=1): <1
Viscosity: 32.6-40.0 SUS @ 100°F
Bulk Density: 7.08 lbs/gal
Flash Point: >125°F / >52°C
Flammable/Expolsive Limits (%): LEL: 0.3 / UEL: 10.0

10. STABILITY AND REACTIVITY

Stability: Stable under normal ambient and anticipated storage and handling conditions of temperature and pressure. Flammable liquid and vapor. Vapor can cause flash fire.

Conditions To Avoid: Avoid all possible sources of ignition (see Sections 5 and 7).

Materials to Avoid (Incompatible Materials): Avoid contact with strong oxidants such as liquid chlorine, concentrated oxygen, sodium hypochlorite, calcium hypochlorite, etc.

Hazardous Decomposition Products: The use of hydrocarbon fuels in an area without adequate ventilation may result in hazardous levels of combustion products (e.g., oxides of carbon, sulfur and nitrogen, benzene and other hydrocarbons) and/or dangerously low oxygen levels. ACGIH has included a TLV of 0.05 mg/m3 TWA for diesel exhaust particulate on its 1999 Notice of Intended Changes. See Section 11 for additional information on hazards of engine exhaust.

Hazardous Polymerization: Will not occur.

11. TOXICOLOGICAL INFORMATION

Diesel Fuel No. 2 (CAS# 68476-34-6)

Carcinogenicity: Chronic dermal application of certain middle distillate streams contained in diesel fuel No. 2 resulted in an increased incidence of skin tumors in mice. This material has not been identified as carcinogen by NTP, IARC, or OSHA. Diesel exhaust is a probable cancer hazard based on tests with laboratory animals.

Target Organ(s): Limited evidence of renal impairment has been noted from a few case reports involving excessive exposure to diesel fuel No. 2.

Naphthalene (CAS# 91-20-3)

Carcinogenicity: Naphthalene has been evaluated in two year inhalation studies in both rats and mice. The National Toxicology Program (NTP) concluded that there is clear evidence of carcinogenicity in male and female rats based on increased incidences of respiratory epithelial adenomas and olfactory epithelial neuroblastomas of the nose. NTP found some evidence of carcinogenicity in female mice (alveolar adenomas) and no evidence of carcinogenicity in male mice. Naphthalene has not been identified as a carcinogen by IARC or OSHA.

12. ECOLOGICAL INFORMATION

Not evaluated at this time

13. DISPOSAL CONSIDERATIONS

This material, if discarded as produced, would be a RCRA "characteristic" hazardous waste due to the characteristic(s) of ignitability (D001) and benzene (D018). If the material is spilled to soil or water, characteristic testing of the contaminated materials is recommended. Further, this material, once it becomes a waste, is subject to the land disposal restrictions in 40 CFR 268.40 and may require treatment prior to disposal to meet specific standards. Consult state and local regulations to determine whether they are more stringent then the federal requirements.

Container contents should be completely used and containers should be emptied prior to discard. Container ?insate? could be considered a RCRA hazardous waste and must be disposed of with care and in compliance with federal, state and local regulations. Large empty containers, such as drums, should be returned to the distributor or to a drum reconditioner. To assure proper disposal of smaller containers, consult with state and local regulations and disposal authorities.

14. TRANSPORT INFORMATION

DOT Shipping Description: Diesel Fuel, NA1983
Non-Bulk Package Marking: Diesel Fuel, 3, NA 1993, III

15. REGULATORY INFORMATION

EPA SARA 311/312 (Title III Hazard Categories):

Acute Health:	Yes
Chronic Health:	Yes
Fire Hazard:	Yes
Pressure Hazard:	No
Reactive Hazard:	No

SARA 313 and 40 CFR 372:

This material contains the following chemicals subject to the reporting requirements of SARA 313 and 40 CFR 372:

Component	CAS Number	Weight %
-- None known --		

California Proposition 65:

Warning: This material contains the following chemicals which are known to the state of California to cause cancer, birth defects or other reproductive harm, and are subject to the requirements of California Proposition 65 (CA Health & Safety Code Section 25249.5):

Component	Effect
Benzene	Cancer, Developmental and Reproductive Toxicant
Toluene	Developmental Toxicant

Diesel engine exhaust, while not a component of this material, is on the Proposition 65 list of chemicals known to the State of California to cause cancer.

Carcinogen Identification:

This material has not been identified as a carcinogen by NTP, IARC, or OSHA. See Section 11 for carcinogenicity information of individual components, if any. Diesel exhaust is a probable cancer hazard based on tests in laboratory animals. It has been identified as carcinogen by IARC.

EPA (CERCLA Reportable Quantity: None

16. OTHER INFORMATION

Issue Date: 01/01/02
Previous Issue Date: 05/15/01
Product Code: Multiple
Revised Sections: None
Previous Product Code: Multiple
MSDS Number: 0041

Disclaimer of Expressed and Implied Warranties:

The information presented in this Material Data Safety Sheet is based on data believed to be accurate as of the date this Material Data Sheet was prepared. HOWEVER, NO WARRANTY OF MERCHANTABILITY, FITNESS FOR ANY PARTICULAR PURPOSE, OR ANY OTHER WARRANTY IS EXPRESSED OR IS TO BE IMPLIED REGARDING THE ACCURACY OR COMPLETENESS OF THE INFORMATION PROVIDED ABOVE, THE RESULTS TO BE OBTAINED FROM THE USE OF THIS INFORMATION OR THE PRODUCT, THE SAFETY OF THE PRODUCT, OR THE HAZARDS RELATED TO ITS USE. No responsibility is assumed for any damage or injury resulting from abnormal use or from any failure to adhere to recommended practices. The information provided above, and the product, are furnished on the condition that the person receiving them shall make their own determination as to the suitability of the product for their particular purpose and on the condition that they assume the risk of their use. In addition, no authorization is given nor implied to practice any patented invention without a license.

Bayview Refining Company ***Bayview Refinery***

UltraLow Sulfur Diesel Product Specification

Product Code:34380xx (5) Product Code: ULSD2

(COMETS)

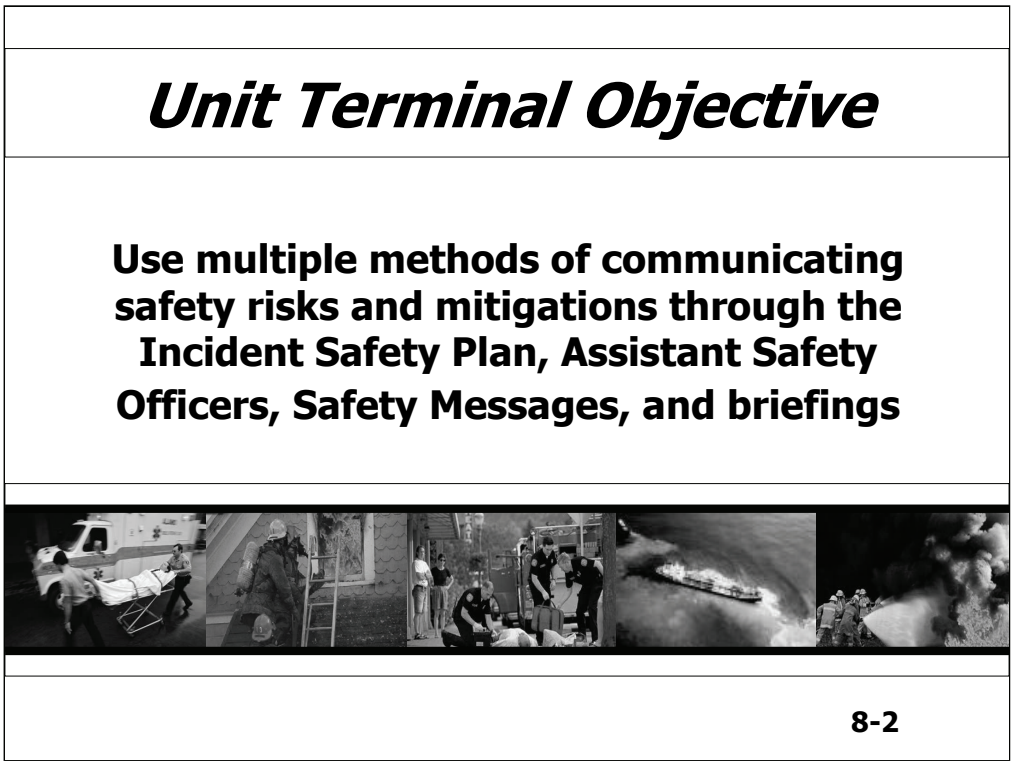
Specification	Unit	Limit	Test Procedure	Typical
Appearance				
Water & Sediment	Vol %	0.05 Max	D 2709	
Color	Number	3.0 Max	D 1500	
Haze Rating	Rating	2 Max	D 4176	
Composition				
Carbon Residue (Ramsbottom)	Wt %	0.35 Max	D 524, D 189	
Volatility				
90% Recovered	Deg; F	540 Min	D 86	
	Deg; F	640 Min	D 86	
Flash Point	Deg; F	125 Min (1)	D 93	130 F
Gravity	API	30 Min	D 287, D4052	
Fluidity				
Pour Point	Deg; F	See Season Table (6)	D 97	
Cloud Point	Deg; F	See Season Table (6)	D 2500	10 F
Viscosity @ 104F	cSt	1.9 Min	D 445	
	cSt	4.1 Max	D 445	
Lubricity, SLBOCLE	grams	3100 Min	D 6078	3300gm
Lubricity, HFRR	mm	.45	D 6079	
Combustion				
Cetane Index or Cetane Number (3,4)	Number	40.0 Min	D 976, D613	47.0
Corrosion				
Copper Strip, 3hr @ 50 deg C	Number	3 Max (2)	D 130	
Aromatics (4)	Vol %	35 Max	D 1319	25 %
Contaminants				
Total Sulfur	PPM	30 Max	D 2622, D4294	15-20ppm
Water & Sediment	Vol %	0.05 Max	D 1796	
Ash	Wt %	0.01 Max	D 482	
Additives				
Cetane Improver	Lb/MBbl	675 Max		
Dye		Undyed		

1. Minimum release specification is 125 deg. F. The refinery should target 135 deg. F.
2. Test result reported as a number and letter (e.g. 1a). Any letter is allowable as long as the number meets the spec shown.
3. Either specification must be met.
4. Either cetane index minimum or aromatics maximum must be met.
5. Winter cloud and pour specifications may be relaxed to the summer specifications by agreement with the customer.
6. Season Table

Month	Product Code	Pour Point	Cloud Point
Jan, Feb, Nov, Dec	WI	0 max (5)	14 max (5)
Mar - Oct	SU	15 max	24 max

Unit 8

Incident Safety Plan



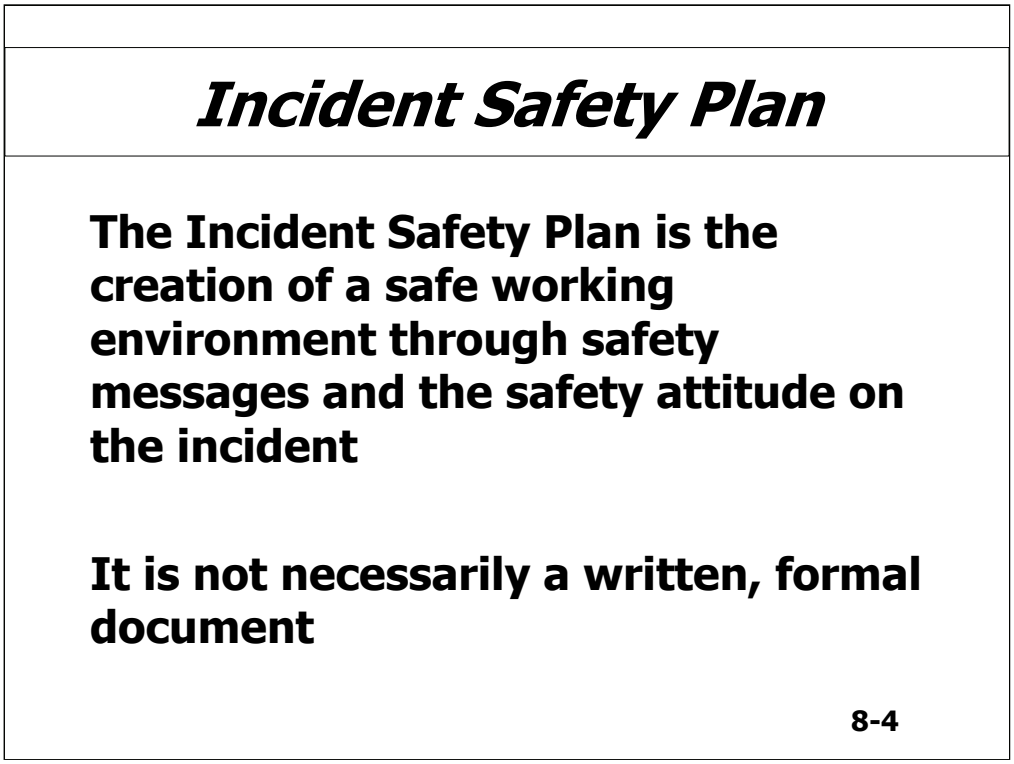
UNIT OBJECTIVES

- Unit Terminal Objective
  - Use multiple methods of communicating safety risks and mitigations through the Incident Safety Plan, Assistant Safety Officers, Safety Messages, and briefings
- Unit Enabling Objectives
  - Identify and list elements of an Incident Safety Plan
  - Given a scenario, prepare a Safety Message for the Incident Action Plan
  - Given a scenario, prepare and present a safety briefing
  - Describe a process used in determining the need for and ordering of Assistant Safety Officers

Unit Overview

- **Incident Safety Plan**
- **ICS 204, 209, 205, 206**
- **Viewing Incidents**
- **Disseminating Information**
- **Briefing**
- **Assistant Safety Officer**

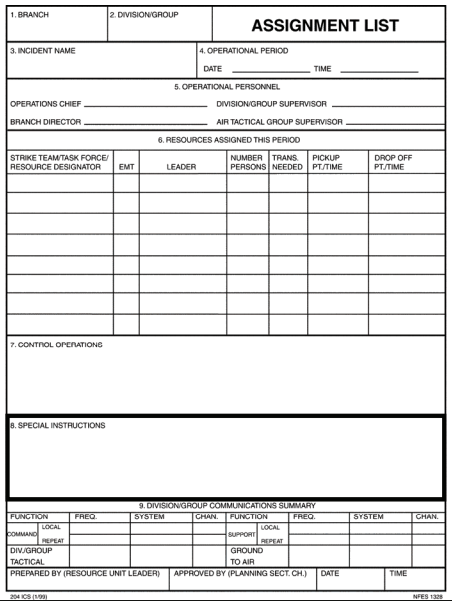
8-3



INCIDENT SAFETY PLAN

- The Incident Safety Plan is a plan used to establish a safe working attitude and environment for all personnel on the incident. It is an individualized plan tailored to each incident, but is not necessarily a formal, written document. Although the Safety Officer is the focus of the plan, it consists of all the pieces and parts of the safety attitude that must be projected by the entire Incident Management Team. Some parts of the Safety Plan are:
  - Incident Action Plan
  - Safety Message (may or may not be included in the IAP)
  - Safety awareness
  - Briefings
  - Incident bulletin boards
  - News releases
  - Safecoms (OAS-34)
  - Incident Status Summary (ICS Form 209)
  - Timely correction of problems

ICS 204 - Assignment List



1. BRANCH | 2. DIVISION/GROUP | **ASSIGNMENT LIST**

3. INCIDENT NAME | 4. OPERATIONAL PERIOD
DATE _____ TIME _____

5. OPERATIONAL PERSONNEL
OPERATIONS CHIEF _____ DIVISION/GROUP SUPERVISOR _____
BRANCH DIRECTOR _____ AIR TACTICAL GROUP SUPERVISOR _____

6. RESOURCES ASSIGNED THIS PERIOD

STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	PICKUP PT./TIME	DROP OFF PT./TIME

7. CONTROL OPERATIONS

8. SPECIAL INSTRUCTIONS

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL				SUPPORT	LOCAL			
	REPEAT					REPEAT			
DIV./GROUP TACTICAL					GROUND TO AIR				

PREPARED BY (RESOURCE UNIT LEADER) | APPROVED BY (PLANNING SECT. CH.) | DATE | TIME

204 ICS (1/99) NFES 1328

8-5

Chemical/ Fire Behavior Forecast

CHEMICAL/FIRE BEHAVIOR FORECAST

FORECAST NO. 1

NAME OF FIRE: Timpanogos Incident **PREDICTION FOR:** Day **SHIFT**

UNIT: Timpanogos Homeowners Assoc. **SHIFT DATE:** Wed., 8/28/xx

TIME AND DATE FORECAST ISSUED: 8/28/xx 2230 **SIGNED:** /s/ G. Cotter
FIRE BEHAVIOR SPECIALIST

WEATHER SUMMARY:

Today's weather will be close to yesterday's. The high temperatures will range from 85-91 F. Low RHs will range from 18-23% and will bottom out after 1500. Winds this morning will range from 0-3 mph downslope until about 1030 when valley influences will force canyon winds to transition up slope. Afternoon valley winds should peak around 1430 and reach 8-15 mph in the north fork canyon.

CHEMICAL/FIRE BEHAVIOR

GENERAL:

Yesterday's weather, especially canyon influenced winds contributed significantly to the rapid intensity buildup, resulting spread, and spotting. The dry fuels and structures provided ample fuels to the fire, with structures propagating each other and and contributing to the long range spotting. This fire was in the thermal belt all night, expect additional spotting to have occurred. Spotting occurred to 1/4 mile yesterday afternoon.

SPECIFIC:

See attached

AIR OPERATIONS:

Gusting and strong surface winds will cause turbulence as the mix with 20 ft winds. Expect additional turbulence over all ridges and where canyons top out - upslope. Low level visibility will be restricted by smoke.

SAFETY:

Short range spotting will cause the most problems. Post LOOKOUTS, establish COMMUNICATIONS, maintain it; locate and broadcast ESCAPE ROUTES & SAFETY ZONES.

"SAFETY MESSAGE"

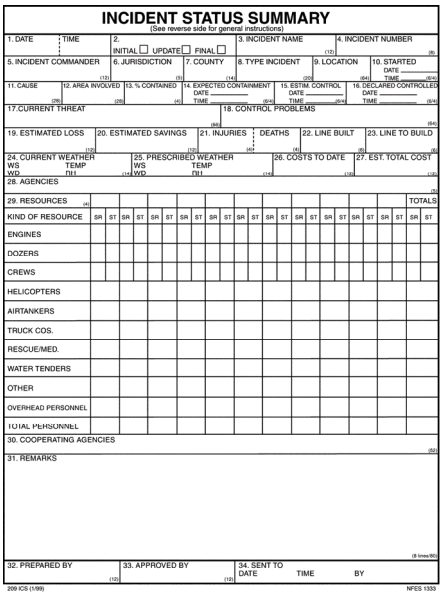
This is a COMPLEX fire. Expect it to continue. Your best decisions will be made during the morning, so:

1. ANTICIPATE
2. PLAN MORE THAN ONE OPTION
3. CONTINGENCY PLAN EVERYTHING
4. IMPLEMENT LCES TO HIGHEST DEGREE
5. NEVER STOP COMMUNICATING

A. Evacuation of residents and employees will continue throughout the operational period. Assist where you can, always plan for public safety as well as your own.
B. Use the security frequency when dealing with residents and any evacuees.
C. Focus on aircraft when using them around structures and powerlines.
D. Be certain residents are clear of the area before calling in aircraft.
E. Scout out propane and overhead powerlines; flag; control access and work area.
F. Pay attention when driving. Roads are steep and narrow. Many are one lane. Keep headlights on, speed limit of 10 mph, watch for evacuees.
G. Panic behavior needs to be dealt with immediately. Call security for assistance and do your best to control panic behaviors in evacuees.
H. Establish and maintain lookouts, keep communications fluent and regular, find your safe areas and make them known. Use extreme caution if you plan to use any of the roads as escape routes.
I. Report any suspicious actions or situations immediately to security.
H. Keep hydrated, watch for spotting, watch for snag fall.

~~ The Safety Officer ~~ **8-7**

ICS-209 – Status Summary



INCIDENT STATUS SUMMARY
(See reverse side for general instructions)

1. DATE | TIME | 2. INITIAL ☐ UPDATE ☐ FINAL ☐ | 3. INCIDENT NAME (12) | 4. INCIDENT NUMBER (8)

5. INCIDENT COMMANDER (12) | 6. JURISDICTION (5) | 7. COUNTY (14) | 8. TYPE INCIDENT (20) | 9. LOCATION (64) | 10. STARTED DATE TIME (6/4)

11. CAUSE (28) | 12. AREA INVOLVED (20) | 13. % CONTAINED (4) | 14. EXPECTED CONTAINMENT DATE TIME (6/4) | 15. ESTIM. CONTROL DATE TIME (6/4) | 16. DECLARED CONTROLLED DATE TIME (6/4)

17.CURRENT THREAT (64) | 18. CONTROL PROBLEMS (64)

19. ESTIMATED LOSS (12) | 20. ESTIMATED SAVINGS (12) | 21. INJURIES (6) | DEATHS (6) | 22. LINE BUILT (8) | 23. LINE TO BUILD (8)

24. CURRENT WEATHER WS WD TEMP RH (12) | 25. PRESCRIBED WEATHER WS WD TEMP RH (12) | 26. COSTS TO DATE (12) | 27. EST. TOTAL COST (12)

28. AGENCIES (32)

29. RESOURCES (4) | TOTALS

KIND OF RESOURCE	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST
ENGINES																										
DOZERS																										
CREWS																										
HELICOPTERS																										
AIRTANKERS																										
TRUCK COS.																										
RESCUE/MED.																										
WATER TENDERS																										
OTHER																										
OVERHEAD PERSONNEL																										
TOTAL PERSONNEL																										

30. COOPERATING AGENCIES (52)

31. REMARKS (8 lines/80)

32. PREPARED BY (12) | 33. APPROVED BY (12) | 34. SENT TO DATE TIME BY

209 ICS (1/99) NFES 1333

8-8

ICS 205 - Communications Plan

INCIDENT RADIO COMMUNICATIONS PLAN	1. INCIDENT NAME	2. DATE/TIME PREPARED	3. OPERATIONAL PERIOD DATE/TIME
	Timpanogos Incident	8/28/xx	8/29/xx 0600-1800

4. BASE RADIO CHANNEL UTILIZATION

SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY/TONE	ASSIGNMENT	REMARKS
King NIFC	1	Command Repeat	166.275 TX 166.300 RX	Fire to ICP	Repeater location on ridge east of Summit Campground
King NIFC	2	Logistics Net	166.975	Camp	
King NIFC	3	TAC 1	166.325	DIV A & C	This may change if fire size increases
King NIFC	4	TAC 2	151.335	DIV B	
King NIFC	5	TAC 3	159.300	Group D & E	Structure protection groups
King NIFC	8	Air-Ground	168.550	Air Attack	
King NIFC	9	Law Enforcement	172.800	Incident Security	All coordination with County Sheriff will go through IMT security unit on this channel
King NIFC	14	Emerg. Air Guard	168.625	Emergencies Only	

5. PREPARED BY (COMMUNICATIONS UNIT) /s/ J. Pohlman

205 ICS (9/66) NFES 1330

ICS 206 - Medical Plan

MEDICAL PLAN | 1. INCIDENT NAME: Timpanogos Incident | 2. DATE PREPARED: 8/28/xx | 3. TIME PREPARED: 2330 | 4. OPERATIONAL PERIOD: 8/29/xx 0600-1800

5. INCIDENT MEDICAL AID STATIONS

MEDICAL AID STATIONS	LOCATION	PARAMEDICS YES	PARAMEDICS NO
Timpanogos	ICP	X	
	Note: Skill Level		
	2 EMTB		
	1 Nurse Pract.		

6. TRANSPORTATION

A. AMBULANCE SERVICES

NAME	ADDRESS	PHONE	PARAMEDICS YES	PARAMEDICS NO
Devens EMS	1833 Woodgrove	911	X	
Heartflight	76558 Circle Dr., Salt Lake City	911	X	
Athens EMS	383 Main	911	X	
Airlife	16225 Lily, Devens	911	X	

B. INCIDENT AMBULANCES

NAME	LOCATION	PARAMEDICS YES	PARAMEDICS NO
Devens EMS	Timpanogos ICP	X	

7. HOSPITALS

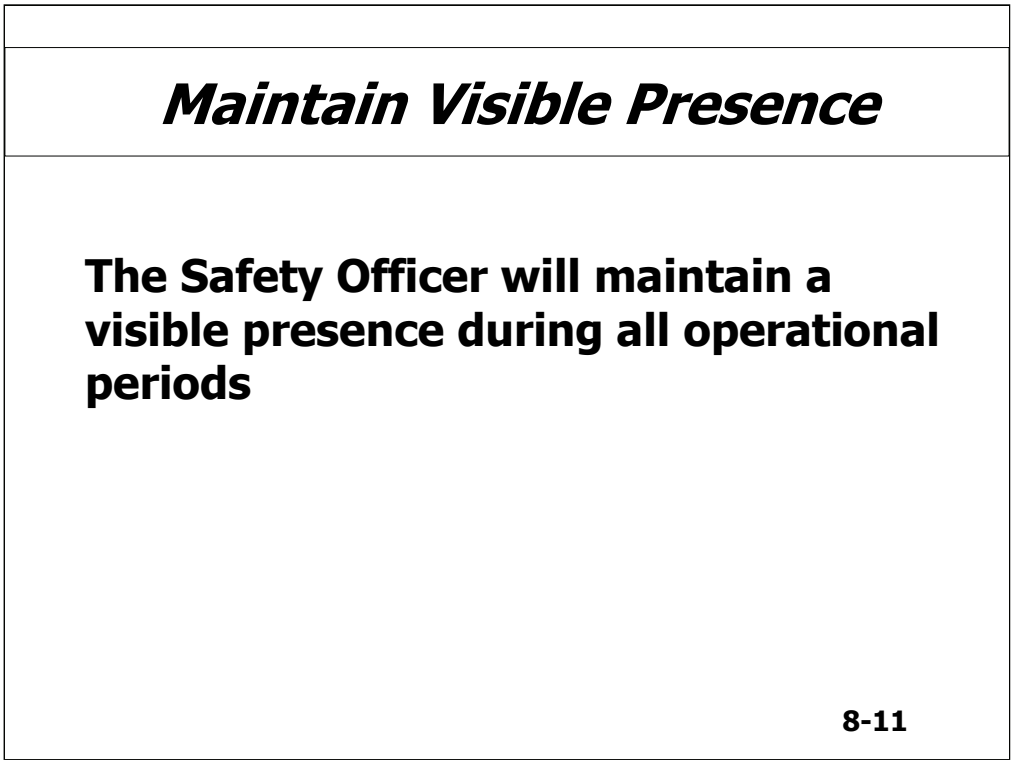
NAME	ADDRESS	TRAVEL TIME AIR	TRAVEL TIME GRND	PHONE	HELIPAD YES	HELIPAD NO	BURN CENTER YES	BURN CENTER NO
Devens General	16225 Lily, Devens	12min	40min	(801)236-5240	X			X
Salt Lake Memorial	76558 Circle Dr. SLC	22min	75min	(801)770-2345	X		X	

8. MEDICAL EMERGENCY PROCEDURES

1. Notification - fireline personnel to DIVS - DIVS to medical unit.
2. Onsite personnel provide emergency first aid until paramedics arrive.
3. Critical care patients - plan on air evacuation; others use ground transport unless roadways are blocked.
4. Ground transport to helispots or hospital; use Devens EMS ambulances.
5. All burn victims will be transported by air to Salt Lake City.

206 ICS 8/78 | 9. PREPARED BY (MEDICAL UNIT LEADER): /s/ You R. It | 10. REVIEWED BY (SAFETY OFFICER): /s/ J. Cramer

NFES 1331



INCIDENT SAFETY PLAN (cont.)

- The Safety Officer will maintain a visible presence during all operational periods
  - Proper outfit (Personal Protective Equipment, tools, ID)
  - Personal contacts
  - Briefings
  - Respond to requests
  - Visitation to incident area
  - Inspections and reviews

Safety Officer Viewing Incident

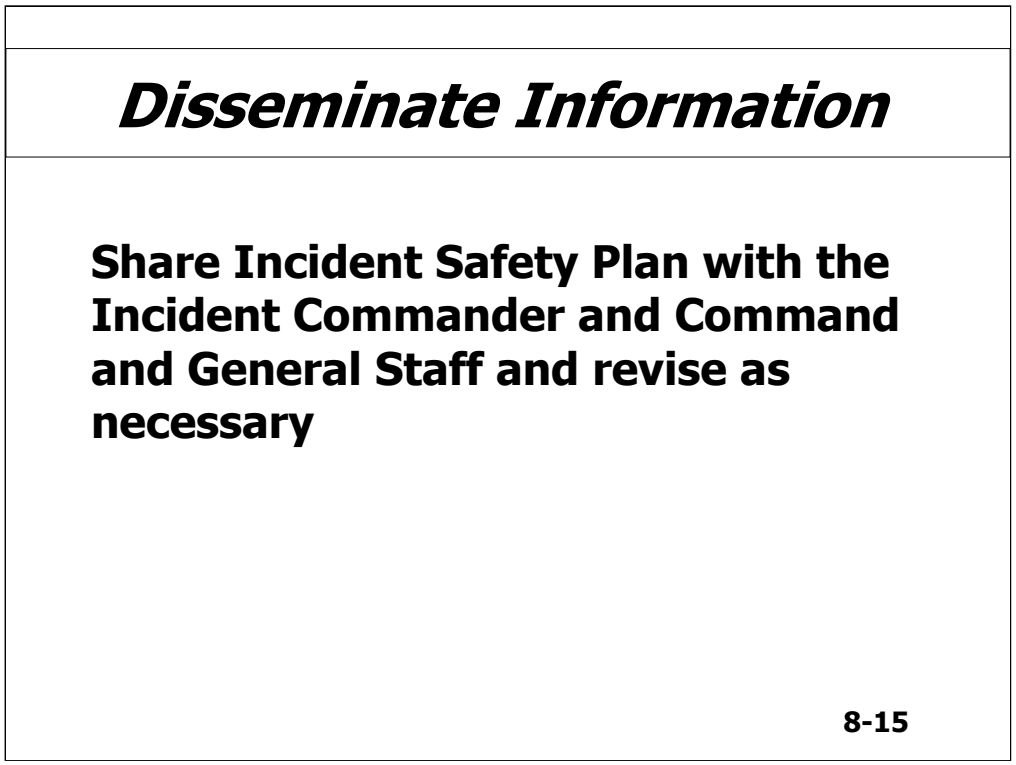
8-12

Safety Officer Viewing Incident

8-13

Safety Officer Viewing Incident

8-14



DISSEMINATE INFORMATION

- Share action plan with the Incident Commander and Command and General Staff and revise as necessary
  - Tactics meeting
  - Lunch meeting, if applicable
  - One-on-one discussions

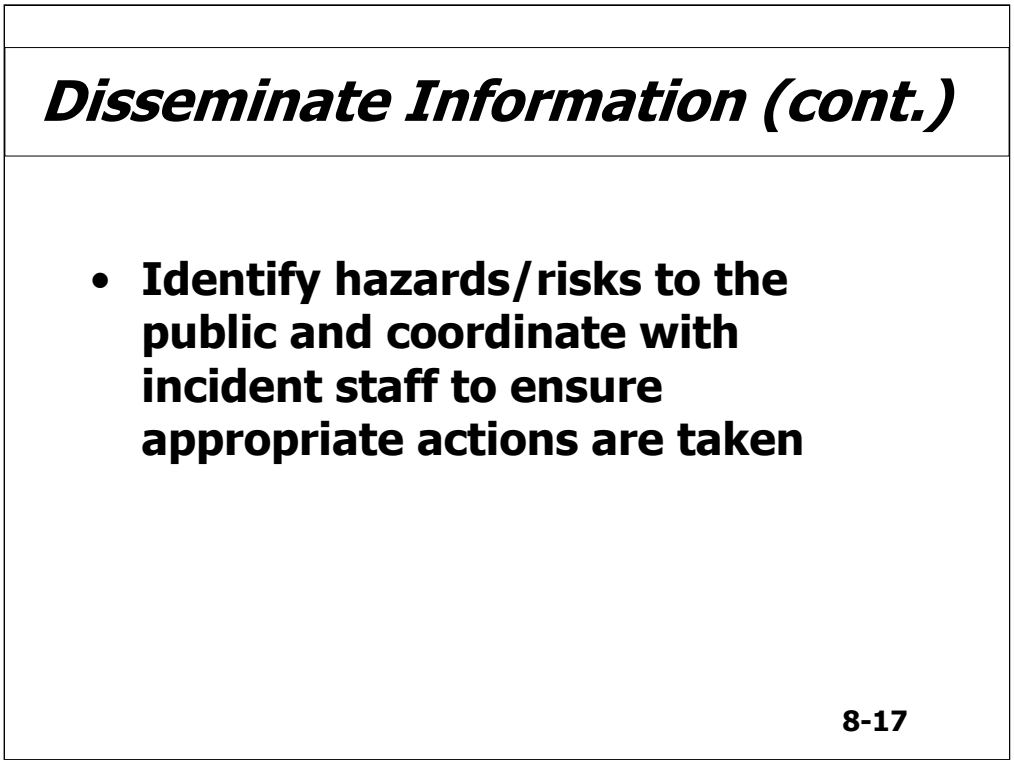
Disseminate Information (cont.)

- **Ensure that all cooperating and assisting agencies are included in safety planning**

8-16

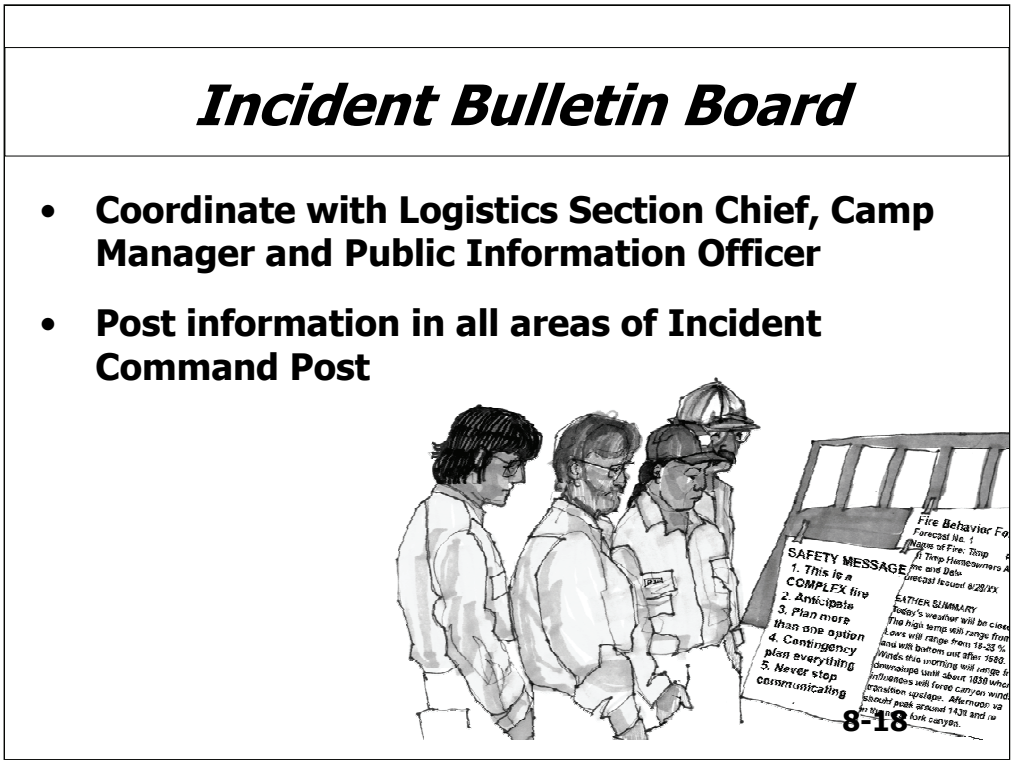
DISSEMINATE INFORMATION (cont.)

- Ensure that all cooperating and assisting agencies are included in safety planning
  - Briefings
  - Safety Messages



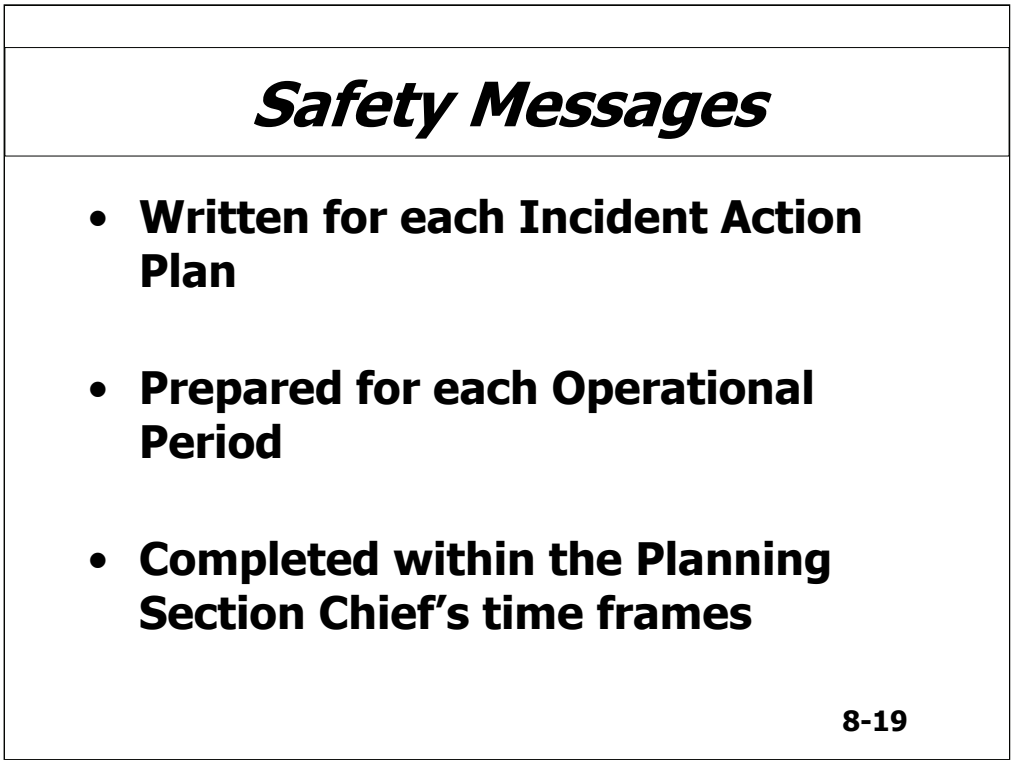
DISSEMINATE INFORMATION (cont.)

- Identify hazards/risks to the public and coordinate with incident staff to ensure appropriate actions are taken. Share information with:
  - Public Information Officer
  - Local law enforcement
  - Town meetings
  - Security Manager



DISSEMINATE INFORMATION (cont.)

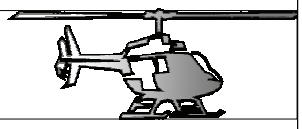
- Post safety information on the incident bulletin board
  - Coordinate with Logistics Section Chief, Base Camp Manager and Public Information Officer
    - Safety corner
    - Multiple locations/high visibility (e.g., meal lines, shower area, sleeping area)
  - Post information in all areas of Incident Command Post
    - Kitchen area
    - Staging area
    - Information trailer/tent



SAFETY MESSAGES

- As the Safety Officer analyzes the inherent hazards and risks, these should be prioritized and documented. The Safety Message should stress the primary, or most serious, hazards and risks. Don't attempt to cover everything at one time.
- Safety Messages should be:
  - Written for each Incident Action Plan
  - Prepared for each Operational Period
  - Completed within the Planning Section Chief's time frames

Safety Messages (Cont.)



- **The Safety Message should be:**
  - **Formatted in an outline or brief sentences**
  - **Easy to follow, clear and concise**
  - **Organized with information grouped logically**
  - **Signed by the Safety Officer**
- **Ensure that the Safety Message is posted in all incident locations**

8-20

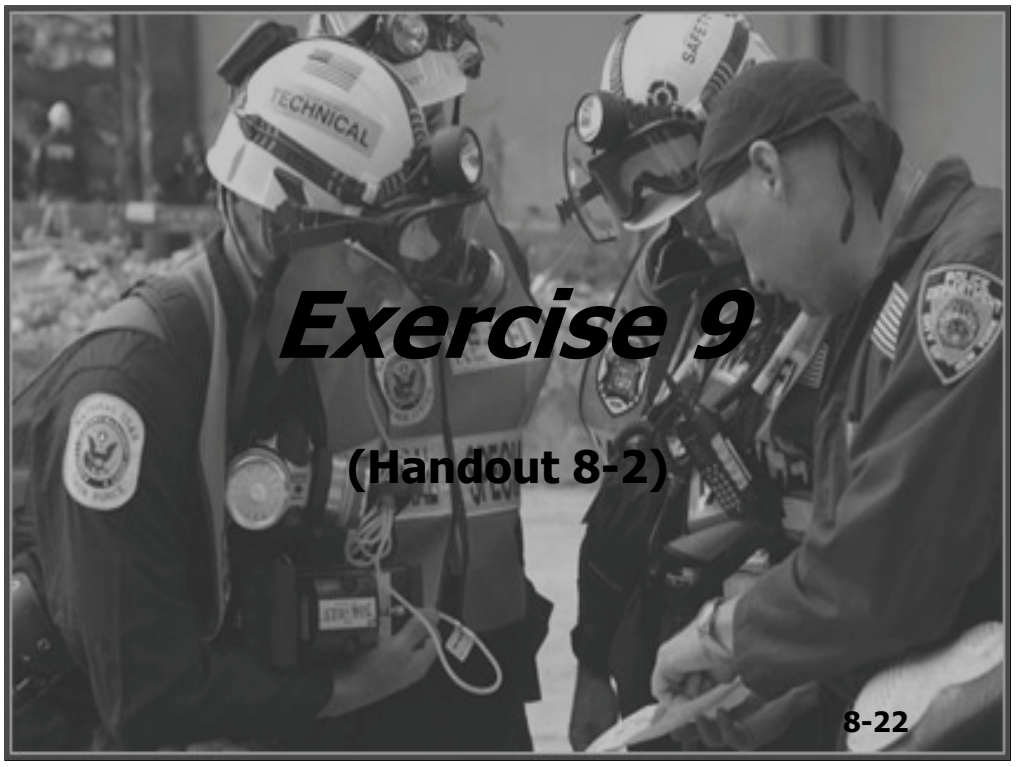
SAFETY MESSAGES (cont.)

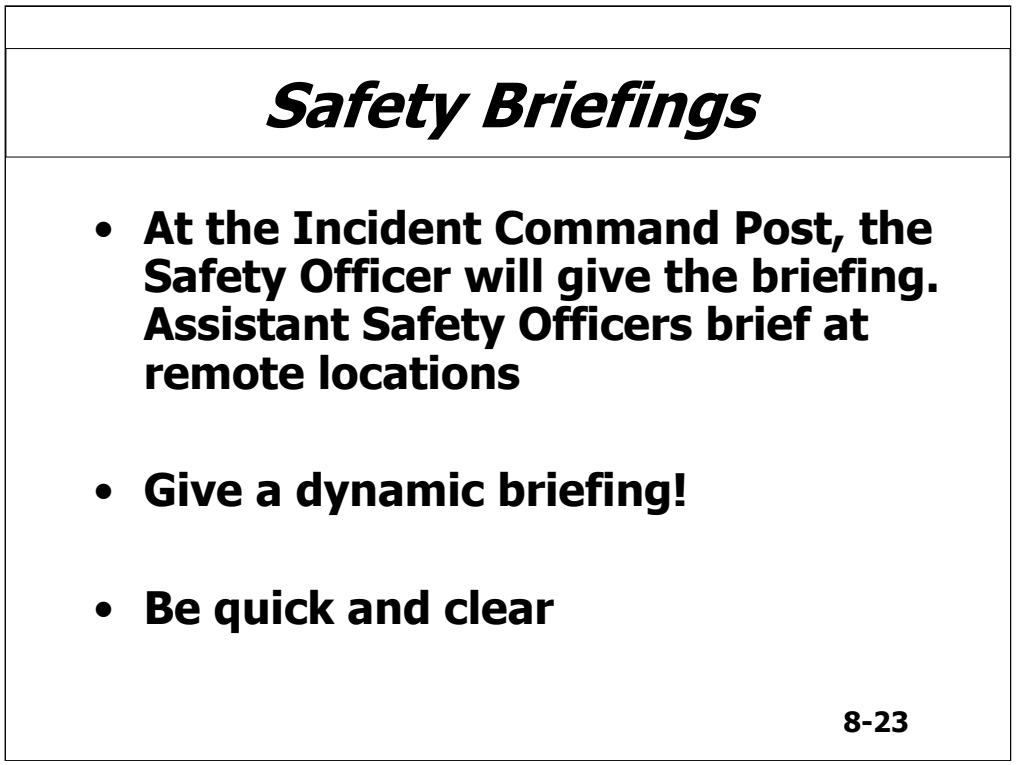
- *Safety messages should be (cont.):*
  - Formatted in an outline or brief sentences
  - Easy to follow, clear and concise
  - Organized with information grouped logically
  - Signed by the Safety Officer
- Ensure that the Safety Message is posted in all incident locations
- Toward the end of an incident, as things begin to wind down, find relevant subjects to address from one operational period to the next. This is where your checklists come into play. Discuss new subjects without excluding the important issues. Use humor, but only sparingly.

Handout 8-1

- **Review Handout 8-1: Sample Safety Message**

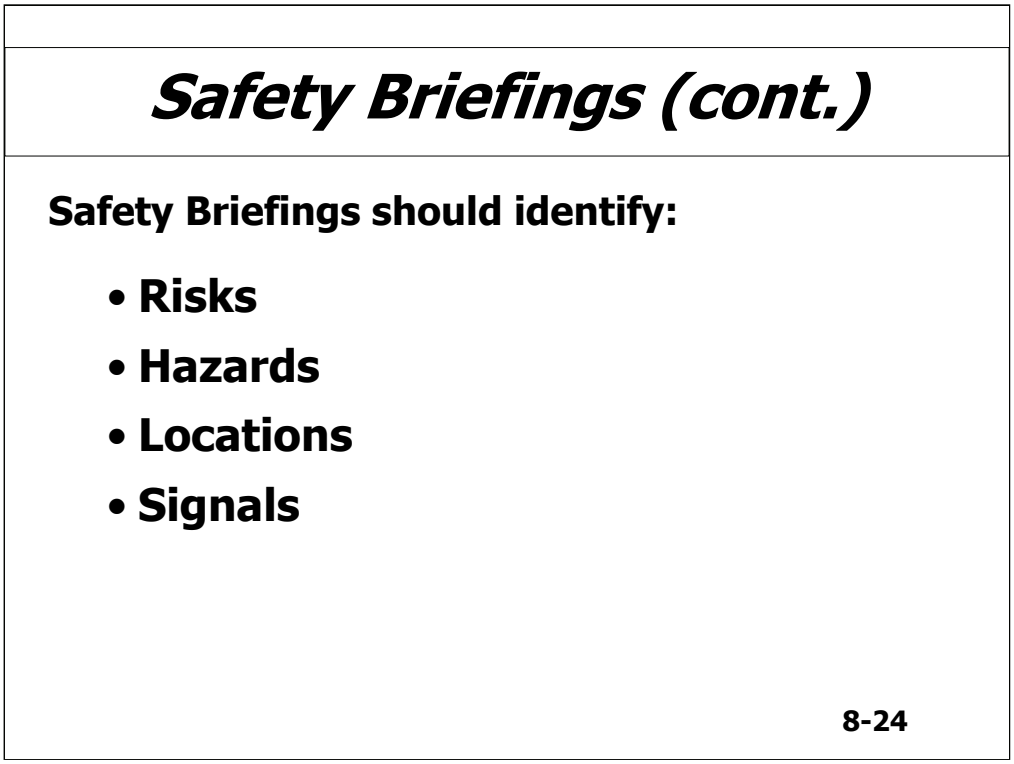
8-21


TECHNICAL
Exercise 9
(Handout 8-2)
8-22



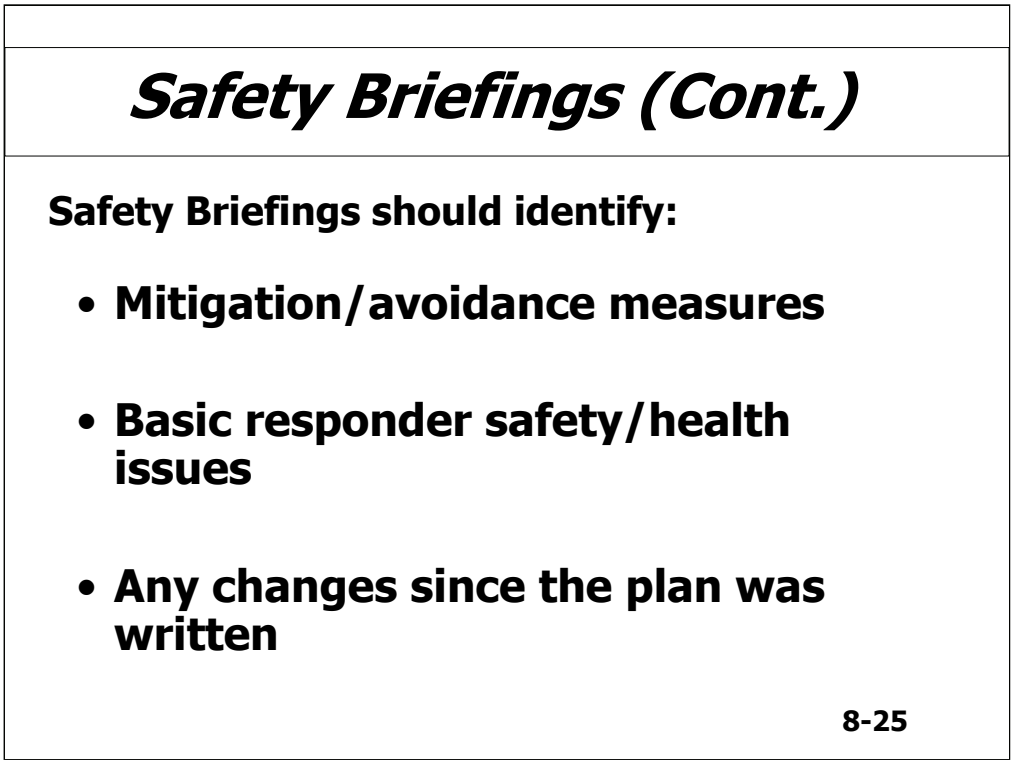
SAFETY BRIEFINGS

- Safety briefings are presented at the start of each operational period. They should not use jargon or acronyms, and should be short (5 minutes maximum)
- At the Incident Command Post/Field Office, an assigned Safety Officer will give the briefing. Assistant Safety Officers will brief at remote locations – Assistant Safety Officers can give the main incident briefing if the Safety Officer is at another site
- Give a dynamic briefing
  - Be prepared! Practice beforehand if necessary
  - Have a written outline in case your mind goes blank
  - Speak loud enough or use a P.A. system
  - Convey a PASSION for safety!
  - Establish rapport, "Sell yourself"
- Briefings should not be a reading of the Safety Message, although it can highlight points from the Safety Message. Bring up additional points not in the message



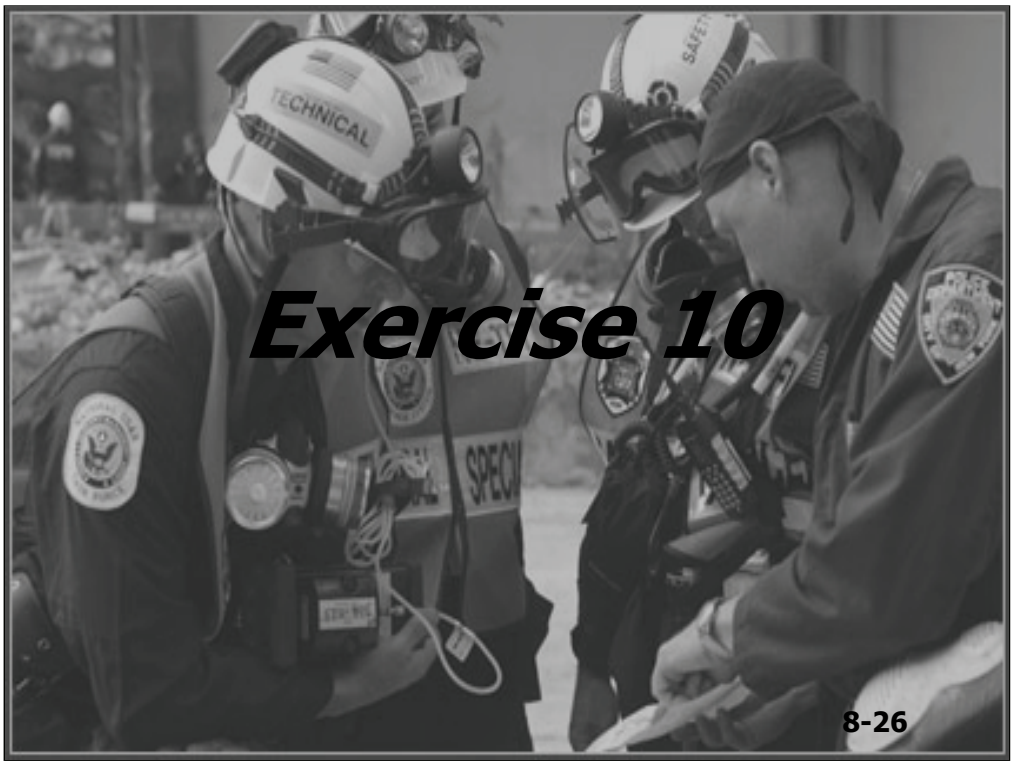
SAFETY BRIEFINGS (cont.)

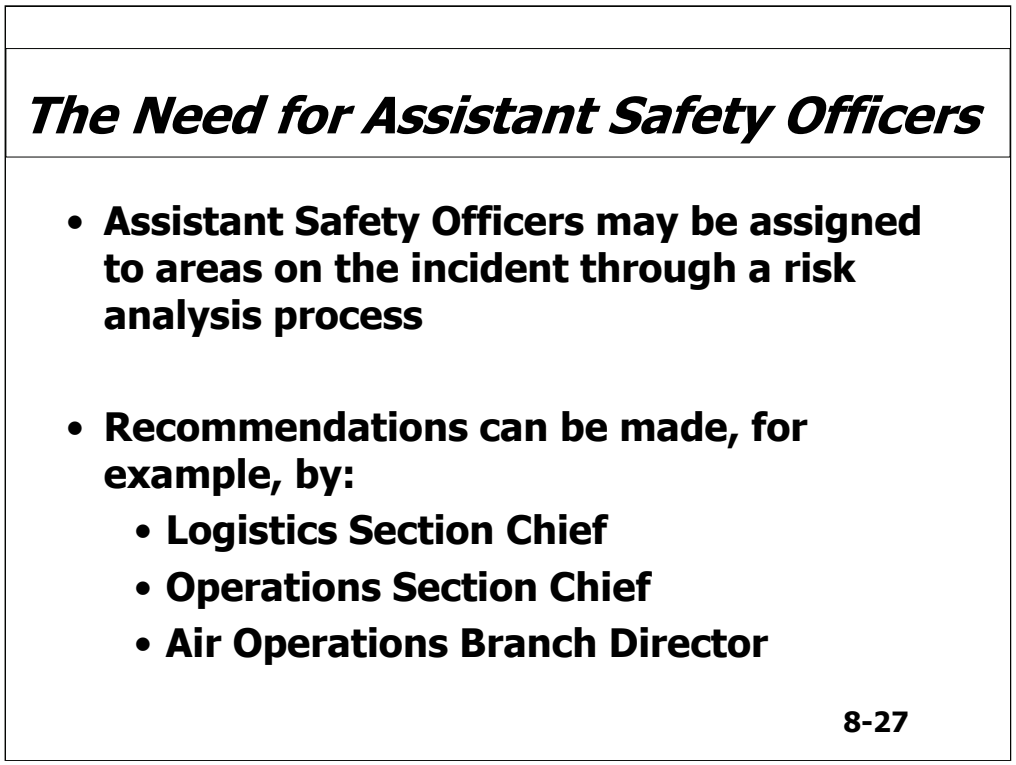
- Katrina pointed out the need to be aware of safety issues across the board, including:
  - "Eighteen Situations That Shout Watch Out"
  - LCES (Lookouts, Communications, Escape Routes, Safety Zones)
  - Ten Standard Fire Orders
  - Etc
- Safety Briefings should identify:
  - Existing hazards and potential risks for that period
  - Specific location of hazards/risks (division, camp, etc.)
  - Appropriate OSHA signage
  - Appropriate hand signs used for alarm evacuations



SAFETY BRIEFINGS (cont.)

- *Safety briefing should identify (cont.):*
  - Mitigation/avoidance measures
  - Basic responder safety/health issues
  - Any changes since the plan was written


TECHNICAL
Exercise 10
8-26

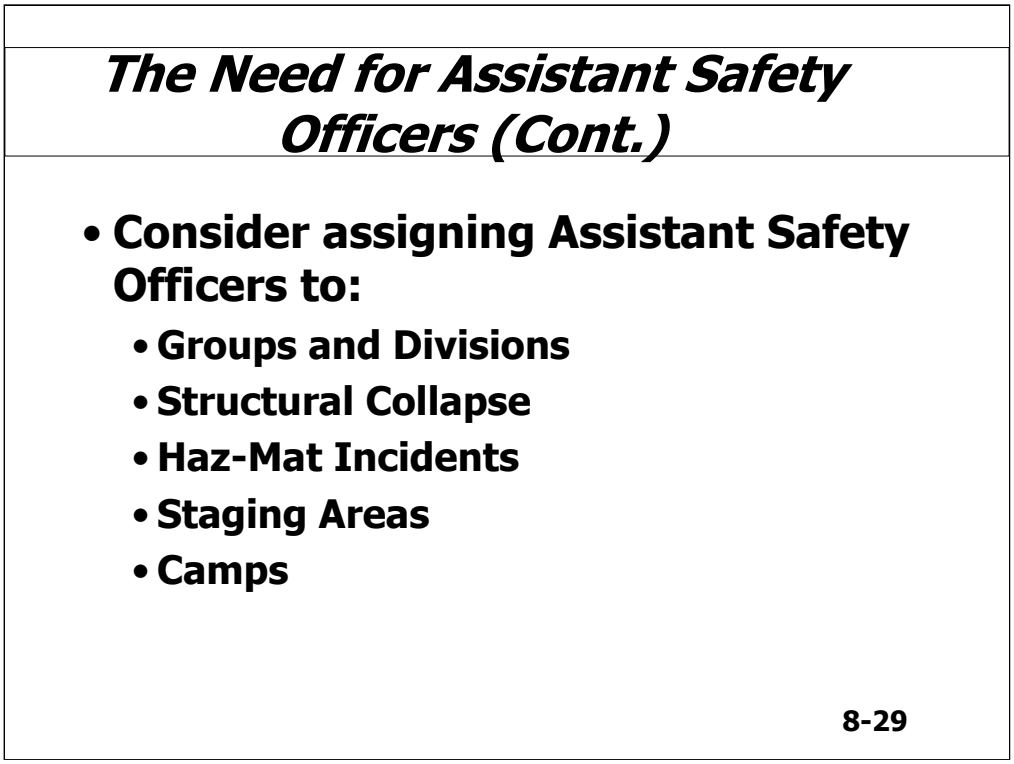


THE NEED FOR ASSSISTANT SAFETY OFFICERS

- The Safety Officer determines the need for Assistant Safety Officers.
  - Safety Officers are assigned to areas on the incident through a risk analysis process such as the Lookouts, Communications, Escape Routes, Safety Zones – ICS Form 215A procedures. Assistant Safety Officers are assigned to those areas which are the most complex and where they would be most effective in preventing injuries or accidents
  - Recommendations can be made by the Logistics Section Chief (Incident Command Post, incident base and camps), or by the Operations Section Chief (staging area(s)), and by the Air Operations Branch Director (helibase)

High Risk Operation

8-28



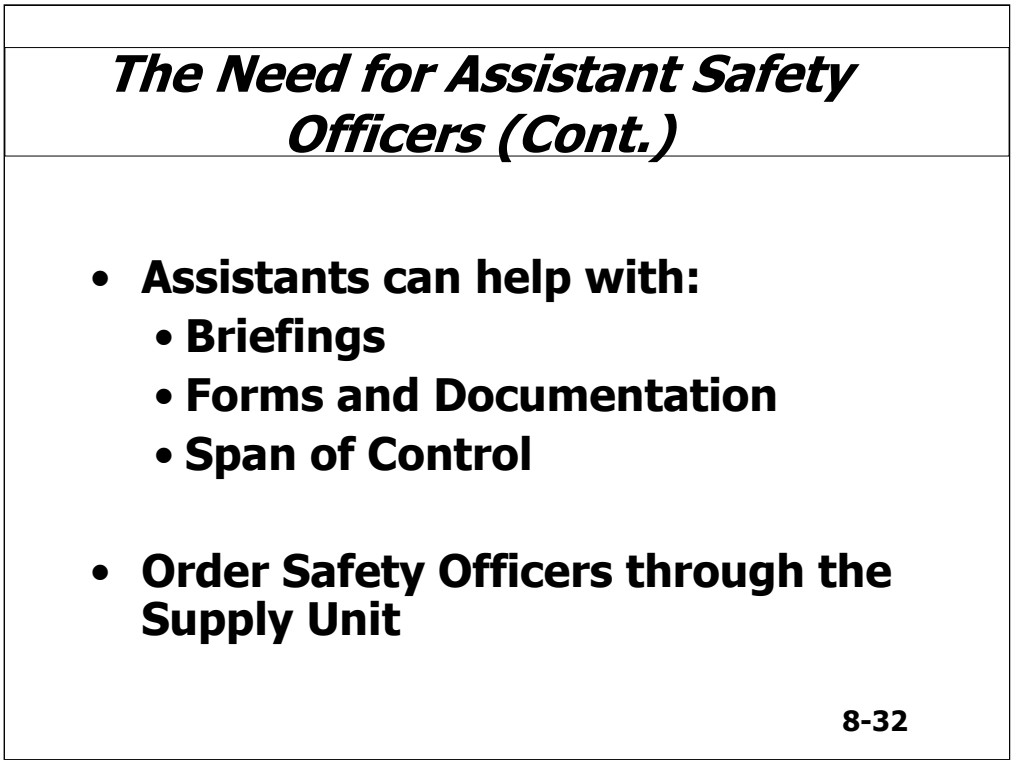
THE NEED FOR ASSISTANT SAFETY OFFICERS (cont.)

- Consider assigning Assistant Safety Officers to:
  - Groups and Divisions
  - Structural Collapse
  - Haz-Mat Incidents
  - Staging Areas
  - Camps

Staging Areas

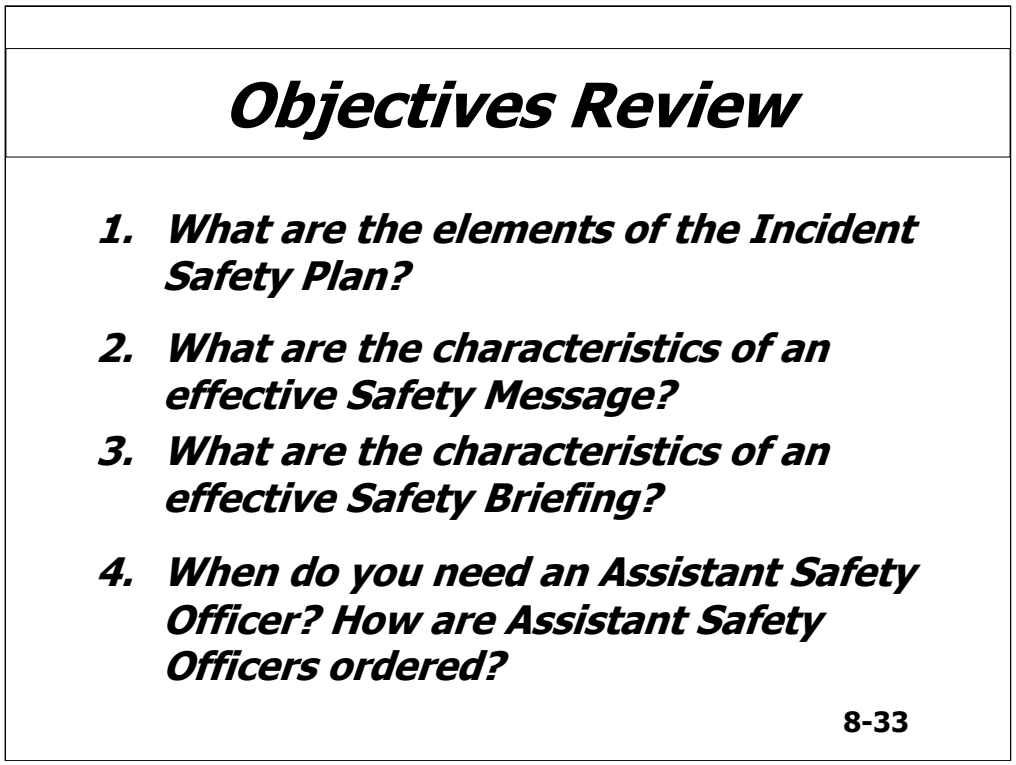
THE NEED FOR ASSISTANT SAFETY OFFICERS (cont.)

- Safety Officers are an extra pair of eyes that can assist personnel in determining hazards, assisting in high risk operations, in locating escape routes/safety zones, line locations, urban interface, hazardous materials, etc.
- Communication needs to be established between the Assistant Safety Officers and the Safety Officer



THE NEED FOR ASSISTANT SAFETY OFFICERS (cont.)

- On large and complex incidents, a Safety Officer may assign Assistant Safety Officers to supervise other Assistant Safety Officers in order to maintain span of control (3 to 7) and/or to help with Safety Messages, ICS Form 215A (Incident Safety Analysis), and briefings
- To order Assistant Safety Officers, a resource order is placed through the Supply Unit Leader with number, specific skill set required (expertise, Type 1 or Type 2, etc.), and requested time of arrival



OBJECTIVES REVIEW

- Unit Terminal Objective
  - Use multiple methods of communicating safety risks and mitigations through the Incident Safety Plan, Assistant Safety Officers, Safety Messages, and briefings
- Unit Enabling Objectives
  - Identify and list elements of an Incident Safety Plan
  - Given a scenario, prepare a Safety Message for the Incident Action Plan
  - Given a scenario, prepare and present a safety briefing
  - Describe a process used in determining the need for and ordering of Assistant Safety Officers

Exercise 9 Overview
Unit 8

Purpose

The purpose of this exercise is to provide participants with an opportunity to create a Safety Message.

Objectives

Students will:

- Develop a general Safety Message for inclusion in the Train Derailment Scenario Incident Action Plan.

Exercise Structure

This exercise is scheduled to last approximately 30 minutes, including individual work and small group discussion. Participants will individually develop a Safety Message using the Train Derailment Scenario that has been presented in previous exercises. Then, each group will discuss and critique the work of the other members of the group.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the exercise:

1. Review the Train Derailment Scenario information that has been presented in previous exercises.
2. Individually, design a Safety Message for inclusion in the Incident Action Plan.
3. Within your work group, review the work of each group member and offer constructive criticism or comments.

Facilitators moderate discussions, answer questions and provide additional information as required.

Exercise 9 Schedule

Exercise Introduction and Overview	2 minutes	Classroom
Individual Completion	15 minutes	Small Groups
Discussion / Review	15 minutes	Classroom

Exercise 10 Overview
Unit 8

Purpose

The purpose of this exercise is to provide participants with an opportunity to deliver a Safety Briefing.

Objectives

Students will:

- Develop and deliver a Safety Briefing for the Train Derailment Scenario Incident Action Plan.

Exercise Structure

This exercise is scheduled to last approximately 30 minutes, including individual work and small group discussion. Participants will individually develop a Safety Briefing using the Train Derailment Scenario that has been presented in previous exercises. Then, participants will present their briefings to the members of their groups.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the exercise:

1. Review the Train Derailment Scenario information that has been presented in previous exercises.
2. Individually, develop a Safety Briefing for this operational period.
3. Deliver your Safety Briefing to your work group.

Facilitators moderate discussions, answer questions and provide additional information as required.

Exercise 10 Schedule

Exercise Introduction and Overview	2 minutes	Classroom
Individual Completion	10 minutes	Small Groups
Discussion / Review	20 minutes	Classroom

Hurricane Katrina – Region 6

Operational Period:
Starting: 26 Oct 05 0700
Ending : 27 Oct 05 0700

Major Hazards and Risks:

Structural Instability	Biological Hazards
Electrical Hazards	Hazardous Materials
Thermal Stresses	Fire/Explosions
Security	Wild Animals/Infectious Insects
Stress/Fatigue	Slips, Trips, and Falls

PPE: Personal protective equipment continues to be our first line of defense againest injury or potential exposures. Level D is the minimum level of PPE for any field assignment. Level D is defined as: Durable clothing (long pants), steel toed-boots, safety glasses with side protection, goggles and aprons if needed for splash protection, hard hat if impact or overhead hazards are present, ear plugs for equipment or other loud noises, N-95 respirators for dust or odor and gloves (leather, nitrile, etc.) as needed for the task. The IAP 204 forms list additional PPE requirements (Level C & B) specific to each operational assignment. If you have questions about the selection or use of PPE specified for any operation, please ask your supervisor and safety officer.

Firearms: It appears that homeowners have been placing firearms out for collection with their household hazardous waste materials. Please note that EPA EMPLOYEES OR CONTRACTORS ARE NOT ALLOWED TO TOUCH OR HANDLE FIREARMS. If firearms are discovered, they must be reported to the on-site EPA supervisor immediately. The EPA supervisor is then required to contact the local Parish Sheriff's Department and stay with the firearm, without touching it, until the Sheriff's office arrives.

West Nile Virus: WNV is an illness transmitted to humans primarily by mosquitoes. In most cases, people infected either show no symptoms or have very mild flu-like symptoms. Mild cases normally last only a few days and do not cause any long-term effects. However, severe cases may result in encephalitis, an inflammation of the membrane around the brain, usually lasting several weeks and may cause permanent neurological effects. The typical time from infection to the onset of signs and symptoms is 3 to 14 days.

Symptoms: Headache, High Fever, Stiffness in the neck, Disorientation (in very severe cases, coma), Tremors and convulsions and Muscle weakness.

Precautions: Cover as much of your skin as possible by wearing shirts with long-sleeves, long pants, and socks. Use light weight clothing to minimize the potential for heat-induced illnesses. Avoid using perfumes or colognes which attract mosquitoes. Choose a repellent that provides protection for the amount of time that you will be out (the higher percentage of DEET, the longer the protection time).

Skip Weisberg
EPA Safety Officer
214-329-8320

Anita Boseman, OSC
Assistant Safety Officer
312-802-0749

Dennis Matlock, OSC
Assistant Safety Officer
304-280-7500

Glenn Miller
LDEQ – Safety Officer
225-281-7735

Jason Spillman / Tony Zimmer
Assistant Safety Officers
609-865-1638 / 513-675-4746

Rob Schrader / Patrick McGovern
USGC Assistant Safety Officers
609-618-7209 / 609-352-9955

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Safety Message

January 22, xx
Day Shift 1200 – 2400

* Hazardous Atmosphere *

- PPE!!!
- Warning Alarms!!!
- Escape Routes!!!
- Accountability!!!
  - ***Know where you and your crew members are at "<u>all</u>" times.***

Lookouts
Communication
Escape Route
Safety Zones

You are your own "*Safety Officer*"!

Nick Dunn

HO 8-2: Train Derailment Scenario
Safety Message

Unit 9

Coordination with the Logistics Section

Unit Terminal Objective

Discuss the Safety Officer's interactions with the Logistics Section (and its various sub-units) to ensure that personnel needs are safely met

9-2

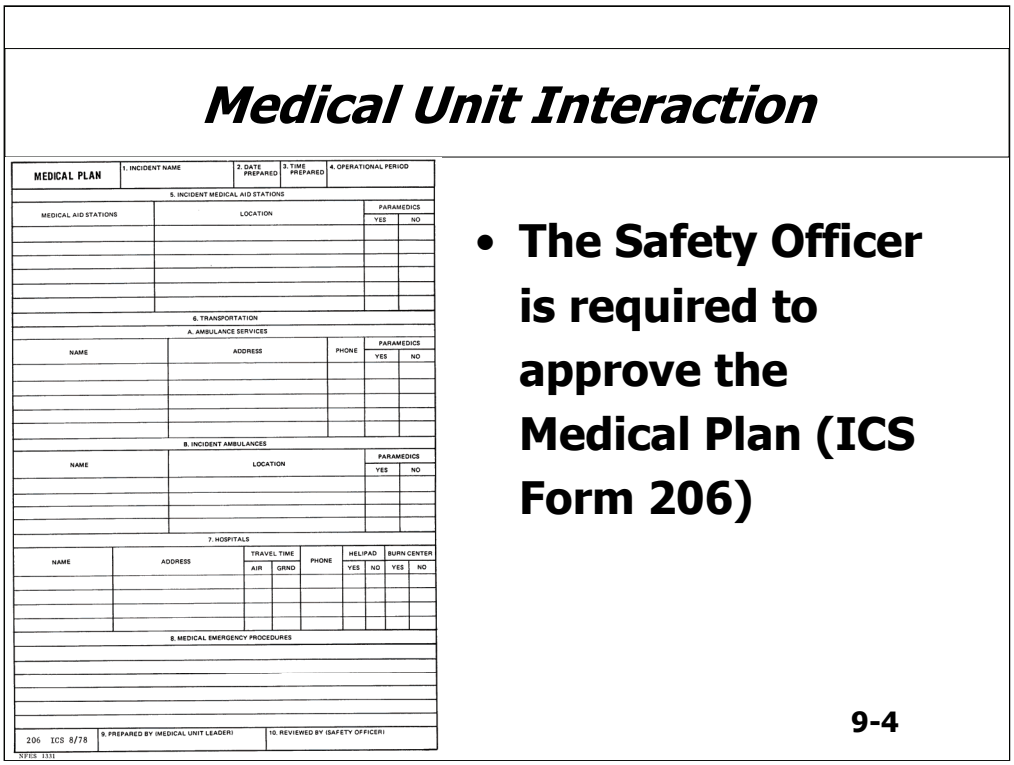
UNIT OBJECTIVES

- Unit Terminal Objective
  - Discuss the Safety Officer's interactions with the Logistics Section (and its various sub-units) to ensure that personnel needs are safely met
- Unit Enabling Objectives
  - Describe the interaction between the Safety Officer and the Medical Unit
  - Discuss the Safety Officer's role in monitoring food, potable water supplies and sanitation services inspections
  - Discuss the coordination role of the Safety Officer with the Logistics Section Chief when requesting assistance from the local health department
  - List hazards a Safety Officer might encounter on an inspection of the base and camp facilities
  - Describe the interaction between the Safety Officer and the Ground Support Unit Leader

Unit Overview

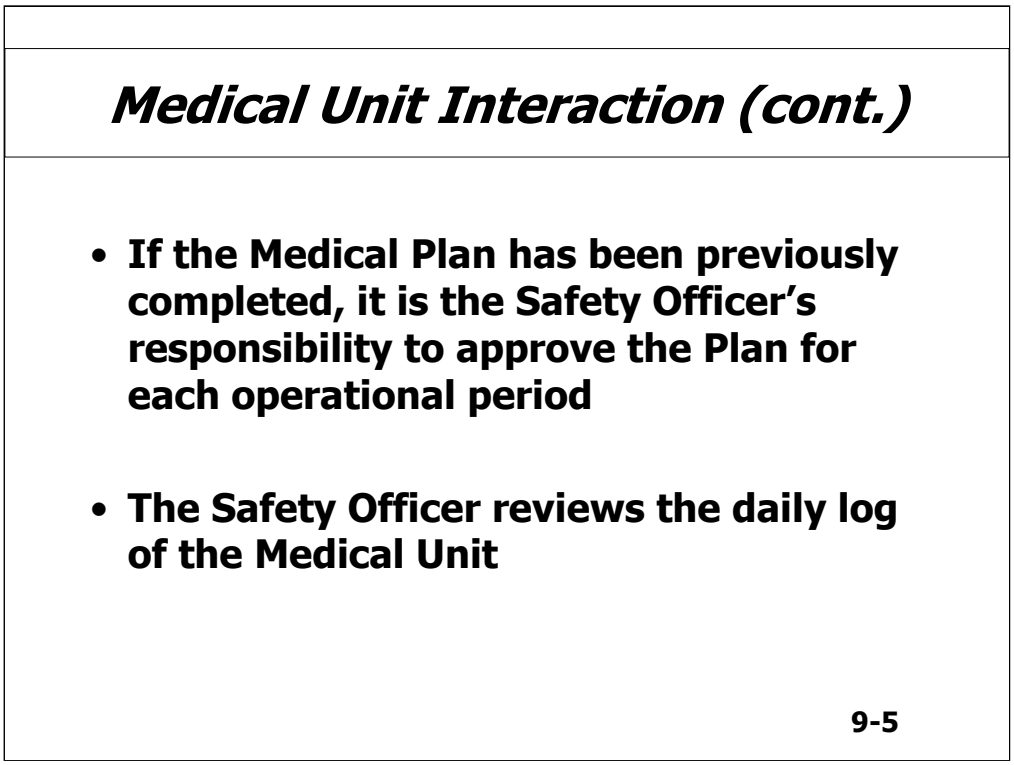
- **Safety Officer Interactions With:**
  - **Medical Unit**
  - **Local Health Inspector**
  - **Ground Support Unit**

9-3



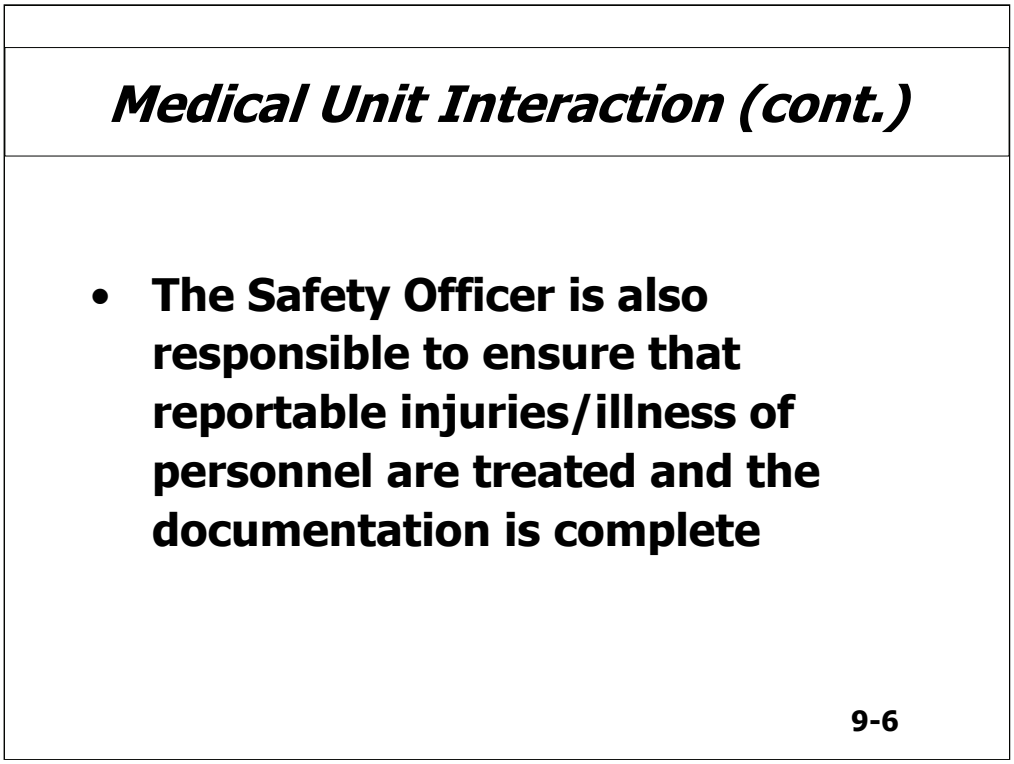
MEDICAL UNIT INTERACTION

- The Safety Officer is required to approve the Medical Plan (ICS Form 206)
  - In the event the medical unit is not in place the Safety Officer may be required to develop the Medical Plan ICS Form 206
    - This includes Medevac procedures
    - The Safety Officer also coordinates with the Air Operations Branch Director (emergency helicopter) and the Communications Unit Leader (emergency frequency) in preparing the Medevac plan



MEDICAL UNIT INTERACTION (cont.)

- If the Medical Plan has been previously completed, it is the Safety Officer's responsibility to approve the Plan for each operational period
- The Safety Officer reviews the daily log of the Medical Unit
  - In order to determine personnel conditions, and to identify trends of personnel injuries



MEDICAL UNIT INTERACTION (cont.)

- The Safety Officer is also responsible to ensure that reportable injuries/illness of personnel are treated and the documentation is complete
  - The paperwork/documentation is completed by the Medical Unit Leader and the Compensation Unit Leader
  - It is also the Safety Officer's responsibility to ensure that the summary of the accidents/injuries/illnesses is reported at the close-out of the incident with the agency administrator/agency official

Role of Safety Officer in Monitoring Food, Potable Water and Sanitation Services

- **Inspections**
- **Verify compliance of sanitation rules with the Food Unit Leader and Base/Camp Manager**

9-7

ROLE OF SAFETY OFFICER IN MONITORING FOOD, POTABLE WATER AND SANITATION SERVICES

- Inspections
  - Safety officer makes spot check inspections to ensure compliance with health and safety guidelines per contract
  - Record in Unit Log
- Verify compliance of sanitation rules with the Food Unit Leader and Base/Camp Manager. Some examples are:
  - Fans are placed over the serving tables if flies and other insects are a problem
  - All catering personnel are checked for health problems
  - All servers are to wear plastic gloves
  - Limit the distribution of sports type drinks, soft drinks, etc.
  - Ask for and accommodate health inspectors
    - Dates on lunches

Sanitation Rules

ROLE OF SAFETY OFFICER IN MONITORING FOOD, POTABLE WATER AND SANITATION SERVICES (cont.)

- Sanitation Rules

Serving Tables

9-9

ROLE OF SAFETY OFFICER IN MONITORING FOOD, POTABLE WATER AND SANITATION SERVICES (cont.)

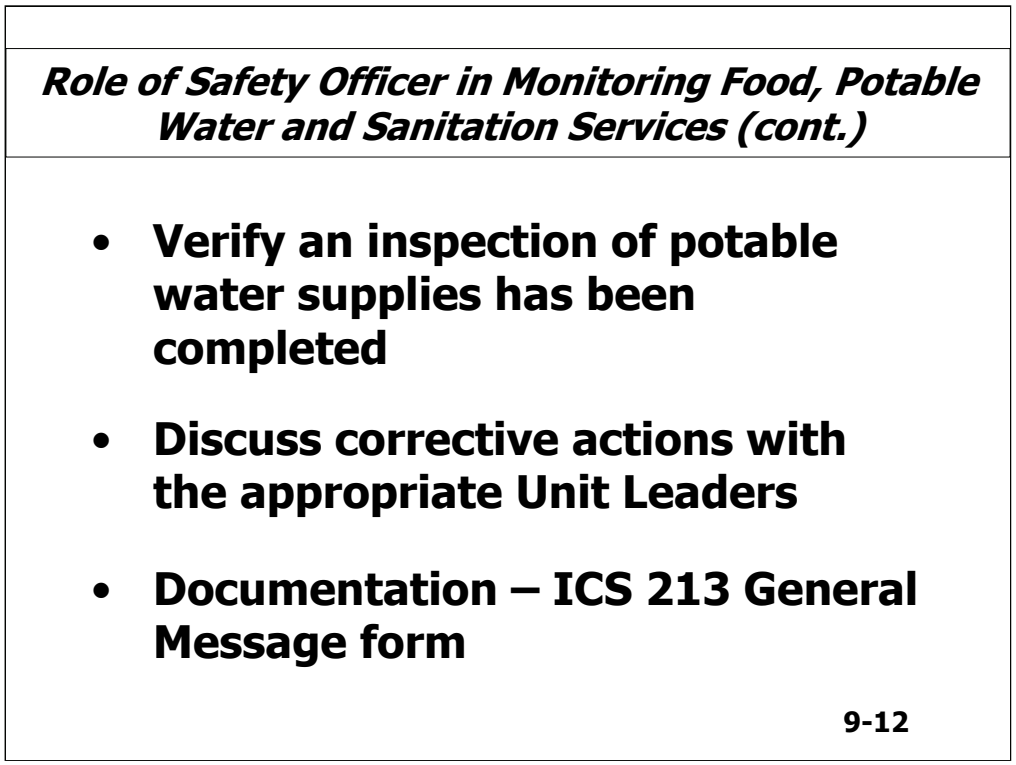
- Serving tables

Dates on Lunches

ROLE OF SAFETY OFFICER IN MONITORING FOOD, POTABLE WATER AND SANITATION SERVICES (cont.)

- Dates on Lunches
  - Lunches need to be properly dated and refrigerated
  - Be careful with donated foods

Inspect Food Services



ROLE OF SAFETY OFFICER IN MONITORING FOOD, POTABLE WATER AND SANITATION SERVICES (cont.)

- Verify an inspection of potable water supplies has been completed
    - Inspect potable water sources, hauling and storage containers with appropriate unit leaders
- In the event of a deficiency, review and discuss corrective actions with the appropriate Unit Leaders
- Documentation – ICS 213 General Message form

Potable Water

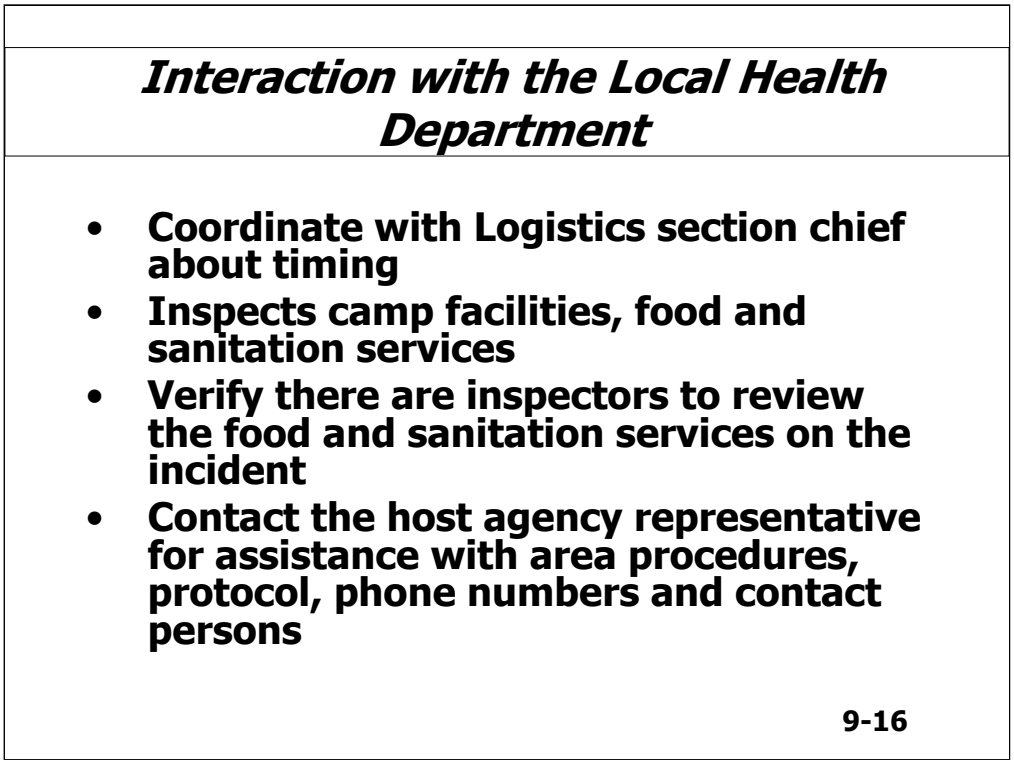
Gray Water Storage

9-14

ROLE OF SAFETY OFFICER IN MONITORING FOOD, POTABLE WATER AND SANITATION SERVICES (cont.)

- Gray Water Storage

Inspect Sanitation Services



INTERACTION WITH THE LOCAL HEALTH DEPARTMENT

- The Safety Officer(s) in conjunction with the Logistics section (Food Unit Leader, Facilities Unit Leader) are required to inspect camp facilities, food and sanitation services
  - Verify that the logistics section provides inspectors to review the food and sanitation services on the incident
  - Contact the host agency representative for assistance with area procedures, protocol, phone numbers and contact persons

Interaction with the Local Health Department (Cont.)

- **Coordinate a time for the inspection(s) with appropriate Unit Leaders**
- **All deficiencies or suggestions should be implemented by the appropriate Unit Leader**

9-17

INTERACTION WITH THE LOCAL HEALTH DEPARTMENT (cont.)

- Coordinate a time for the inspection(s) with appropriate unit leaders. Complete documentation of the deficiencies and comments
- All deficiencies or suggestions should be implemented by the appropriate unit leader and the follow-up report sent to the local department and a copy kept in the incident close-out package

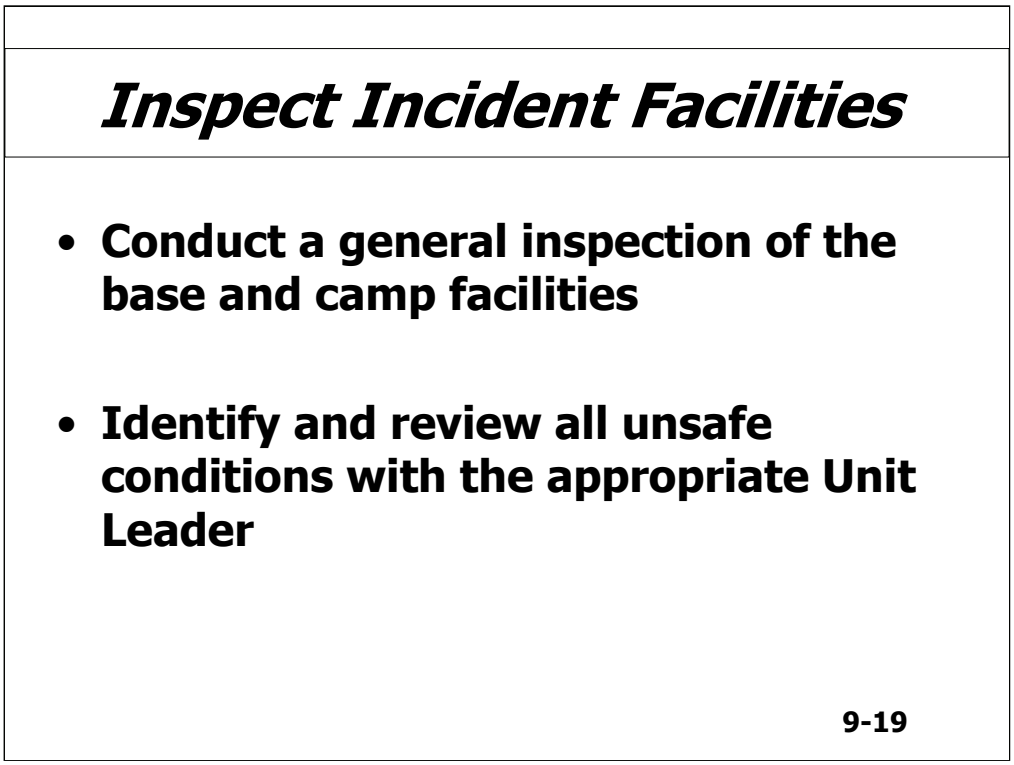
Interaction with the Local Health Department (Cont.)

- **In many areas, local jurisdictions will make unannounced camp and facility inspections**

9-18

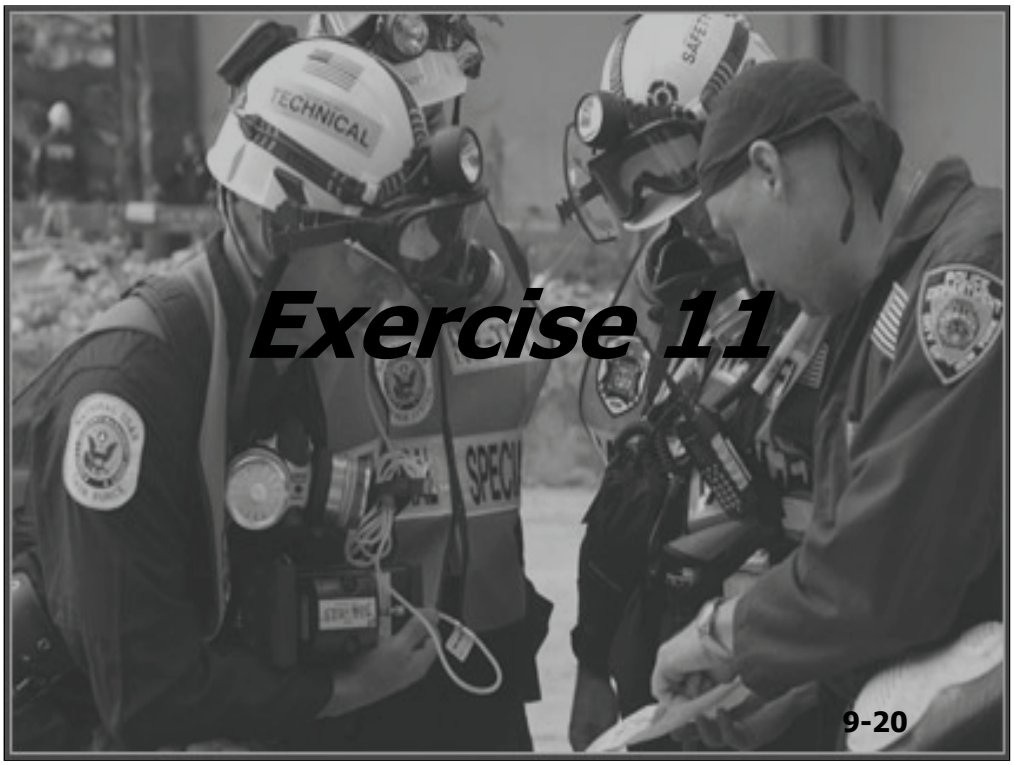
INTERACTION WITH THE LOCAL HEALTH DEPARTMENT (cont.)

- In many areas of the United States, local jurisdictions County, State Health Departments and State and Federal (OSHA) will make unannounced camp and facility inspections
  - Federal & State facilities do not fall under local jurisdictional requirements



INSPECT INCIDENT FACILITIES

- Conduct a general inspection of the base and camp facilities and follow-up on a periodic basis throughout the incident for compliance to all health and safety standards
- Identify and review all unsafe conditions with the appropriate Unit Leader


TECHNICAL
Exercise 11
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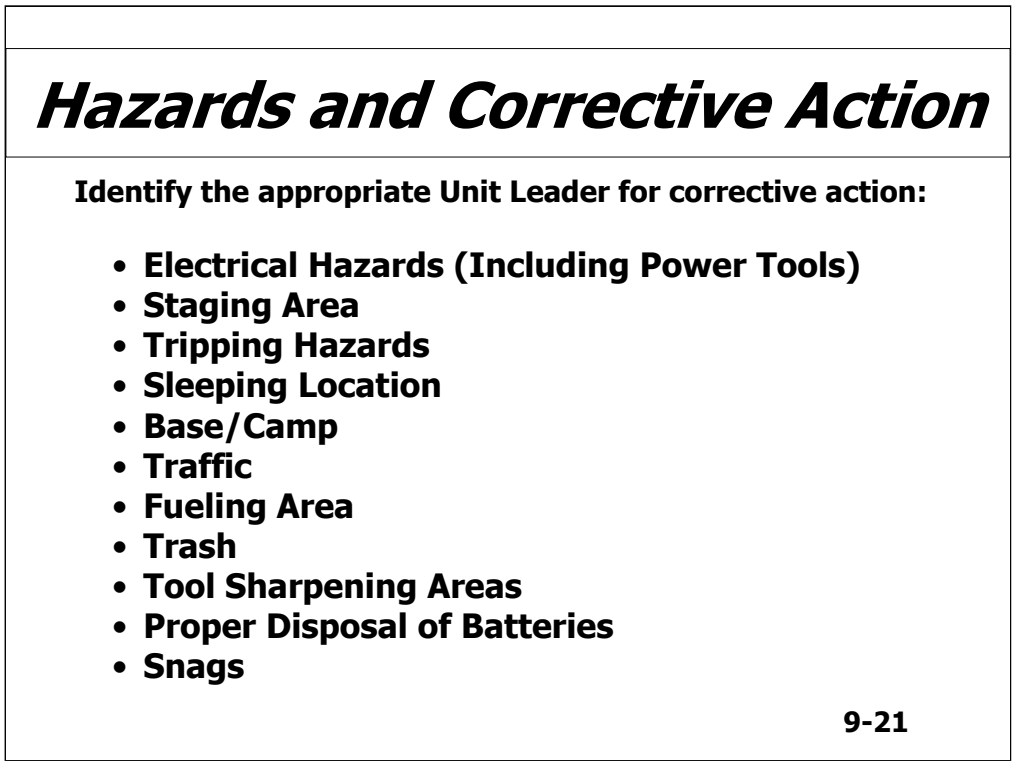
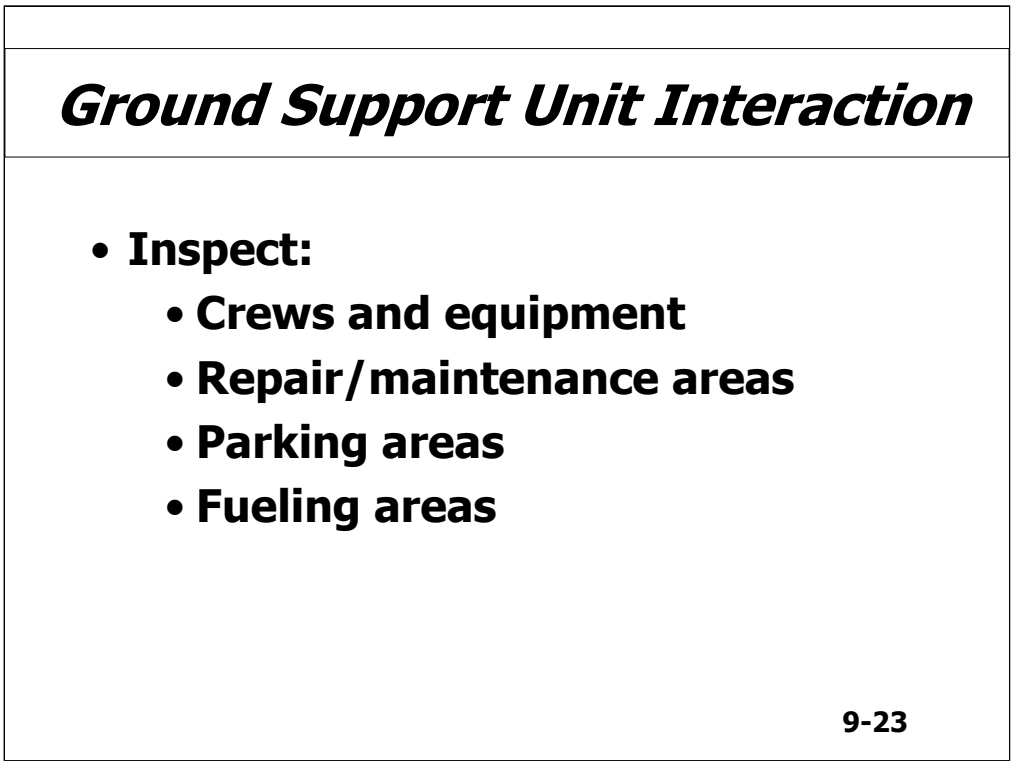


INSPECT INCIDENT FACILITIES (cont.)

- Identify the appropriate Unit Leader for corrective action:
  - Electrical hazards (including power tools)
  - Staging area
  - Tripping hazards
  - Sleeping location
  - Base/Camp
  - Traffic
  - Fueling area
  - Trash
  - Tool sharpening areas
  - Proper disposal of batteries
  - Snags

Base or Camp



GROUND SUPPORT UNIT INTERACTION

- Inspections
  - Conduct periodic inspections of vehicles and equipment to ensure that all safety, mechanical and maintenance standards are met (i.e., proper grounding of electrical & static spark generating equipment) (Ground Support Unit Leader & Facilities Unit Leader)
    - Crews and equipment
    - Repair/maintenance areas
    - Parking areas
  - Fueling areas
    - Fuel containment procedures
    - Hazardous material storage (mixed fuels, anti-freeze, oily rags)
    - Proper signing of fueling area (no smoking, placards, flammables)

Vehicle Inspection

Fueling Area

Hazardous Material Storage

Ground Support Unit Interaction (Cont.)

- **Inspect all roads and review Incident Transportation Plan**

9-27

GROUND SUPPORT UNIT INTERACTION (cont.)

- *Inspections (cont.)*
  - Ensure that inspections have been done on all roads that will be used for the transportation of personnel and equipment
    - Monitor compliance with speed limits
    - Roads must have adequate width and grade
    - Maintenance and dust abatement
    - Roads that have been identified as unsafe for vehicle travel will be closed or repaired
  - Review Incident Transportation Plan

Dust Control

Road Maintenance

9-29

Ground Support Unit Interaction (Cont.)

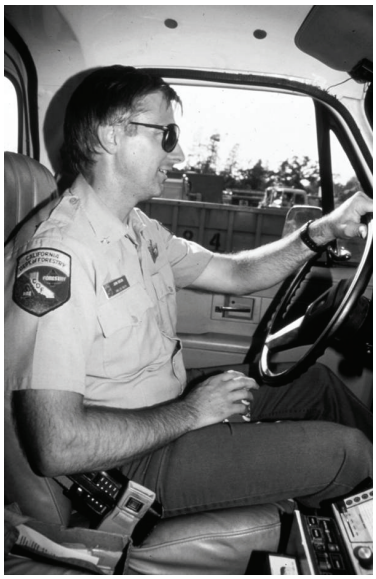
- **Monitor operator's compliance with standards set by the responsible agency**

9-30

GROUND SUPPORT UNIT INTERACTION (cont.)

- Monitor operator's compliance with standards set by the responsible agency
  - Duty hours
  - Log book and equipment records
  - Ensure that Ground Support Unit Leader has verified that operators are licensed for the vehicles and equipment they are assigned. Spot check for driver's licenses
  - Ensure that drivers and operators who may visit the fire line/ incident are properly trained in the use of PPE and Standards For Survival
  - Ensure that drivers and operators receive daily operational period safety briefings

Monitor Vehicle and Operator Duty Hours



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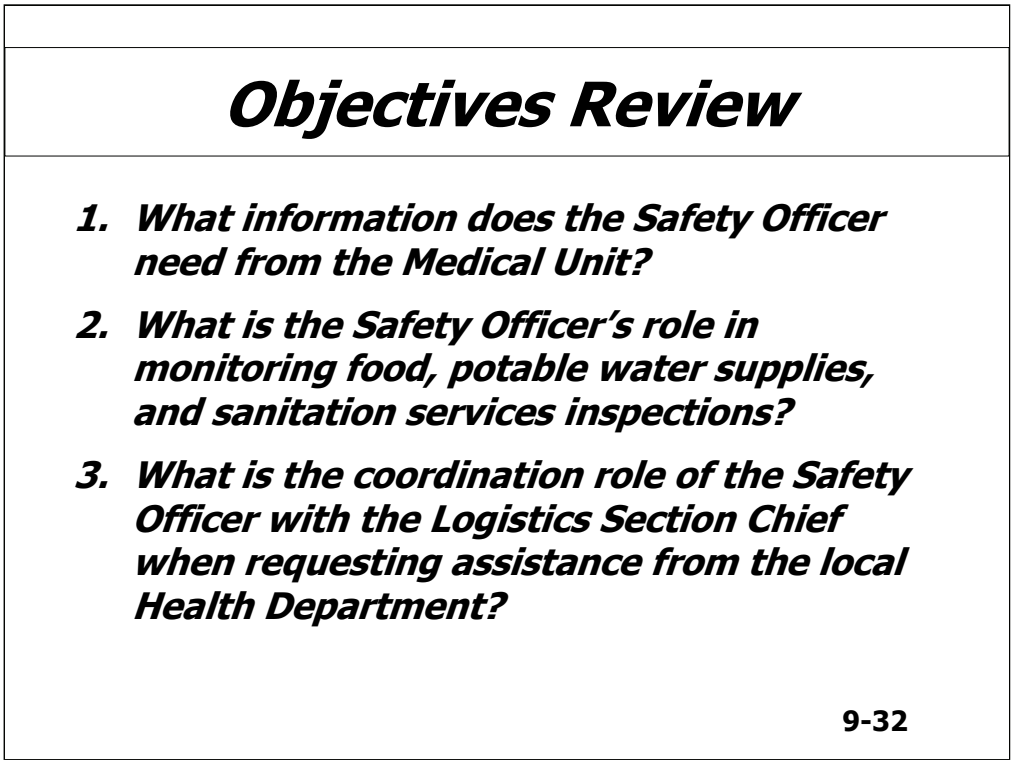
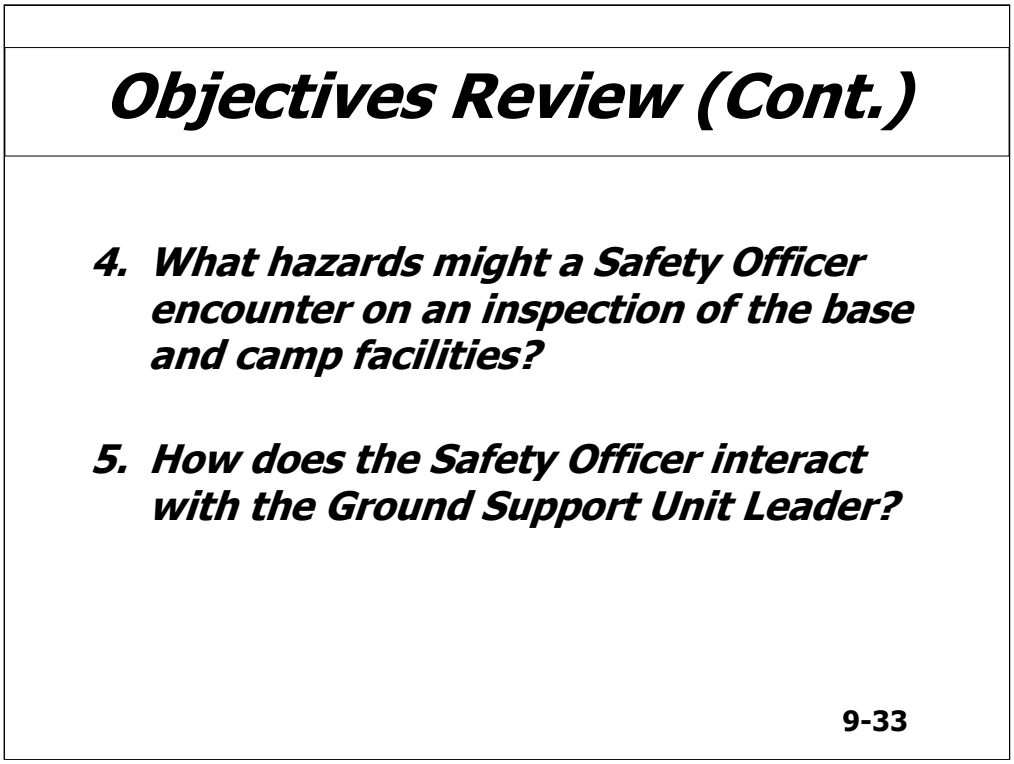


OBJECTIVES REVIEW

- Unit Terminal Objective
  - Discuss the Safety Officer's interactions with the Logistics Section (and its various sub-units) to ensure that personnel needs are safely met
- Unit Enabling Objectives
  - Describe the interaction between the Safety Officer and the Medical Unit
  - Discuss the Safety Officer's role in monitoring food, potable water supplies and sanitation services inspections
  - Discuss the coordination role of the Safety Officer with the Logistics Section Chief when requesting assistance from the local health department



OBJECTIVES REVIEW (cont.)

- *Unit Enabling Objectives (cont.)*
  - List hazards a Safety Officer might encounter on an inspection of the base and camp facilities
  - Describe the interaction between the Safety Officer and the Ground Support Unit Leader

Exercise 11 Overview
Unit 9

Purpose

The purpose of this exercise is to provide participants with an opportunity to list potential hazards that may be found at an incident base or camp, and to identify the appropriate Unit Leader for corrective action.

Objectives

Students will:

- List potential hazards that may be found at an incident base or camp.
- Identify the appropriate Unit Leader for corrective action.
- Fill out ICS Form 213 – General Message for one hazard.

Exercise Structure

This exercise is scheduled to last approximately 45 minutes, including small group discussion and presentation of group findings. Participants will gather in groups to brainstorm hazards that may be found at an incident base or camp, and determine the appropriate Unit Leader within the Logistics branch that would be responsible for taking corrective action. In addition, each student will individually complete ICS Form 213 – General Message, informing one unit leader of one of the potential hazards they thought of. Each group will present their findings to the rest of the group.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the exercise:

1. Within your work group, select a group spokesperson.
2. Brainstorm hazards that may be found at an incident base or camp
3. Determine which Logistics section Unit would be responsible for correcting the hazard.
4. Individually, fill out ICS Form 213 – General Message for one of the hazards.
5. Present your responses to the rest of the class.

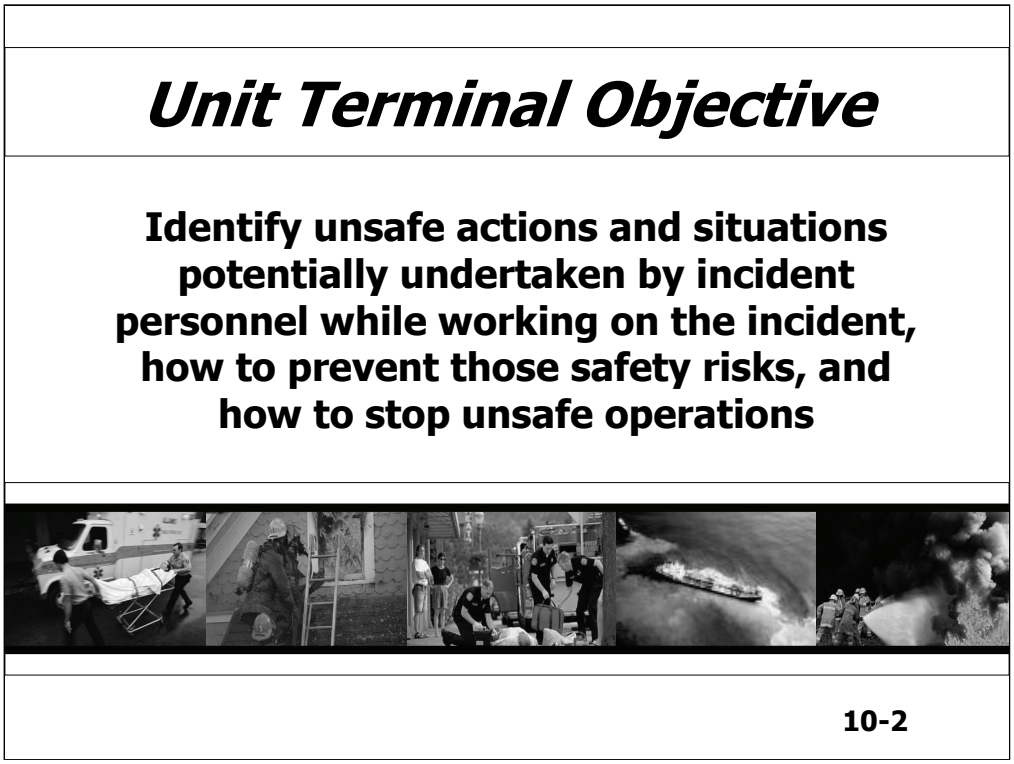
Facilitators moderate discussions, answer questions and provide additional information as required.

Exercise 11 Schedule

Exercise Introduction and Overview	2 minutes	Classroom
Discussion / Documentation	20 minutes	Small Groups
Debrief / Review	25 minutes	Classroom

Unit 10

Operations and General Health and Welfare



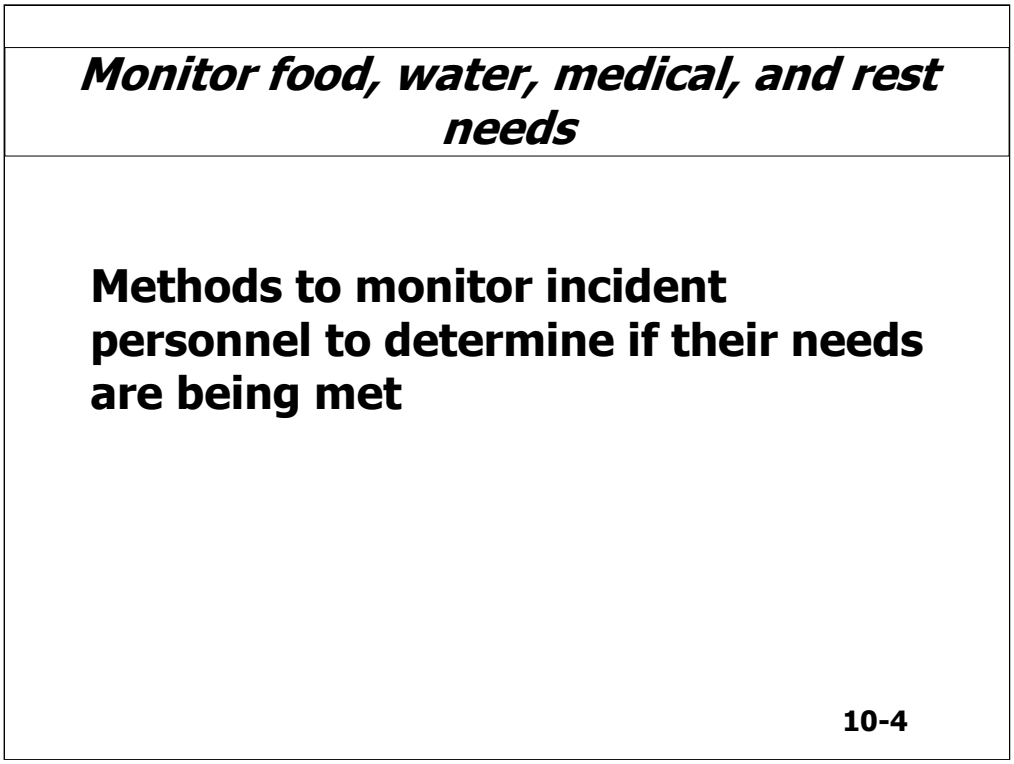
UNIT OBJECTIVES

- Unit Terminal Objective
  - Identify unsafe actions and situations potentially undertaken by incident personnel while working on the incident, how to prevent those safety risks, and how to stop unsafe operations
- Unit Enabling Objectives
  - Describe the methods used by the Safety Officer to promote the general health and welfare of incident personnel
  - List ways of ensuring that the work/rest guidelines are followed
  - Given examples of unsafe aviation situations, describe corrective actions and whom you would contact
  - List areas of concern for the Safety Officer while in the field
  - Describe the Safety Officer's authority to stop or prevent an unsafe act

Unit Overview

- **Monitoring:**
  - **Personal Protective Equipment**
  - **Work/Rest Guidelines**
  - **Air Operations**
  - **Equipment and Personnel Safety**
  - **Tools**

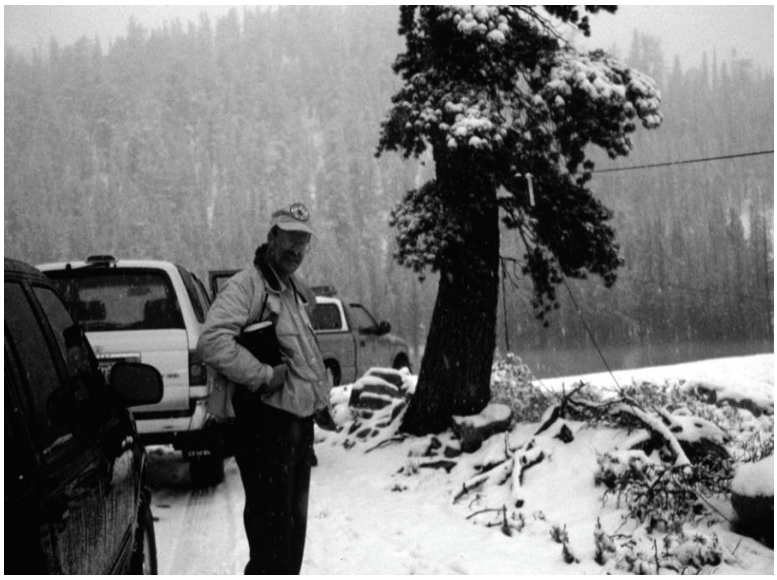
10-3



MONITOR FOOD, WATER, MEDICAL, AND REST NEEDS

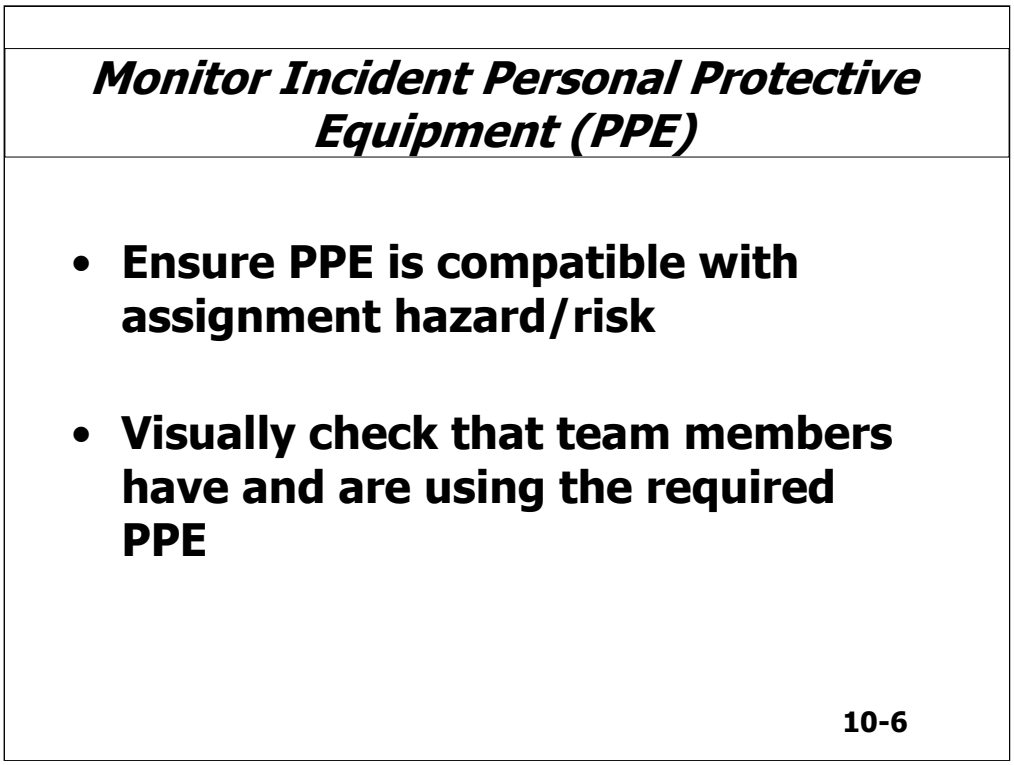
- Methods to monitor incident personnel to determine if their needs are being met as related to food, water, medical, and rest.
  - Incident Commander/Crew supervisor debriefings
  - Work/rest guidelines
  - Individual interviews
  - Crew time reports/time sheets
  - Complaints and low morale
  - Medical trends
  - Personal observations

Inclement Weather



MONITOR INCIDENT PERSONNEL FOR NEEDS RELATED TO FOOD, WATER, MEDICAL, AND REST (cont.)

- Coordinate with appropriate unit leader to anticipate needs (clothing, facilities) for inclement weather



MONITOR INCIDENT PERSONAL PROTECTIVE EQUIPMENT (PPE)

- Ensure Personal Protective Equipment is compatible with assignment hazard/risk
  - Goggles for nozzle operators
  - Hard hat for field personnel
  - Hearing protection for noisy environments (tool sharpener, pump operator, generators)
  - Gloves, boots, helmets, etc.
- Visually check teams members preparing for duty and on the line to see that they are wearing or have all required Personal Protective Equipment and are using it
- Ensure that all Personal Protective Equipment is in good working order
  - Clean
  - Proper fitting

Required Personal Protective Equipment

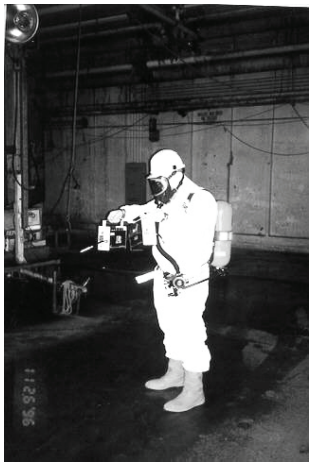
10-7

Required Personal Protective Equipment (Cont.)

10-8

Personal Protective Equipment is compatible with assignment…

Personal Protective Equipment is compatible with assignment…



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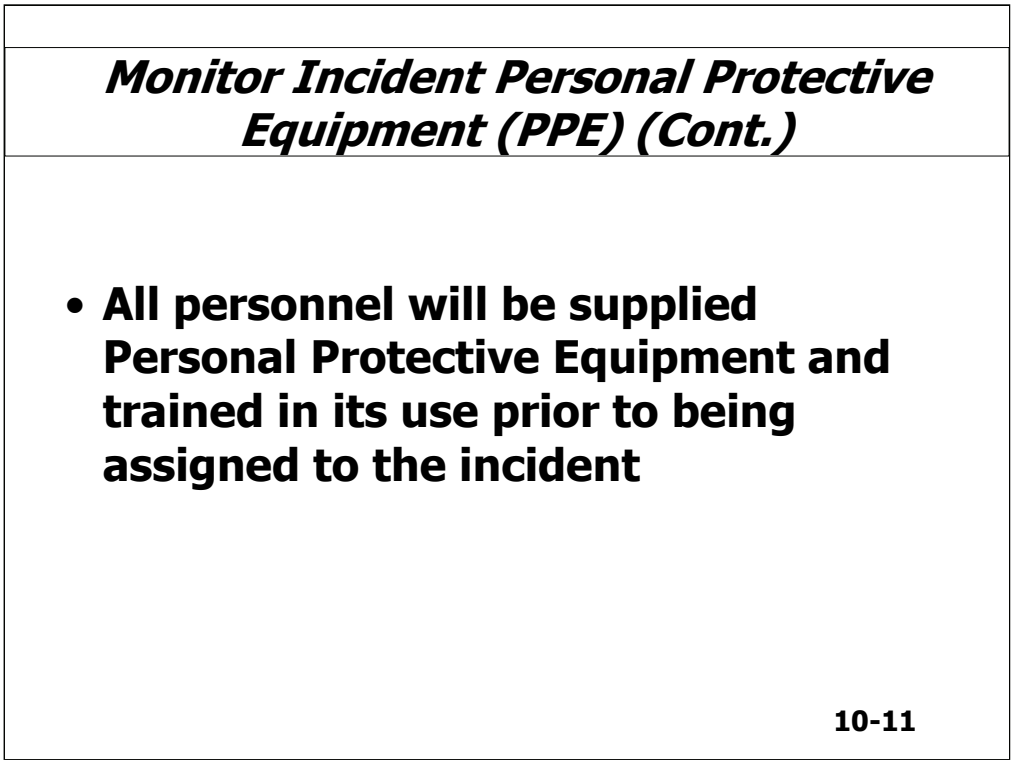
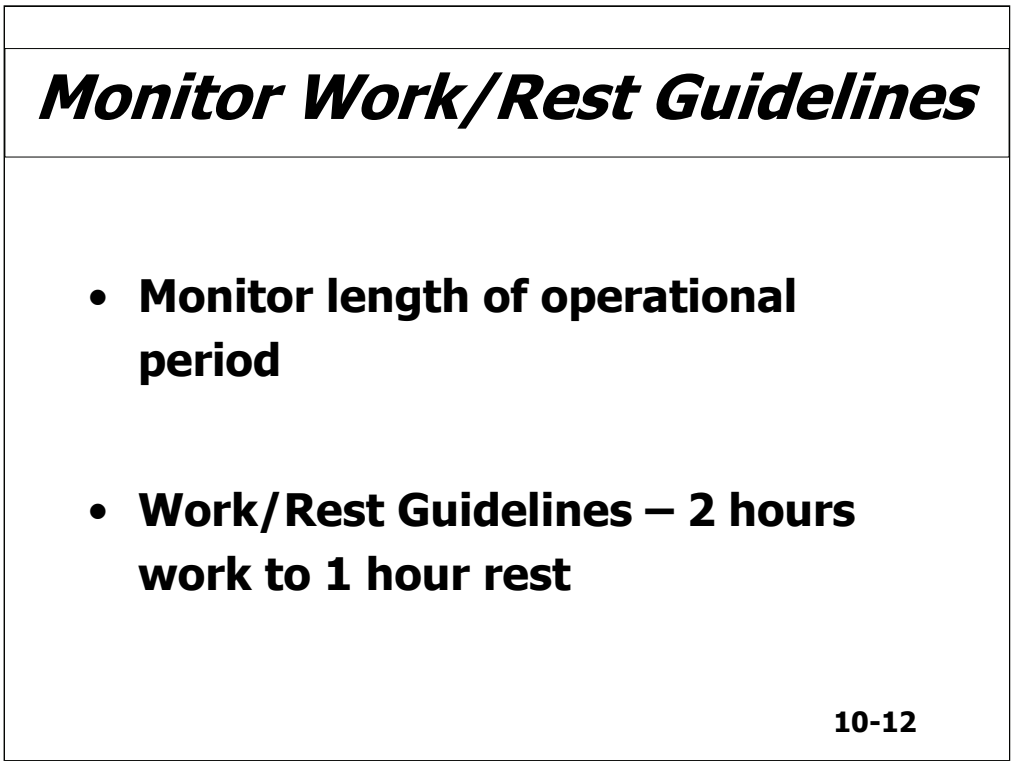


MONITOR INCIDENT PERSONAL PROTECTIVE EQUIPMENT (PPE) (cont.)

- Tactical and non-tactical personnel, engaged in tactical assignments, will be supplied Personal Protective Equipment and trained in its use, prior to being assigned
  - Media
  - Bus drivers
  - Agency administrators
  - Technical specialists
  - Equipment operators



MONITOR WORK/REST GUIDELINES

- Monitor length of operational period (two to one - two hours of work to one hour of rest)
- Check time records and identify operational period lengths of assigned personnel with the Time Unit
  - Crew interview
  - Reference agency Incident Business Management Handbook or appropriate agency policy
- Work/Rest Guidelines (i.e., 2 to 1)

Monitor Work/Rest Guidelines

10-13

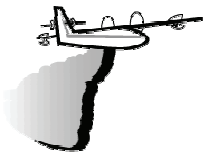
Aviation mishaps

AIR OPERATIONS AND GENERAL HEALTH AND WELFARE

- Aviation mishaps often result in serious injuries, high expense, and are highly visible. The Safety Officer should devote time to monitoring air operations on an incident (rotary wing and fixed wing)

Monitor Air Operations Activities

- **Field operations should be examined to see if air operations pose hazards to people on the ground**
- **Monitor to ensure that air safety requirements are being implemented and followed**



10-15

AIR OPERATIONS AND GENERAL HEALTH AND WELFARE (cont.)

- Monitor air operations activities
  - The Incident Management Team is responsible for the safety of all incident aviation operations, EVEN IF THE BASE OF AVIATION OPERATIONS AND GENERAL HEALTH AND WELFARE IS MILES FROM THE ACTUAL INCIDENT
  - Field operations should be examined to see if air operations pose hazards to people on the ground
  - Monitor to ensure that air safety requirements are being implemented and followed
    - Flight Safety Briefing

Retardant Drop

Coordinate with Ground Personnel

Monitor Air Operations Activities (Cont.)

- **Document all identified hazards or unsafe conditions**
- **Review compliance with agency flight duty policy/duty limitations with appropriate manager**

10-18

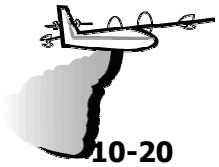
AIR OPERATIONS AND GENERAL HEALTH AND WELFARE (cont.)

- *Monitor air operations activities (cont.)*
  - Document all identified hazards or unsafe conditions
  - Review compliance with agency flight duty policy/duty limitations with appropriate manager
  - May order an Assistant Safety Officer-Air Operations to monitor appropriate policy/duty limitations

Review compliance with agency flight duty policy/duty limitations with appropriate manager

Monitor Air Operations Activities (Cont.)

- **Review aircraft incident/accident reports**
- **Provide assistance to Air Operations Branch Director (AOBD) in dealing with preventative measures to ensure risks have been minimized or eliminated**



10-20

AIR OPERATIONS AND GENERAL HEALTH AND WELFARE (cont.)

- *Monitor air operations activities (cont.)*
  - Review aircraft incident/accident reports
  - Provide assistance to Air Operations Branch Director (AOBD) in dealing with preventative measures to ensure risks have been minimized or eliminated

Monitor Air Operations Activities (Cont.)

- **Include Air Operations in your normal Safety Officer activities**

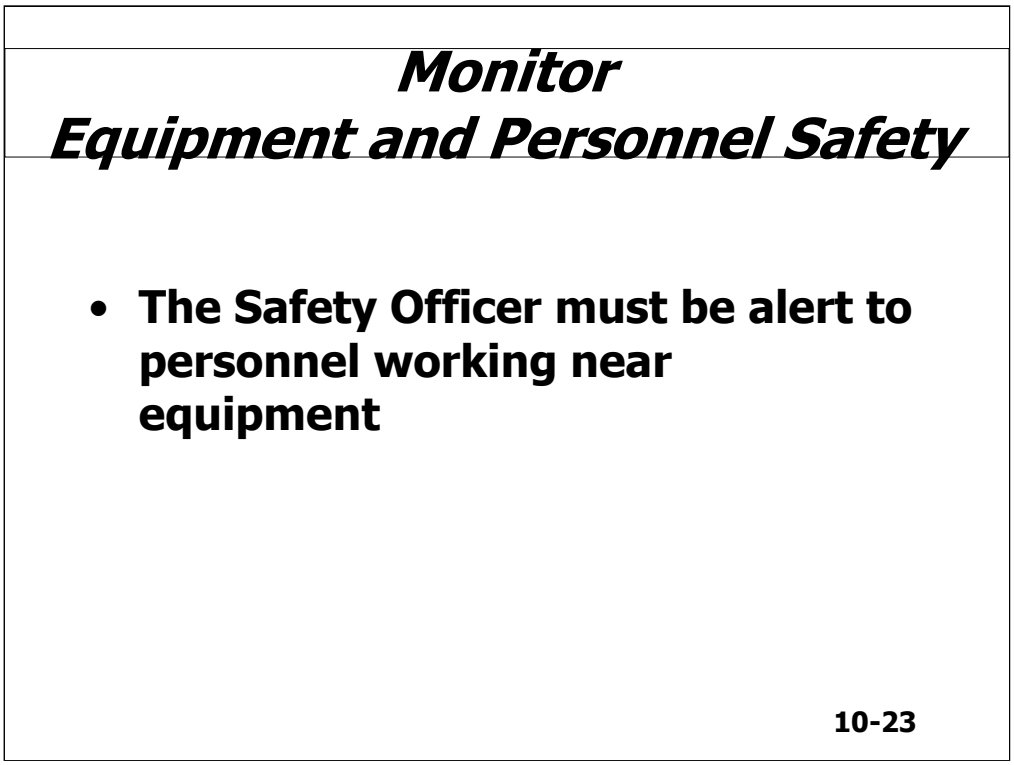
10-21

AIR OPERATIONS AND GENERAL HEALTH AND WELFARE (cont.)

- *Monitor air operations activities (cont.)*
  - Confer daily with the Air Operations Branch Director (AOBD) on general aviation activities
  - High hazard operations should be identified in the Safety Message
  - Periodically attend the Air Operations Briefings

Monitor Air Operations Activities (cont.)

10-22



EQUIPMENT AND PERSONNEL SAFETY

- Equipment and personnel working in close proximity
  - Heavy equipment working above crews (fall-out)
- Equipment working unsupervised
- Equipment not suited for task
- Private equipment (not signed up) working on incident independently (no supervision, communication, or Personal Protective Equipment)

Equipment and Personnel Working in Close Proximity

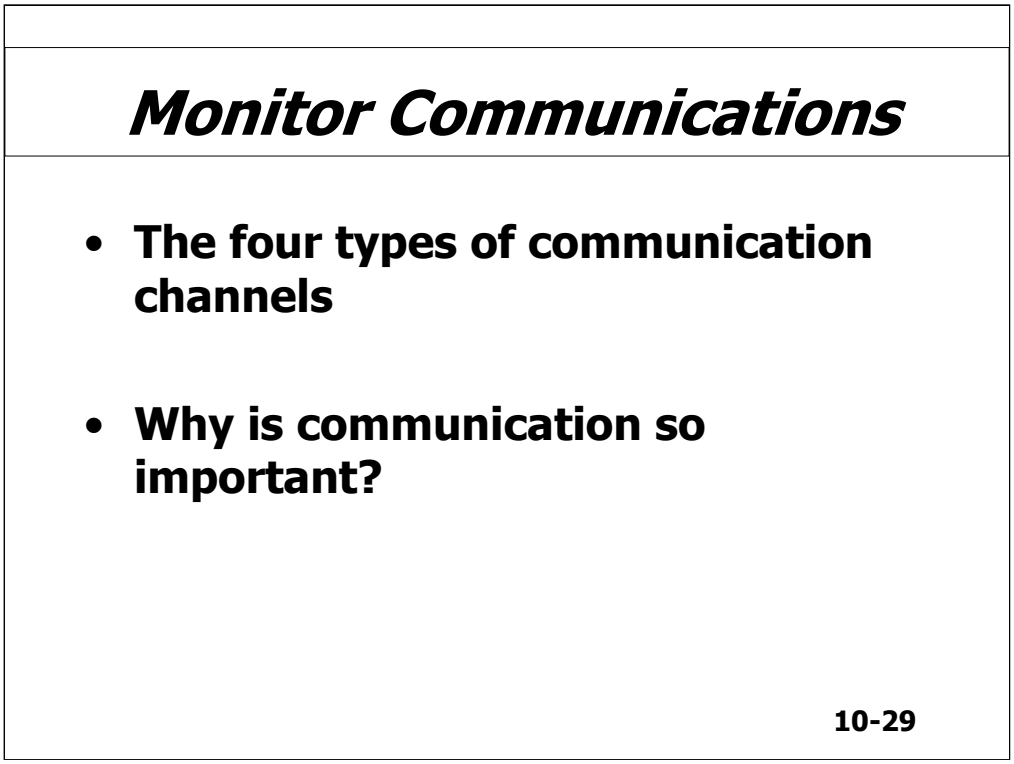
Equipment and Personnel Working in Close Proximity (Cont.)

Equipment and Personnel Working in Close Proximity (Cont.)

Equipment Working Above Crews

10-27

Equipment Not Suited for Task



COMMUNICATIONS

- Communication channels:
  - Command
  - Tactical
  - Support
  - Air-to-ground
- Command channels working properly
  - Can responder communicate with base?
- Tactical channels working properly
  - Availability/number of tactical channels-congestion
  - Discrete frequencies
- Cellular phone use/abuse
  - Driving while using phone
- Interoperability

Human Repeater

Monitor Firing Operations

- **Communication and coordination when implementing burnout operations**
- **Qualifications**
- **Aerial ignition (burn plan)**
  - **Helitorch**
  - **Plastic sphere dispenser**

10-31

FIRING OPERATIONS AND GENERAL HEALTH AND WELFARE

- Communication and coordination when implementing burnout operations
- Qualifications
- Aerial ignition (burn plan)

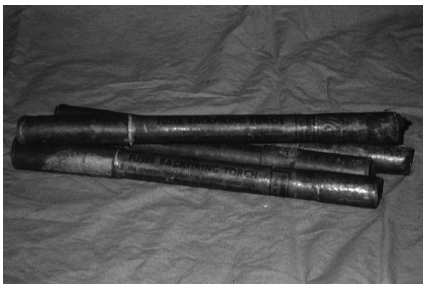
• Helitorch

- Crew qualifications
- Pilot qualifications, aircraft
- Personal Protective Equipment
- Use restrictions
- MSDS sheets
- Proper storage

• Plastic sphere dispenser

- Pilot, operator, aircraft qualifications
- Proper storage

Firing Operations (Cont.)

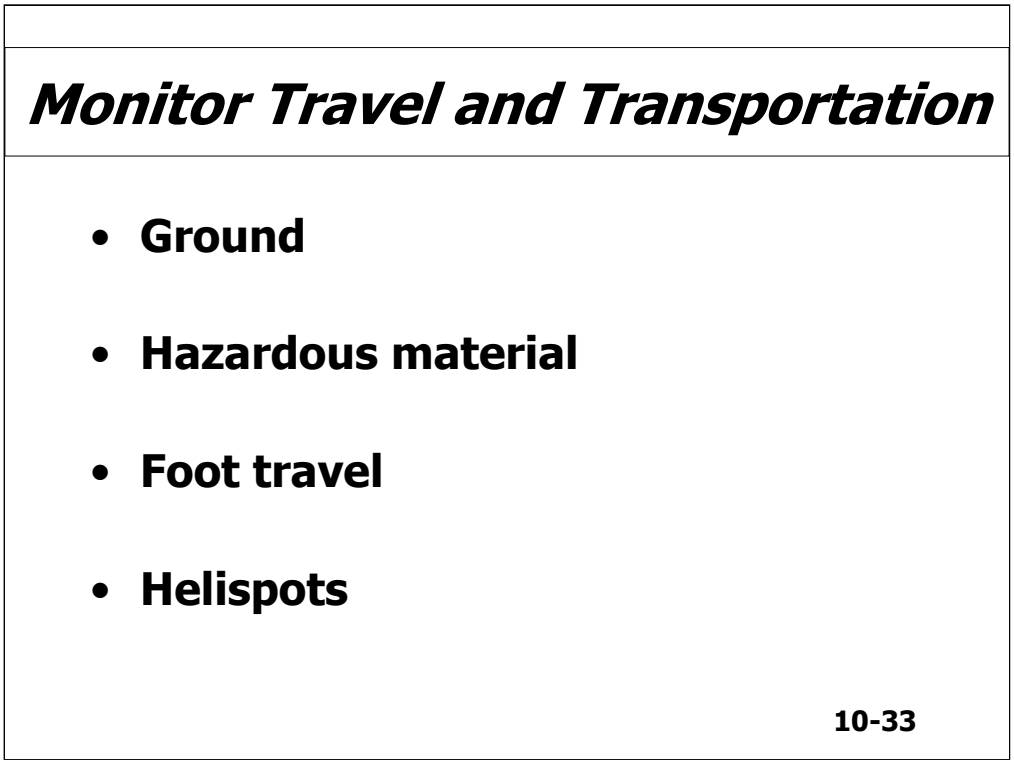


Ground-Based

- **Flare Gun**
- **Fusee**
- **Terra-torch**

FIRING OPERATIONS AND GENERAL HEALTH AND WELFARE (cont.)

- Ground-Based
  - Flare Gun
  - Fusee
  - Terra-torch



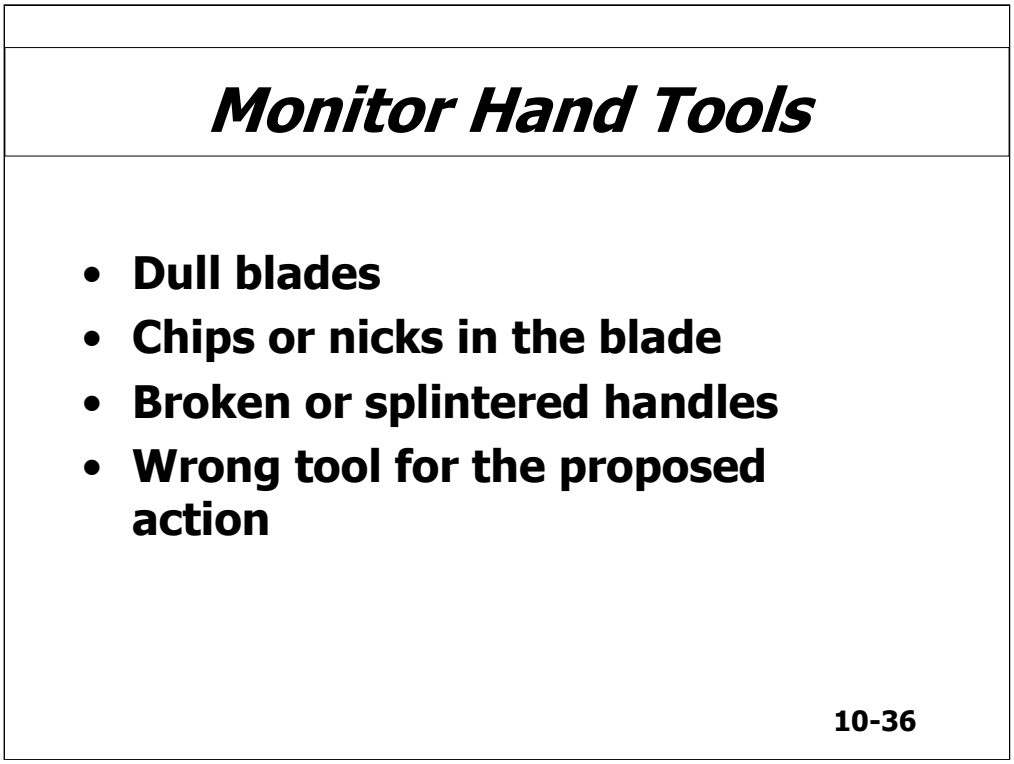
TRAVEL AND TRANSPORTATION

- Ground
- Hazardous material
- Foot travel
- Helispots

Appropriate equipment to meet the need

10-34

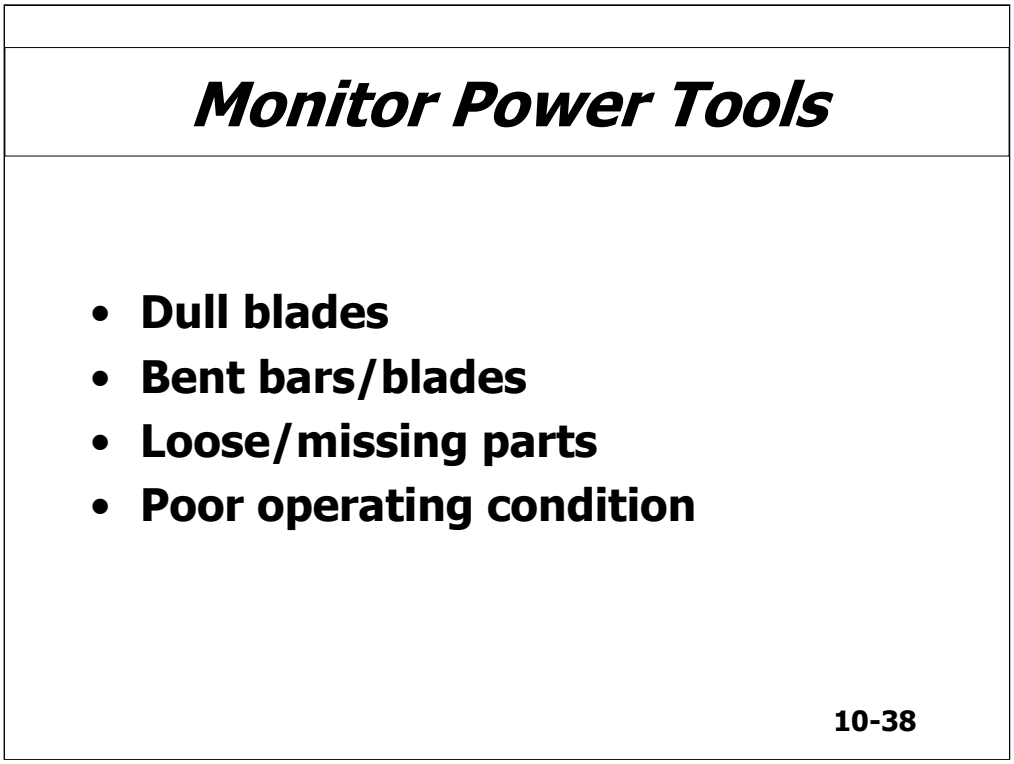
Hazardous material properly secured in transport?



HAND TOOLS

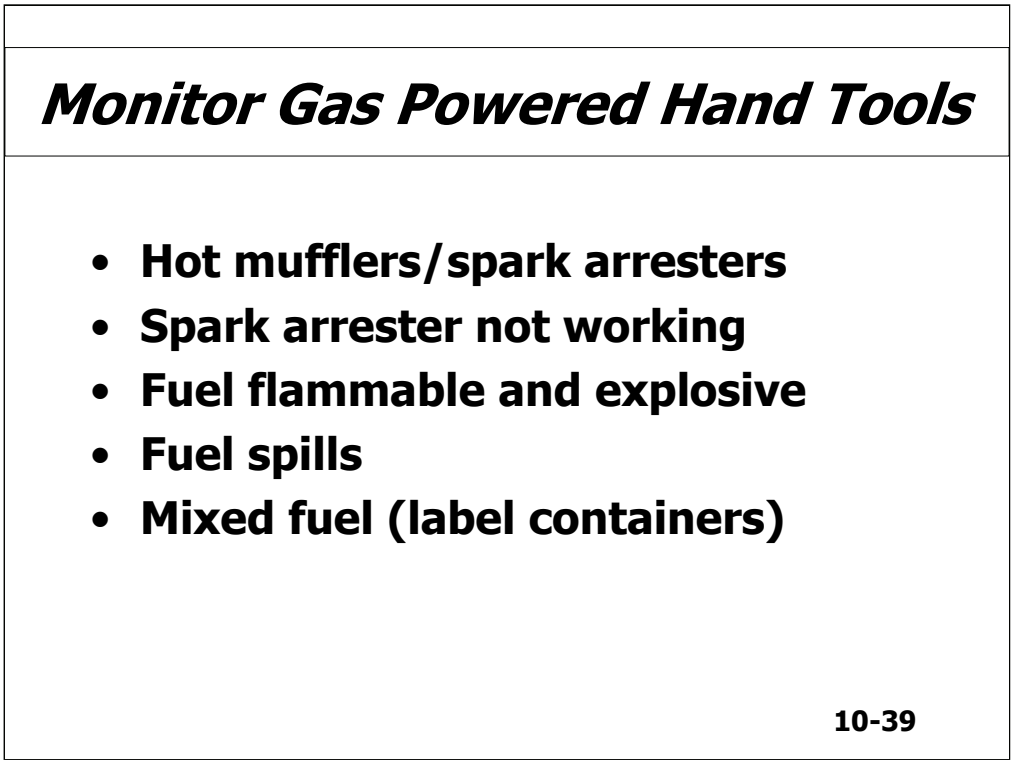
- Dull blades
- Chips or nicks in the blade
- Broken or splintered handles
- Wrong tool for the proposed action

Monitor Hand Tools



POWER TOOLS

- Dull blades
- Bent bars/blades
- Loose/missing parts
- Poor operating condition



GAS POWERED HAND TOOLS

- Hot mufflers/spark arresters
- Spark arrester not working
- Fuel explosive and flammable
- Fuel spills
- Mixed fuel (label containers)

Monitor Gas Powered Hand Tools

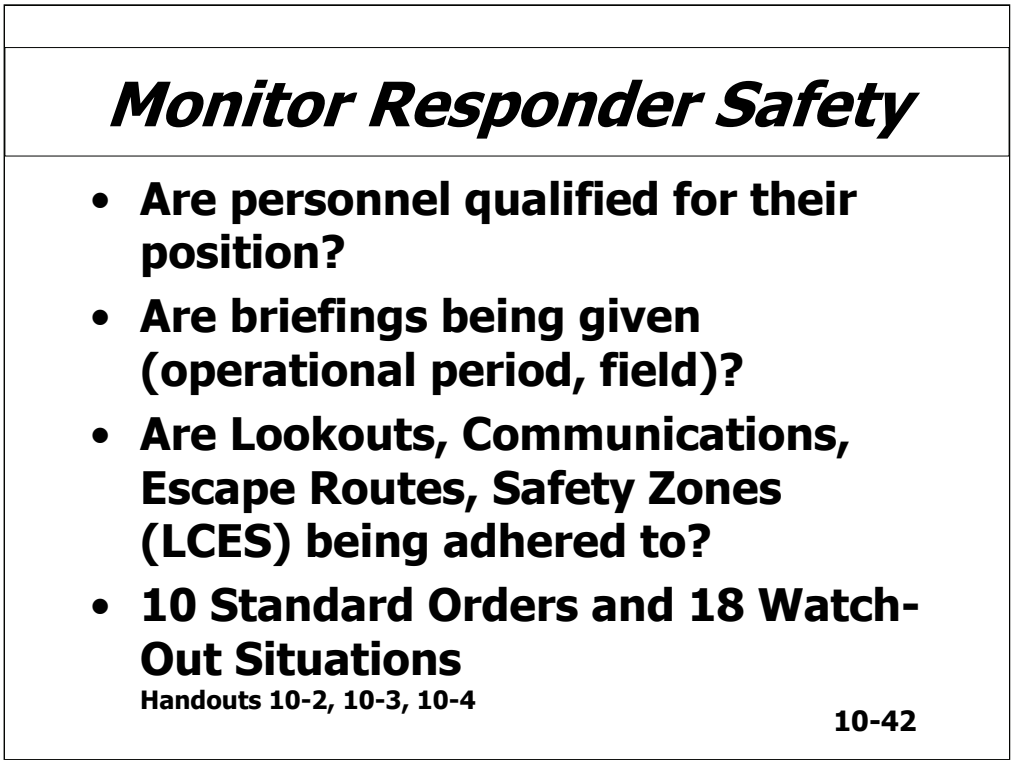
Monitor Urban Interface

- **What are the major hazards of working in an urban area?**

10-41

URBAN INTERFACE

- Triage (identify non-defensible structures)
- Identify major risks/hazards



RESPONDER SAFETY

- Are personnel qualified for their position?
- Briefings being given (operational period, field)?
- Are Lookout, Communications, Escape Route Safety Zones (LCES) being adhered to?
  - Ten Standard Fire Orders
  - Eighteen “Watch Out” Situations
  - Are safety zones adequately sized?
  - Are escape routes marked, made known, and able to be traveled to before the threat arrives
- Handouts 10-2, 10-3, and 10-4

Exercise Emergency Authority to Stop and Prevent Unsafe Acts

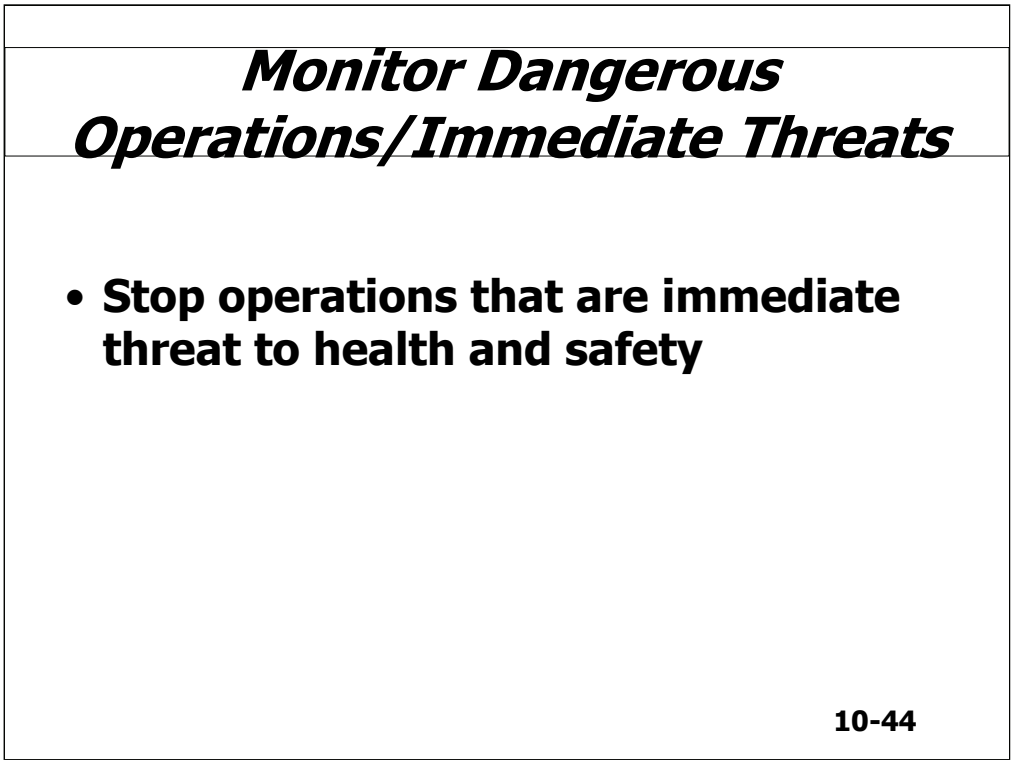
Use direct intervention to correct any extremely dangerous acts

For example, riding in restricted aircraft

10-43

EXERCISE EMERGENCY AUTHORITY TO STOP AND PREVENT UNSAFE ACTS

- Use direct intervention to correct any extremely dangerous acts
  - These include activities where serious damage can result, or which are outside of the IAP. This is not an all-inclusive list:
    - Structural/Building Collapse
    - Downhill line construction without an anchor point
    - Burn out operations with personnel above you
    - Riding in a restricted aircraft
    - Aerial ignition with personnel below
    - Hazardous Materials Response
      - Lack of safety zone or escape route
    - Blood Borne Pathogens
- When intervening to prevent unsafe acts, the Safety Officer speaks with the authority of the Incident Commander. It is not about rank, it is about safety
  - The IC can override the Safety Officer and take responsibility for the risk. The Safety Officer may not have all the information about an operation, such as the impact of stopping an action or the necessity of taking a risk



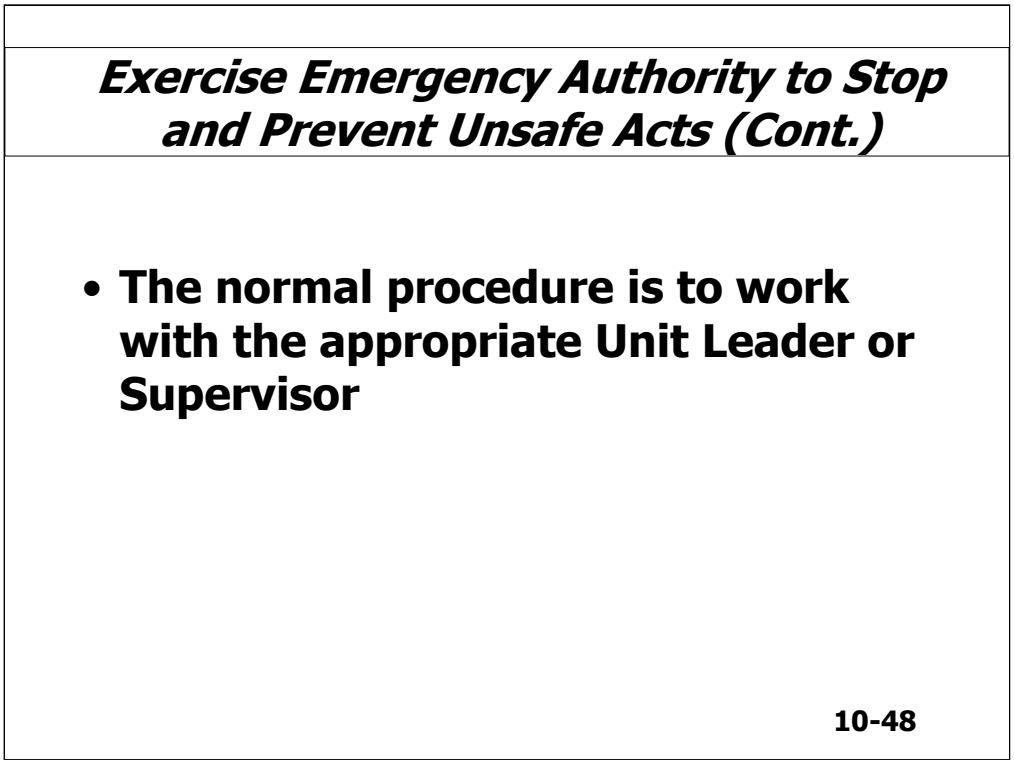
EXERCISE EMERGENCY AUTHORITY TO STOP AND PREVENT UNSAFE ACTS (cont.)

- Stop operations that are immediate threat to health and safety
  - The Safety Officer's authority to intervene is generally restricted to situations where serious injury or death is imminent unless you intervene
- Document the incident in your notes and on Unit Log, ICS Form 214.
- Contact the Division Supervisor and inform the Incident Commander

Exercise Emergency Authority to Stop and Prevent Unsafe Acts (Cont.)

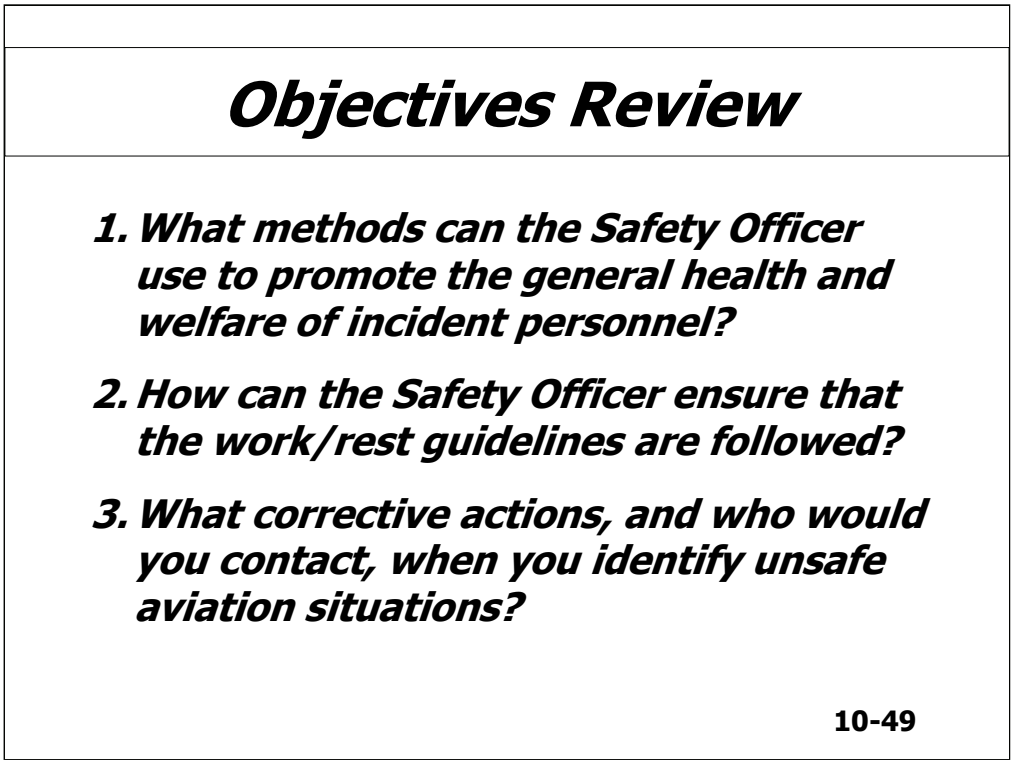
Burnout Operations

Urban Search and Rescue



EXERCISE EMERGENCY AUTHORITY TO STOP AND PREVENT UNSAFE ACTS (cont.)

- The normal procedure is to work with the appropriate unit leader or supervisor. The Safety Officer will need to use their discretion. Even though an act may not cause an immediate threat to individual well being, it may require immediate intervention
    - i.e., food preparation worker not wearing gloves
- Inform and discuss with Incident Commander
- Document action on Unit Log (ICS Form 214)



OBJECTIVES REVIEW

- Unit Terminal Objective
  - Identify unsafe actions and situations potentially undertaken by incident personnel while working on the incident, how to prevent those safety risks, and how to stop unsafe operations
- Unit Enabling Objectives
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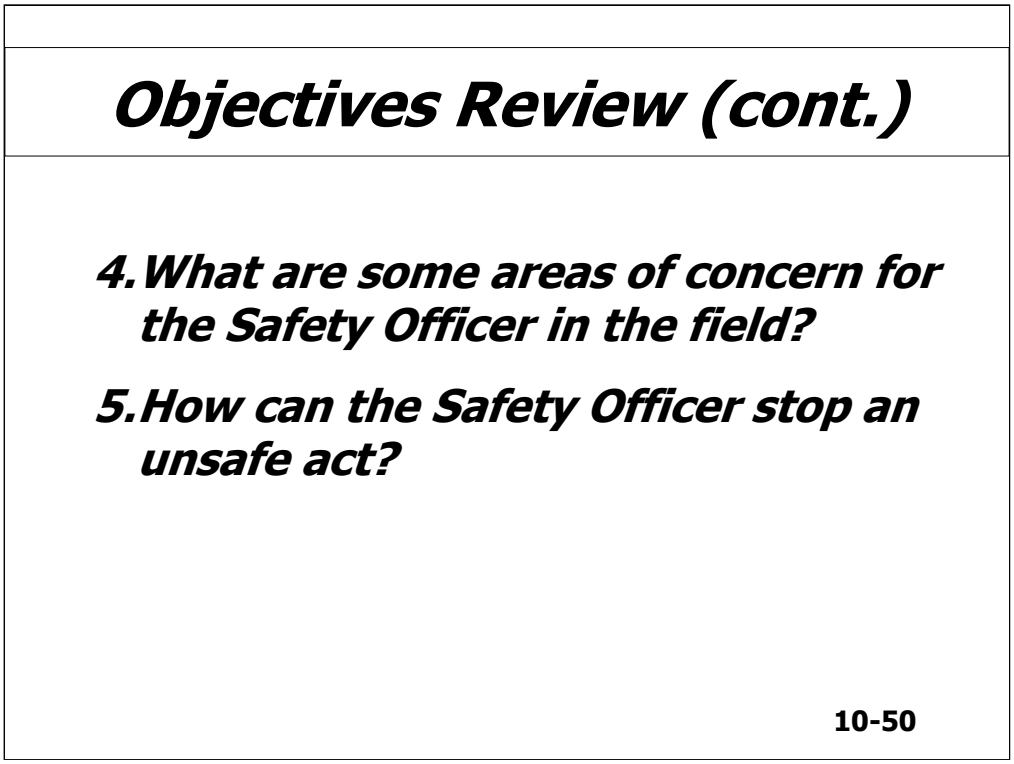

OBJECTIVES REVIEW (cont.)

- *Unit Enabling Objectives (cont.)*
  - List areas of concern for the Safety Officer while in the field
  - Describe the Safety Officer's authority to stop or prevent an unsafe act

Excerpts from *Fatigue: Sleep Management During Disasters*
by Robert J. Koester

"Changes in mental alertness can play an important role in any incident. Surprisingly, the rhythm in alertness is not directly linked to the sleep/wake cycle. In sleep deprived rescuers the alertness rhythm becomes more pronounced. The minimum occurs around 0800 which is when the greatest number of sleep related accidents occur. After 0800 alertness increases until 1600-1800, with a sharp drop after 2200. While activity that requires only a burst of concentration is relatively immune from circadian rhythms, vigilance types of tasks (long belays or driving) are significantly affected."

"However, researchers prefer a test known as the Mean Sleep Latency Test (MSLT). This test measures how long it takes the subject to fall asleep in a 7-minute time period. The quicker they fall asleep the more sleepy the subject. This test is usually used in a laboratory stetting that is quiet, has the patient lying down, and the subject is monitored to determine the precise moment they fall asleep. Subjects are often told whether to try to sleep or to resist falling asleep. Tired subjects, even when attempting to resist sleep, usually fall asleep during the 7-minute time span. … The MSLT test is not ideal, since it only measures sleepiness at that particular point in time; however, it offers a potential tool for a safety officer. Departing members are simply asked to lie down for 7 minutes prior to departure. If the searcher falls asleep, they are left sleeping for 30 minutes or longer. If they get up after the 7 minutes, they are free to leave."

"A strong relationship between sleepiness and accidents has always existed. Several major industrial accidents have occurred because of shift workers at the circadian minimum late at night. Three mile island (0400), Chernobyl (0135), Challenger (0800 with mission control up all night), are noted examples. The graph for tired driving accidents is identical to the circadian rhythm for mental alertness. Most sleep-related accidents occur at 0800 and the safest time to drive is between 1600 and 1800. It is estimated that between 2.5-16% of motor vehicle accidents are sleep related. This would account for 1,255 to 6,000 fatalities; 45,000 to 220,400 injuries; and 1.75 to 11 billion dollars a year."

"Searchers familiar with lost civil airplane crashes recognize pilots who fly into bad weather. A common cause of poor judgment is a strong desire to reach the final destination. Pushing safety limits to reach home also occurs among searchers. After 16 hours awake (the end of a typical day), loss of reaction time in a simulator is the same as someone who is at 0.05% blood alcohol content. In many regards, driving home fatigued should be viewed the same as driving home drunk. To avoid the problem the most important mitigation step is to figure in sleep time as part of on-scene time."

Notes on naps:

- Naps may be the most effective method to increase performance during continuous operations, and can be used before a period of expected sleep deprivation.
- The highly restorative power of a 2-hour nap is clearly proven. The longer the nap, the greater its effectiveness.
- However, naps have a side effect known as sleep inertia or sleep drunkenness. For a short period of time (usually just a couple of minutes) the napper awakens in a state of confusion and performance is worse than no nap at all. Sleep inertia is best corrected by simply walking around for 5-10 minutes after taking a nap.

Accurately judging the sleepiness of a responder is impossible, but several questions can provide revealing information for the Safety Officer, or subtly encourage the responder to nap before driving:

Safety Officer Sleep-Related Questions

- How many hours since you last slept?
- How long did you sleep?
- How long is your drive home?
- Is anyone going to be with you?
- How are you feeling now?
- Do you promise to pull over and take a nap if you become sleepy?

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Standard Firefighting Orders

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.
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.
7. Maintain prompt communications 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.
10. Fight fire aggressively, having provided for safety first.

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 crewmembers 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 becoming hotter and drier.
15. Wind 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.

HO 10-3: 18 Watch Out Situations

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8. Give clear instructions and ensure they are understood.
9. Maintain control of your forces at all times.
10. Fight fire aggressively, having provided for safety first.

Standard Firefighting Orders

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.
4. Identify escape routes and safety zones, and make them known.
5. Post lookouts when there is possible danger.
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HO 10-4: 10 & 18 Pocket Guides

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 crewmembers 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 becoming hotter and drier.
15. Wind 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.

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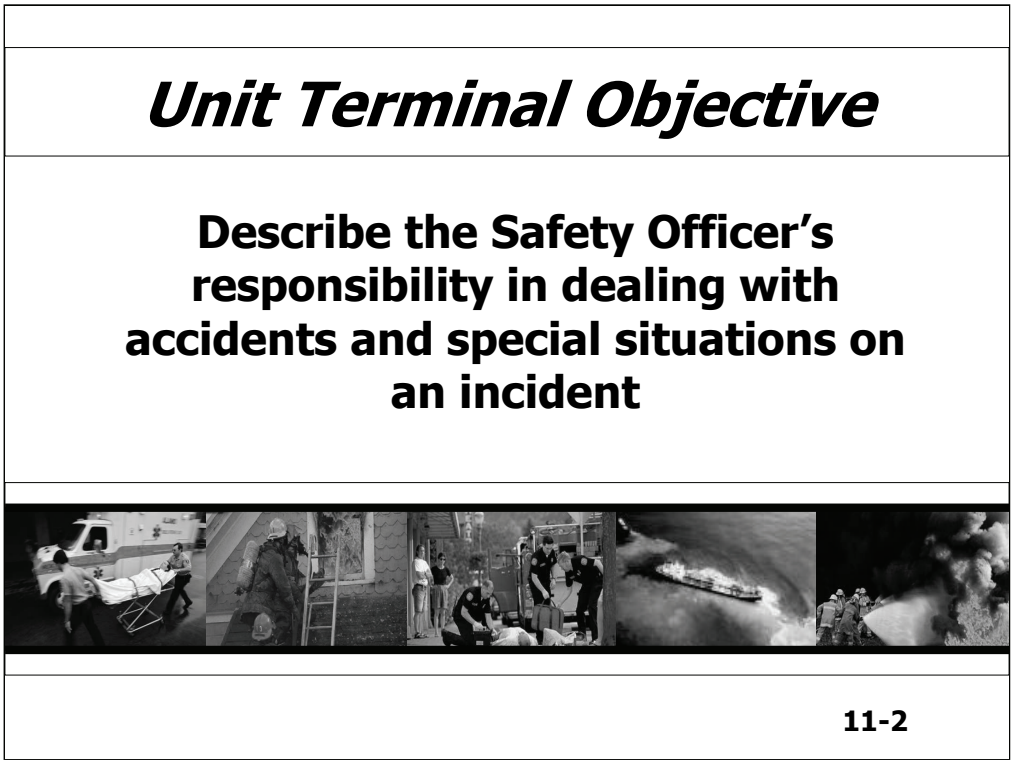
Unit 11

Special Situations



UNIT OBJECTIVES

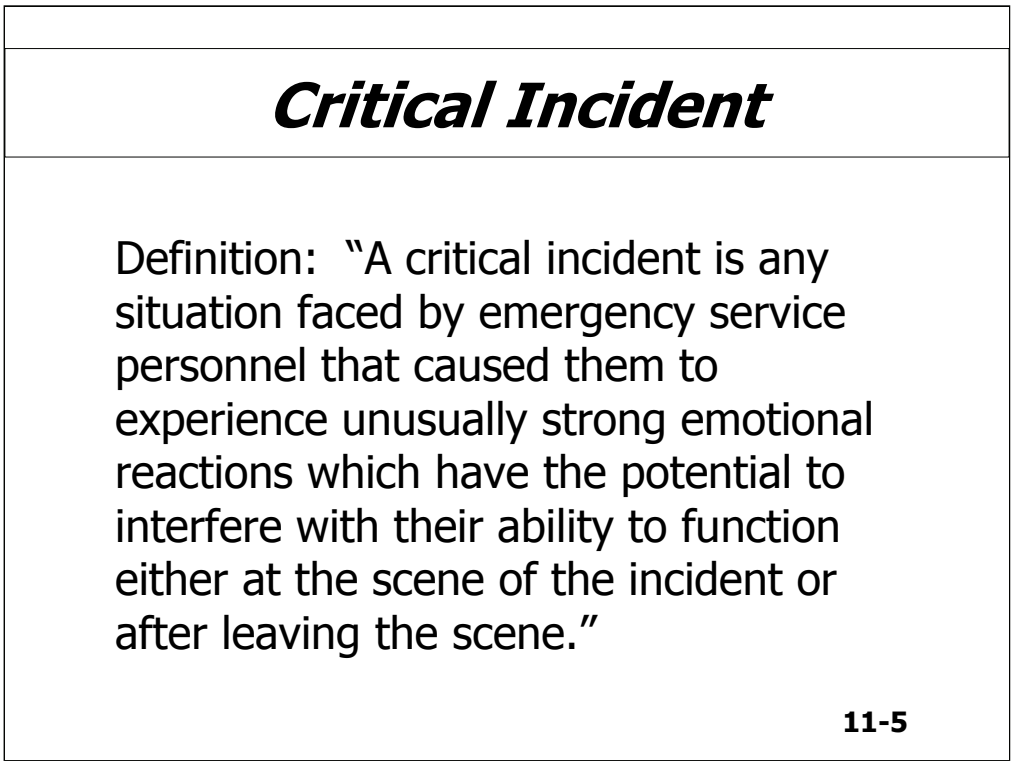
- Unit Terminal Objective
  - Describe the Safety Officer's responsibility in dealing with accidents and special situations on an incident
- Unit Enabling Objective
  - List situations in which a Critical Incident Stress Management/Critical Incident Stress Debriefing team could be activated
  - List the five basic steps in initiating an accident investigation
  - Discuss situations that require special reports

Unit Overview

- **Critical Incidents**
- **Accident Reports**
- **Special Reports**

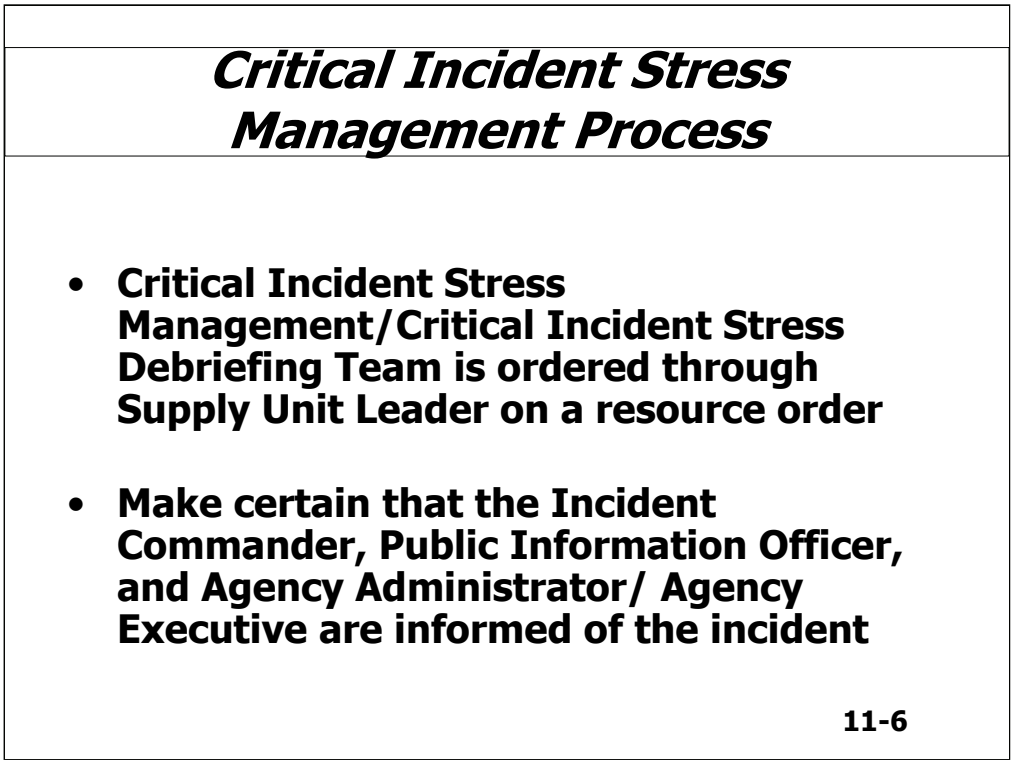
11-3

Critical Incident



CRITICAL INCIDENTS

- Definition: "A critical incident is any situation faced by emergency service personnel that caused them to experience unusually strong emotional reactions which have the potential to interfere with their ability to function either at the scene of the incident or after leaving the scene."
- Critical incidents are events, situations, sites, sounds, or smells that have lasting effects on incident personnel. Some examples include:
  - Death of a peer (either on-duty or off duty)
  - Rescue that becomes a recovery
  - Any mass casualty incident
  - Entrapment or deployment
  - The serious injury or death of an emergency team member
  - An event that threatens your life
  - An event that attract unusual media attention
  - An event that has distressing sights, sounds, or smells
  - Near misses
  - Any other incident that an Incident Commander/Safety Officer deems necessary



CRITICAL INCIDENT STRESS MANAGEMENT PROCESS

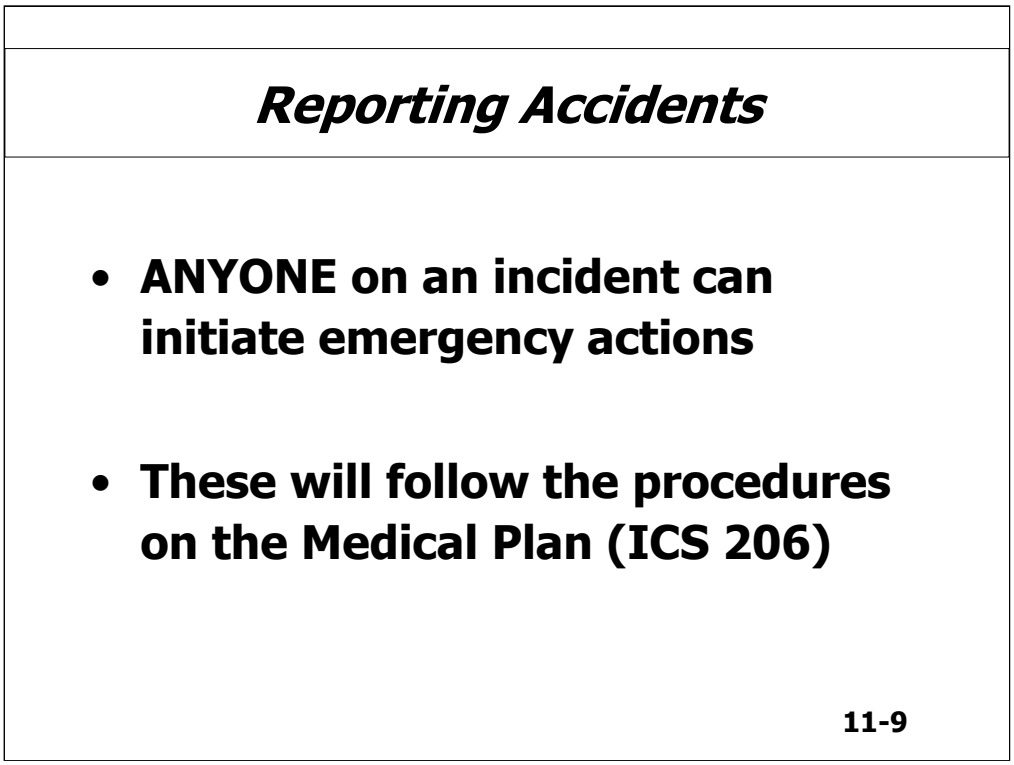
- Ensure activation of CISM/CISD (Critical Incident Stress Management/Critical Incident Stress Debriefing) Team, when necessary
- Critical Incident Stress Management/Critical Incident Stress Debriefing Team is ordered through supply unit leader on a resource order
    - If needed, this duty may be delegated to the Safety Officer by the Incident Commander
- Make certain that the Incident Commander, Public Information Officer and Agency Administrator/Agency Executive are informed of the incident

INITIATING AN ACCIDENT INVESTIGATION

- The Safety Officer is responsible for initiating accident investigations
- Accident, serious injuries, fatalities and/or near misses should not interfere with the primary duties and responsibilities of the Safety Officer, but will require involvement during the initial stages
  - The Safety Officer should turn over all responsibilities to designated personnel (Medical Unit Leader, EMTs, Security Manager) as soon as possible
- The Safety Officer must ensure appropriate accident/incident reports and other safety reports (such as SAFECOMS and SAFENETS) are completed and submitted

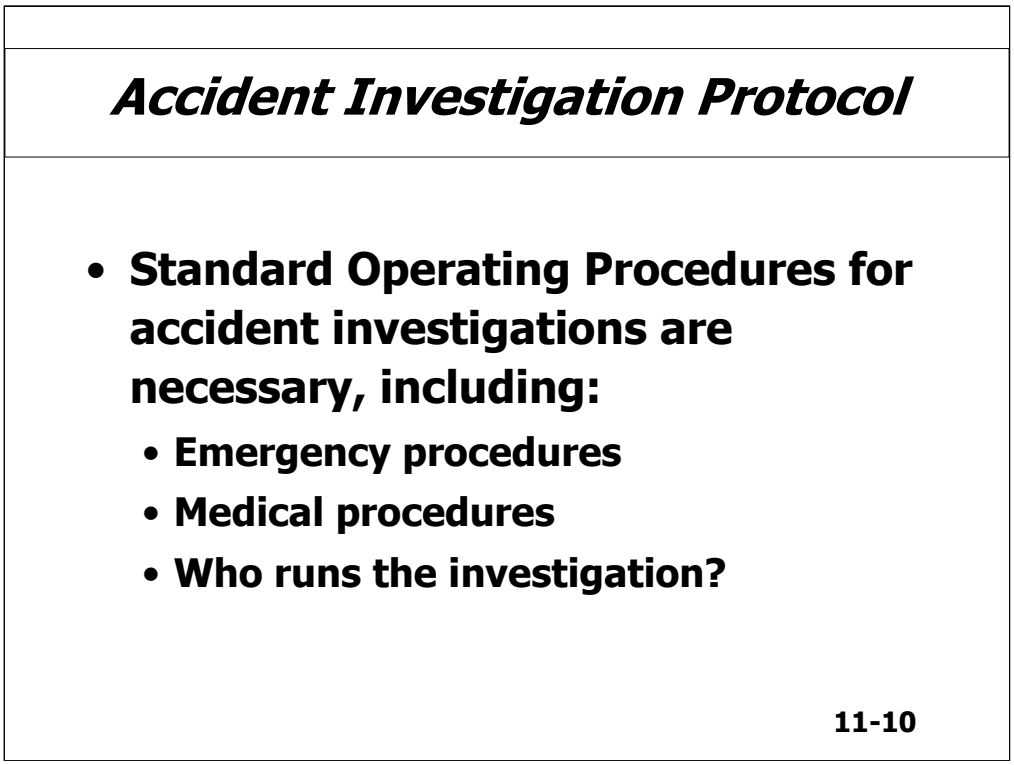
Accident Investigation

11-8



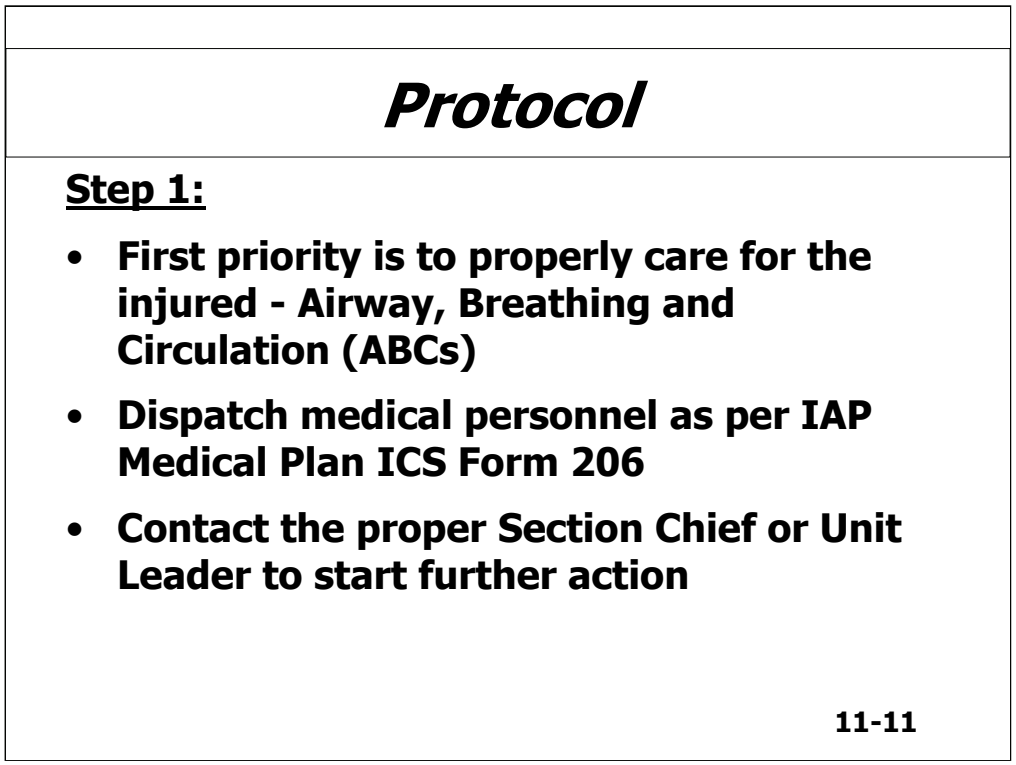
INITIATING AN ACCIDENT INVESTIGATION (cont.)

- *A protocol of how and to whom an accident is reported is extremely important (cont.)*
  - Any incident operational and/or support personnel (logistics, finance, planning, etc.) can initiate emergency actions according to the procedures on the medical plan



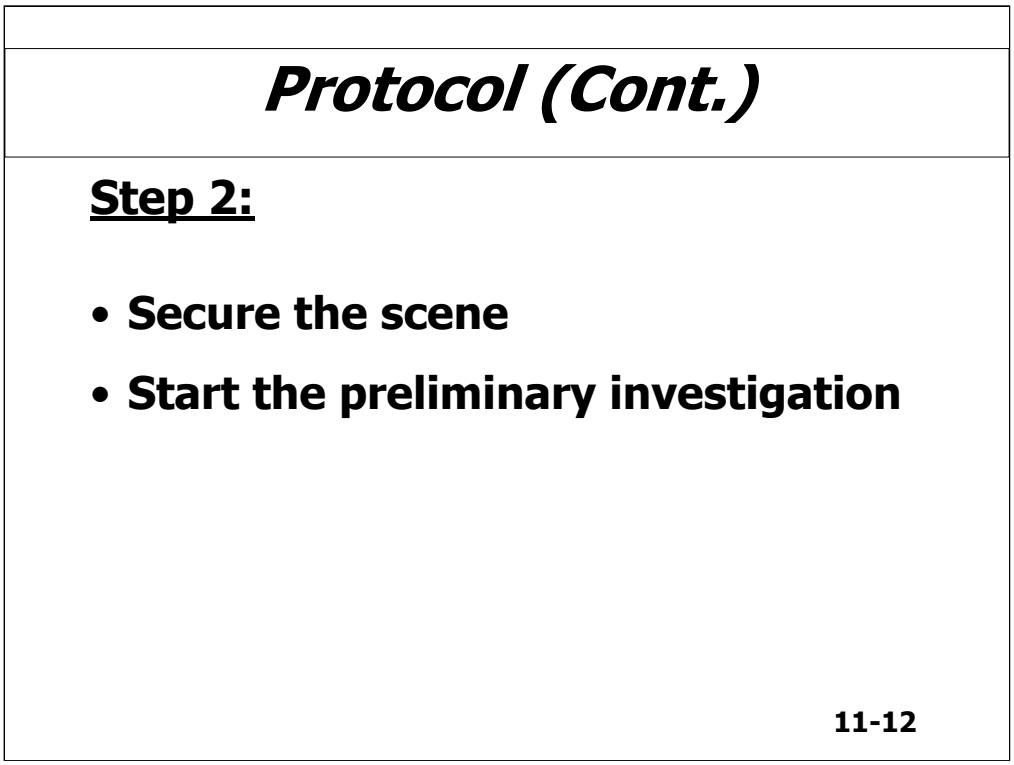
INITIATING AN ACCIDENT INVESTIGATION (cont.)

- A protocol of how and to whom an accident is reported is extremely important
  - Procedures for dealing with serious accidents, injuries, fatalities, and near misses ***must*** be established as soon as possible and made known to everyone
  - The Incident Management Team may have established Standard Operating Procedures (SOPs) to determine which position of the Command and General Staff is responsible for the next step after the initial call comes in from the incident



PROTOCOL

- Step 1: After an accident, the first priority is to properly care for the injured – Airway, Breathing and Circulation (ABCs)
  - Incident dispatch starts medical personnel on the way (either from line medical personnel or medical personnel from the nearest camp, Incident Command Post or base) as per IAP Medical Plan ICS Form 206
  - Incident dispatch also contacts the proper assigned section chief or unit leader to start further action



PROTOCOL (cont.)

- Step 2: Assigned personnel go to and secure the scene from further injuries or disturbance (flagging, barricades, signing, etc.) and start the preliminary investigation.
  - Take notes, photographs, measurements, witness statements, etc

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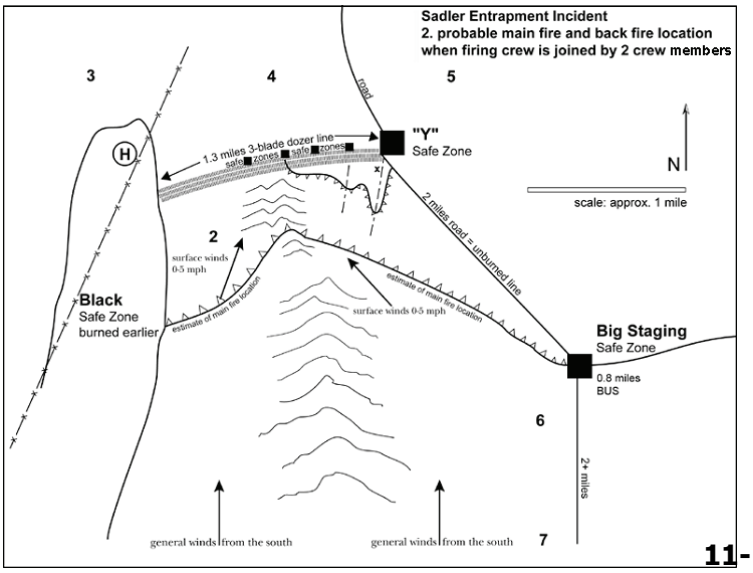
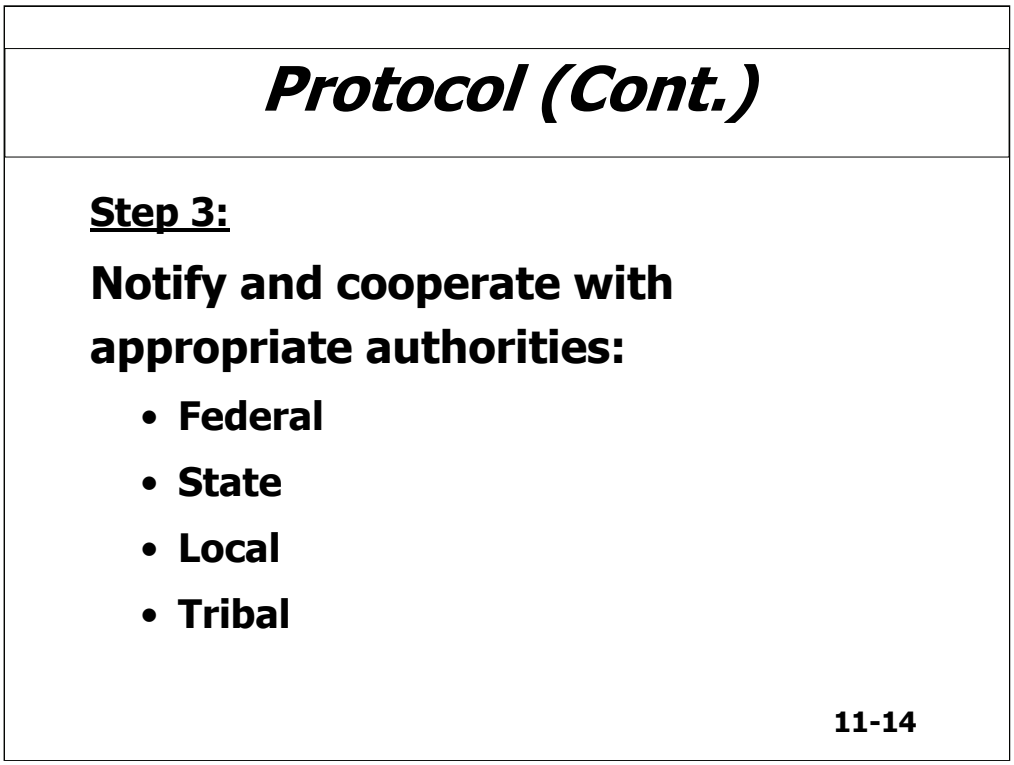
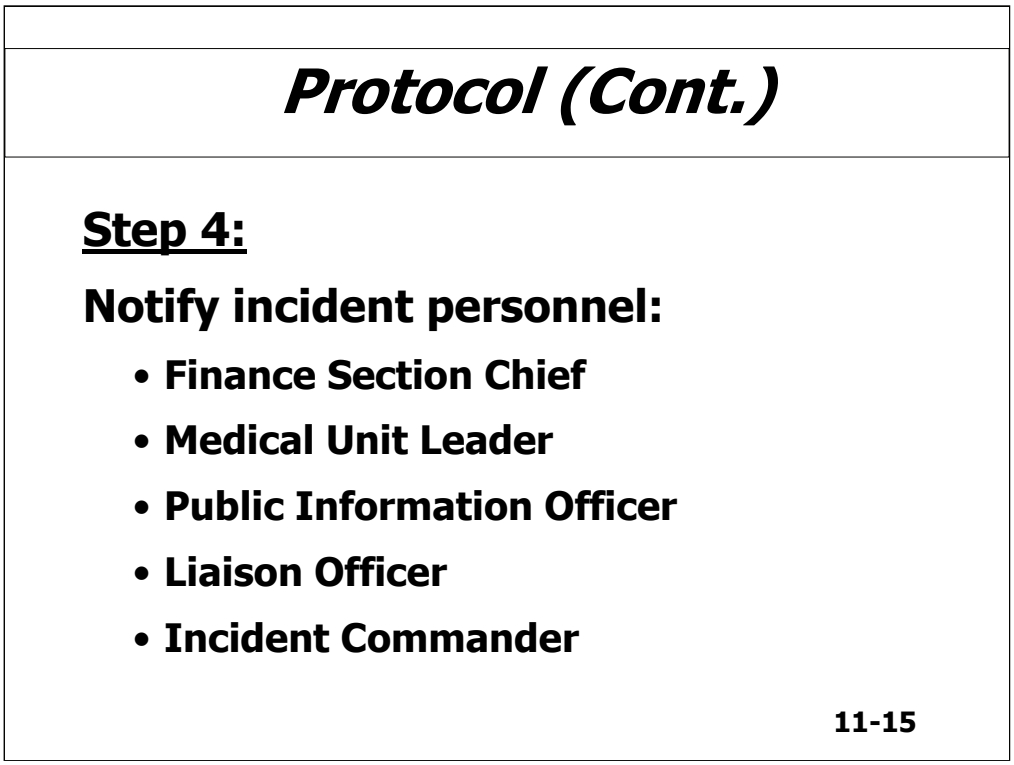




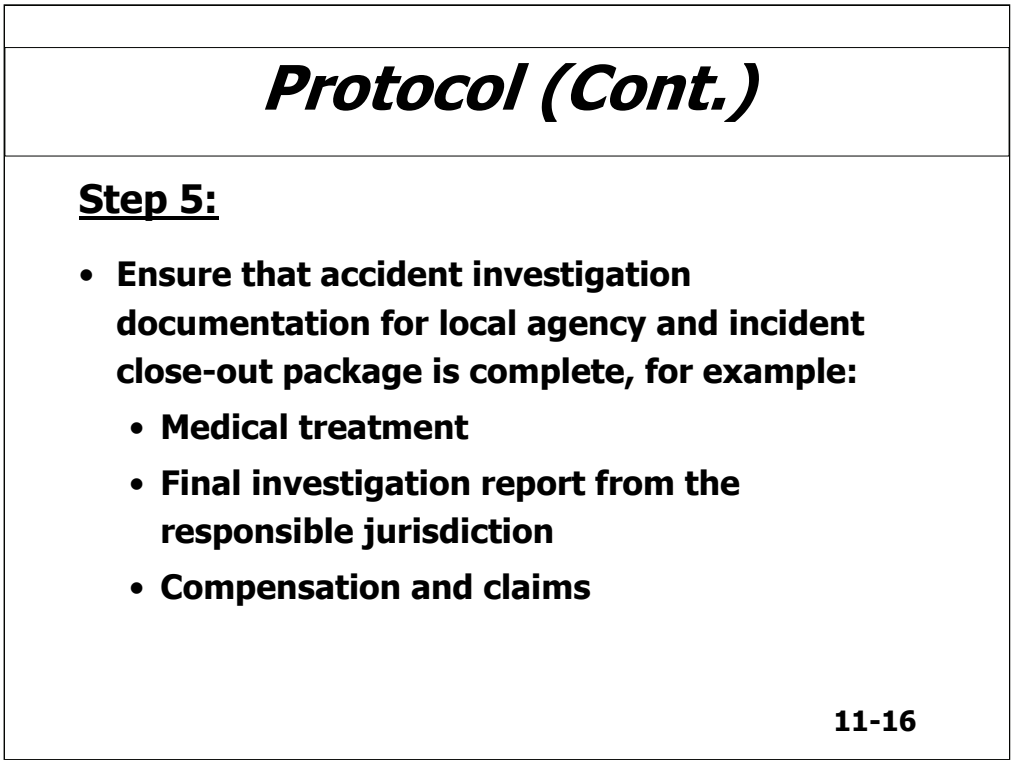
PROTOCOL (cont.)

- Step 3: Notify and cooperate with the Federal, state, local, and tribal authorities that may have jurisdiction (law enforcement agency)
  - The Safety Officer might also contact the Logistics Section Chief and request the Security Manager to come to the scene and take over scene preservation



PROTOCOL (cont.)

- Step 4: Notify Finance Section Chief, Medical Unit Leader, Public Information Officer, Liaison Officer and the Incident Commander

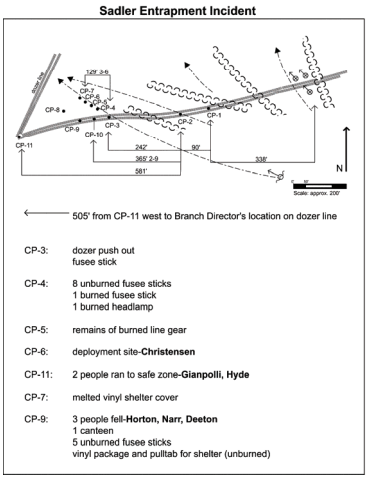


PROTOCOL (cont.)

- Step 5: Ensure that accident investigation documentation is complete (medical treatment, final investigation report from the responsible jurisdiction, compensation and claims, etc.) for the IC, other appropriate command staff and ultimately for the incident close-out package

Special Reports (cont.)

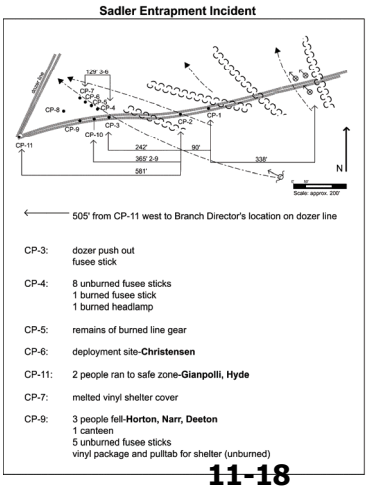
- **A special report is any report of an "incident within an incident" beyond the Unit Log – ICS 214**



11-17

Special Reports

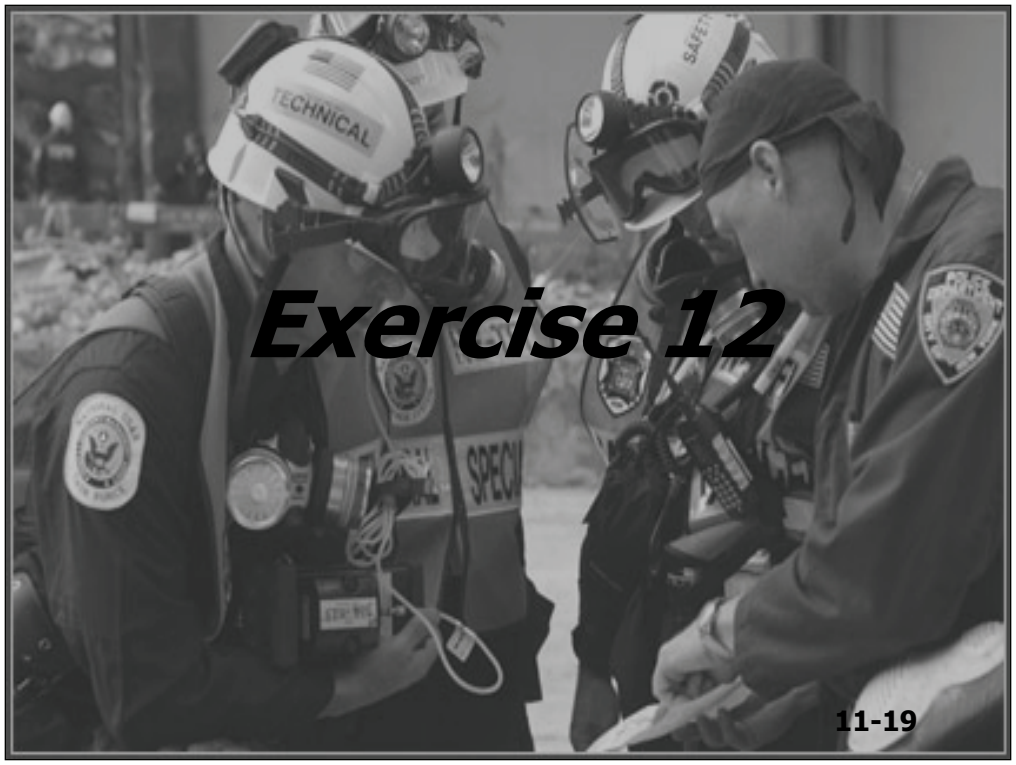
- **Special reports may be necessary because of the following situations:**
  - **Accident/Injuries**
  - **Public health concerns**
  - **Biological hazards**
  - **Contagious diseases**

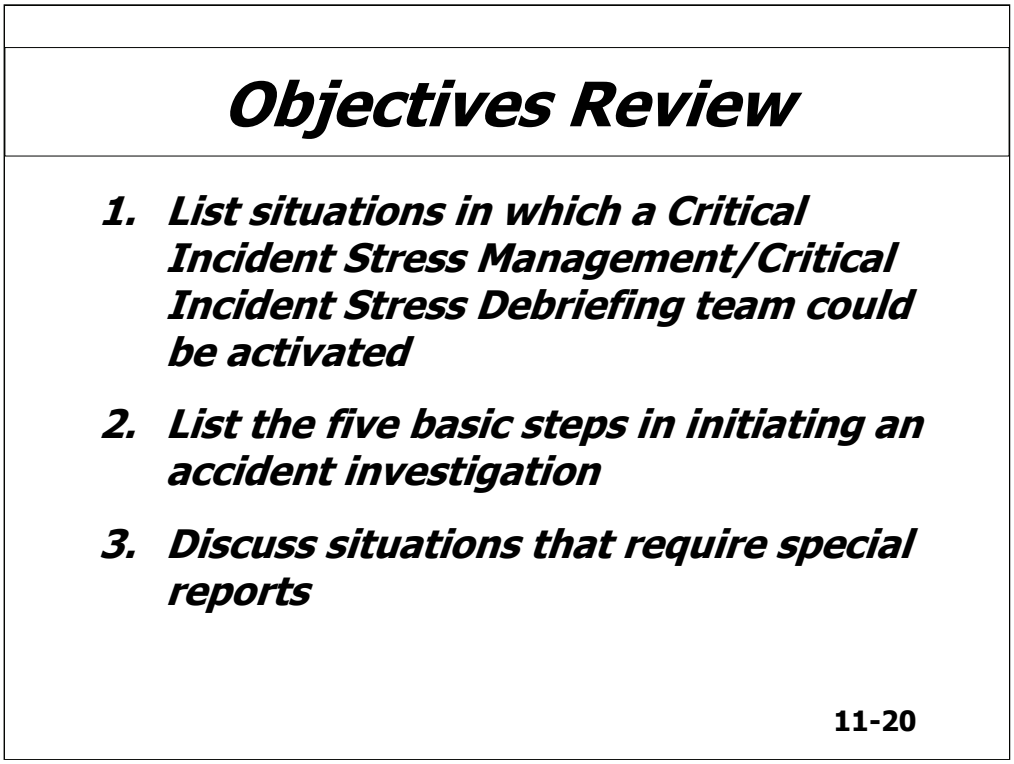


11-18

SPECIAL REPORTS

- Special reports may be necessary because of the following situations:
  - Accident/injuries
  - Public health concerns
  - Biological hazards
  - Contagious diseases
- Reports may be completed on agency specific forms, i.e., DI-134, state motor vehicle forms, Wildland Fire Entrapment/Fatality (NFES 0869), Safenet


TECHNICAL
Exercise 12
11-19



OBJECTIVES REVIEW

- Terminal Objective: Describe the Safety Officer's responsibility in dealing with accidents and special situations on an incident
- Enabling Objective
  - List situations in which a Critical Incident Stress Management/Critical Incident Stress Debriefing team could be activated
  - List the five basic steps in initiating an accident investigation
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Exercise 12 Overview
Unit 11

Purpose

The purpose of this exercise is to provide participants with an opportunity to determine whether or not certain scenarios require the Safety Officer to create a special report.

Objectives

Students will:

- Decide whether a given scenario requires a special report.

Exercise Structure

This exercise is scheduled to last approximately 30 minutes, including individual work and small group discussion. Participants will consider the provided paragraphs and individually determine whether or not each scenario would require a special report. Then, in groups, students will compare and discuss answers and reach a consensus, which will then be presented to the rest of the class.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the exercise:

1. Review the scenario paragraphs included in this exercise.
2. Individually, determine whether or not each scenario requires a special report.
3. Within your work group, select a group spokesperson.
4. Discuss your responses to each paragraph and reach a consensus.
5. Present your responses to the rest of the class.

Facilitators moderate discussions, answer questions and provide additional information as required.

Exercise 12 Schedule

Exercise Introduction and Overview	2 minutes	Classroom
Individual Work	5 minutes	Individuals
Discussion / Documentation	10 minutes	Small Groups
Debrief / Review	15 minutes	Classroom

Determine which of the following scenarios would require the Safety Officer to fill out a Special Report.

Scenario 1

Three members of the incident personnel report to the Medical Unit after experiencing nausea and vomiting. Each had eaten lunch within the last two hours. Several other incident personnel have complained of stomach pains and indigestion over the last 24 hours.

Scenario 2

A jeep carrying three incident personnel crashed into an embankment along the side of a road. The jeep was undamaged, and each of the passengers received only minor bruises and scratches. One of the passengers was the Operations Section Chief.

Scenario 3

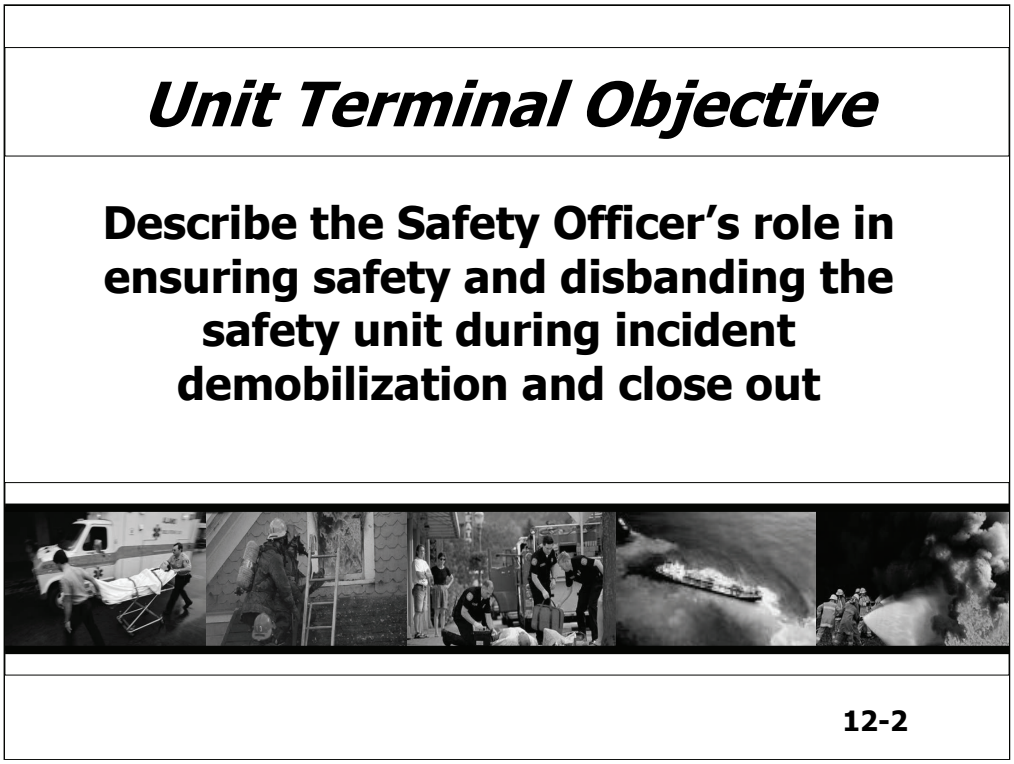
A supply truck hit a pothole while driving towards the incident base, popping a rear tire and dislodging some of the cargo. The truck was carrying drums of diesel fuel for incident vehicles, and one drum spilled out onto the road.

Scenario 4

At a hazardous materials spill incident, a large quantity of bleach spilled into a river, threatening local water supplies and public water spaces. The Incident Commander informed the Agency Executive and the public that the spill would be contained in three days. However, progress has been slower than expected, and the Operations Section Chief requested additional time at the Day 3 planning meeting.

Unit 12

Demobilization and Closeout



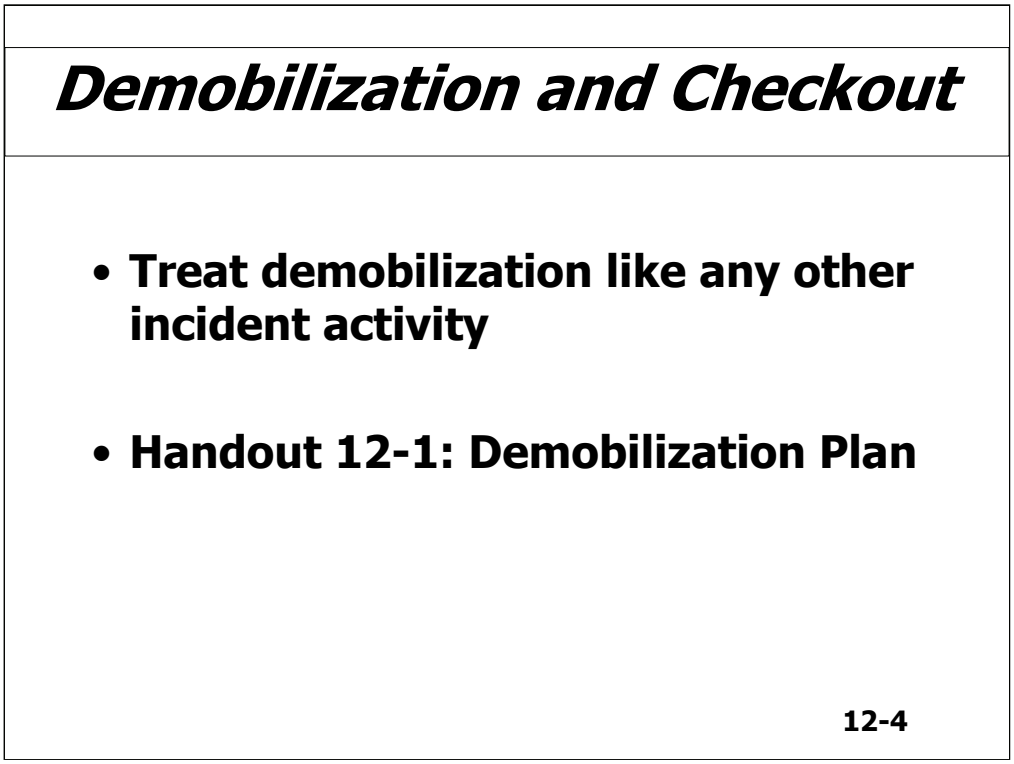
UNIT OBJECTIVES

- Unit Terminal Objective
  - Describe the Safety Officer's role in ensuring safety and disbanding the safety unit during incident demobilization and close out
- Unit Enabling Objectives
  - List actions involved in Safety Officer demobilization check out
  - Describe the Safety Officer's role in the closeout with agency administrator

Unit Overview

- **Demobilization and Checkout**
- **Agency Debriefing**
- **Performance Evaluations**

12-3



DEMOBILIZATION AND CHECKOUT

- Treat demobilization like any other incident activity. The same actions are required:
  - Receive instructions from supervisor
  - Brief staff on procedures and their responsibilities
  - Ensure that incident and agency procedures are followed
  - Complete and submit documentation – ICS Form 221 Demobilization Check Out

Review ICS Form 221

Discuss DEMOB process at Incident Command Post (ICP)

Review ICS Form 221: Check Out Form

12-5

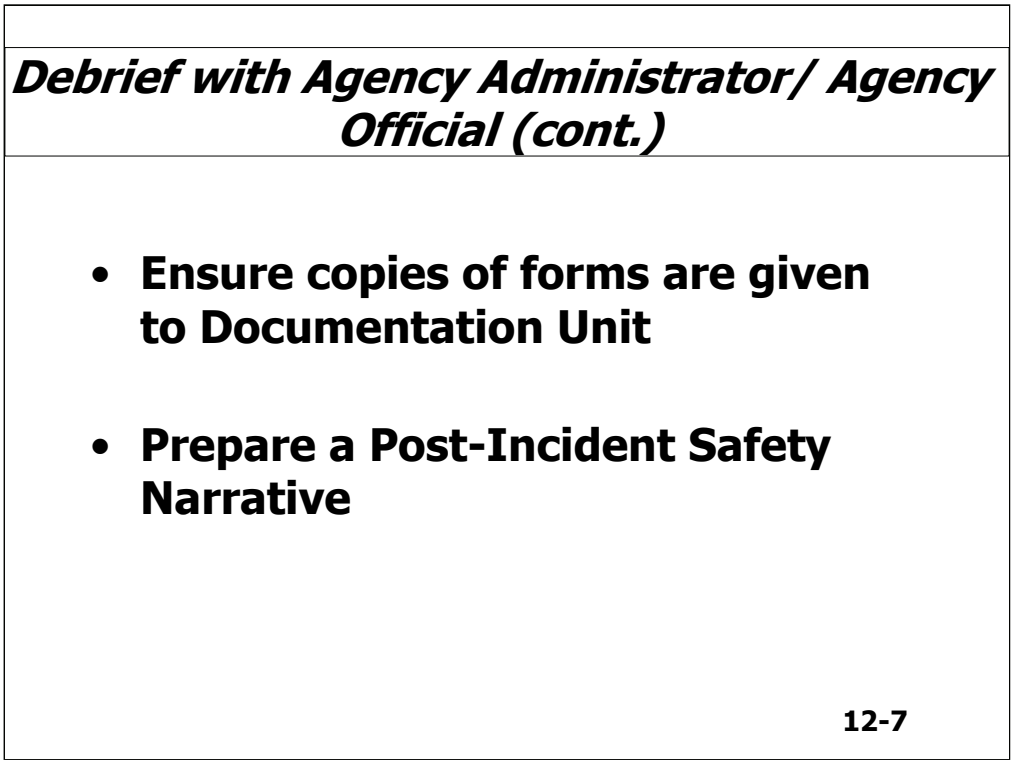
Debrief with Agency Administrator/Agency Official

What does the incident safety history include?

12-6

DEBRIEF WITH AGENCY ADMINISTRATOR/AGENCY OFFICIAL

- Generally only the Safety Officer will participate in the close-out (not Assistants)
- As directed by the Incident Commander, provide a debriefing to the Agency Administrator/Agency Official regarding incident safety history, including:
  - Accidents
  - Hazards
  - Corrective actions
  - Recommendations and recognition



DEBRIEF WITH AGENCY ADMINISTRATOR/AGENCY OFFICIAL (cont.)

- Ensure copies of ICS Form 215A (Incident Safety Analysis), ICS Form 214 (Unit Log), Safety Narrative, Medical Narrative (if applicable) are given to Documentation Unit
- Prepare a post-incident safety narrative
  - Include the following items:
    - Number of injuries and accidents
    - General safety situations and problems encountered
    - Description of significant incidents and recommendations for corrective action
    - Emphasize areas where preventative measures can be taken

Demobilize Unit Personnel

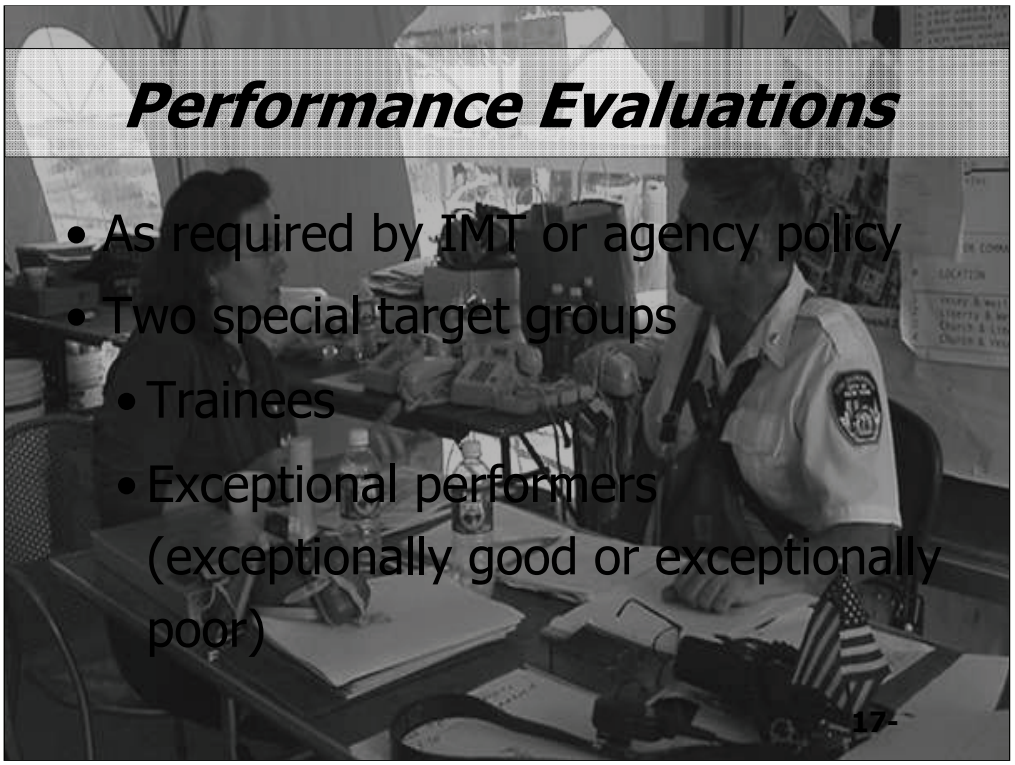
- **Assistant Safety Officers**
  - **Coordinate release time with the Logistics Section Chief**

  - **Ensure documentation is complete and submitted before leaving the incident**
  - **Sign-off tasks completed in the Position Task Book (PTB) for subordinates**

12-8

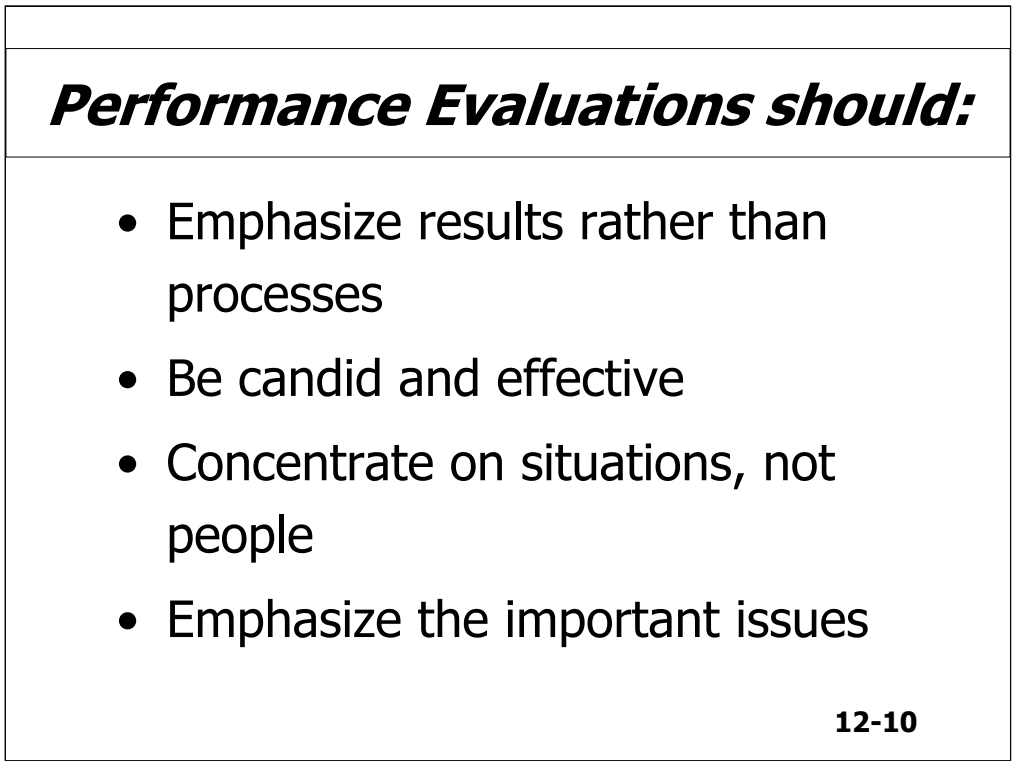
DEMOB UNIT PERSONNEL

- Coordinate release time with the Logistics Section Chief
- Ensure documentation is complete and submitted before leaving the incident
- Sign-off tasks completed in the Position Task Book (PTB) for subordinates



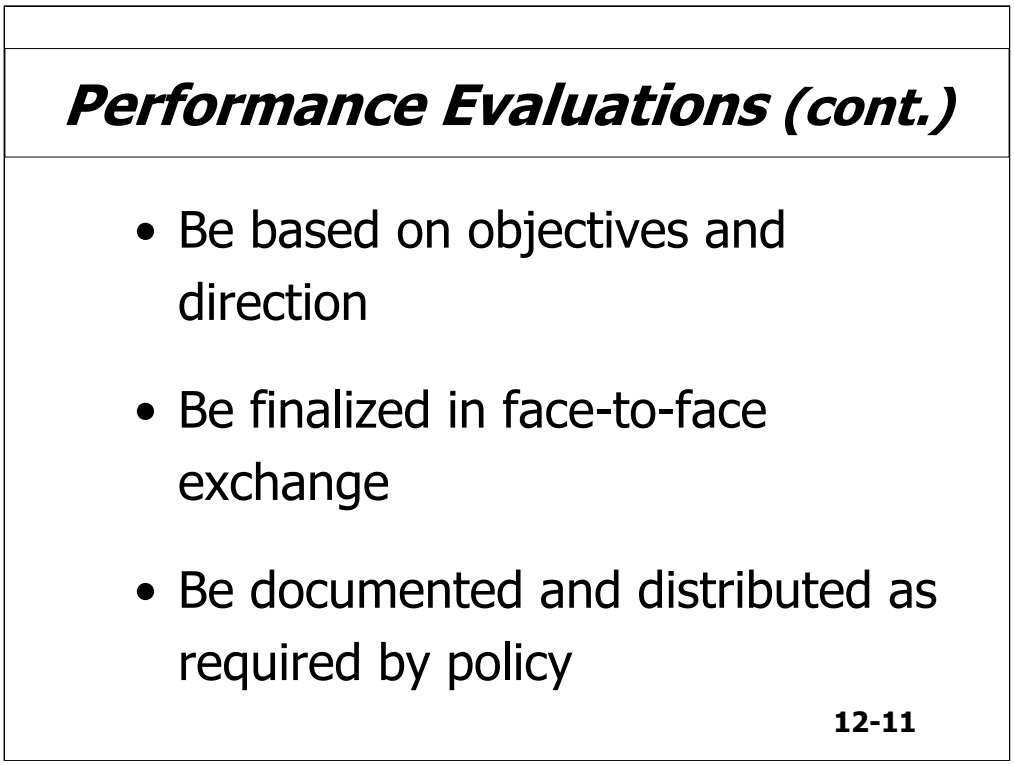
DOCUMENTATION (cont.)

- Personnel Performance Evaluations
  - Subordinate incident personnel performance evaluations should be completed, as required by the IMT or agency policy
  - Communicating expectations is critical to success
    - Model the expected behavior as a function of leadership. If you want an injury free incident operation, model safe practices
    - The things you pay attention to will become the individual and team priorities
  - There are two target groups that will need evaluation
    - Trainees
    - Exceptional performers (exceptionally good or exceptionally poor)



DOCUMENTATION (cont.)

- *Personnel Performance Evaluations (cont.)*
  - Performance evaluations should have the following characteristics:
    - Candid and objective
    - Emphasize results rather than processes
    - Concentrate on situations, not people
    - Emphasize the important issues
    - Be based on objectives and direction provided



DOCUMENTATION (cont.)

- *Personnel Performance Evaluations (cont.)*
  - *Performance evaluations should have the following characteristics (cont.):*
    - Finalized in face-to-face exchange
      - Complete performance evaluations before the individuals are released from the incident
      - Discuss performance evaluations with the individuals
      - Facilitate a process to deal with substandard performance or conduct.
    - Prepared, documented and distributed

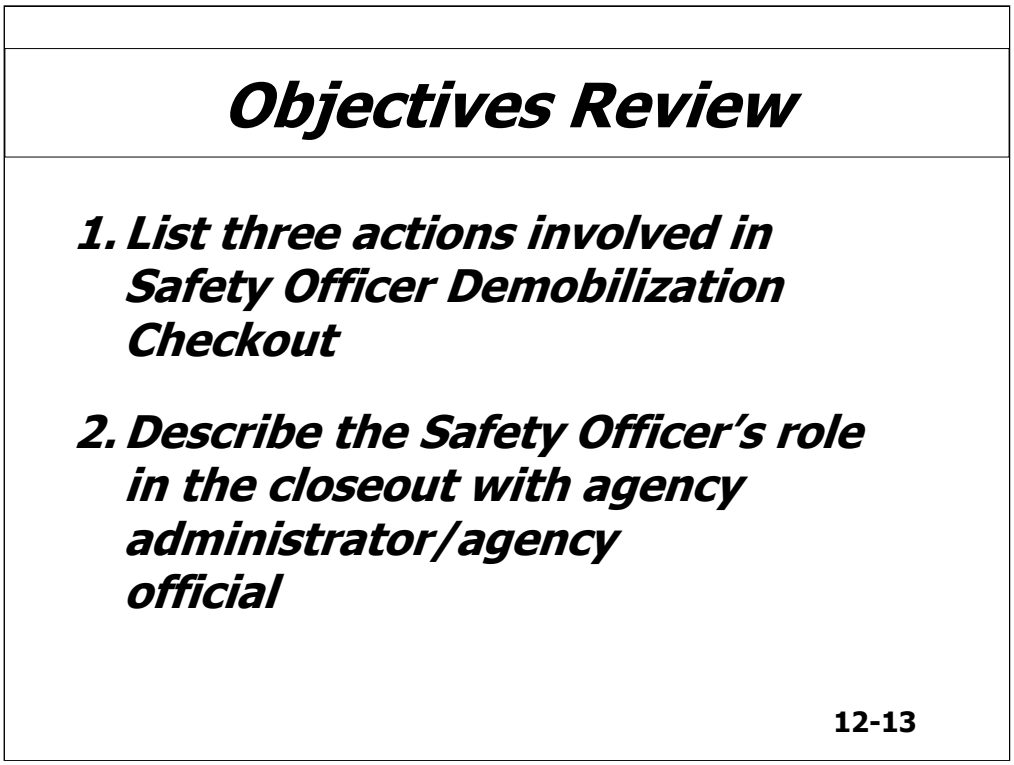
Performance Evaluations (cont.)

- Evaluate individuals as required by agency policy
- Complete ICS Form 226 (Individual Performance Rating) or equivalent agency form
- Discuss with the individual

12-12

EVALUATE PERFORMANCE OF ASSIGNED PERSONNEL

- Evaluate individuals as required by agency policy
- Complete ICS Form 226 (Individual Performance Rating) or equivalent agency form
  - ICS Form 225 (Incident Personnel Performance Rating) may be used in the wildland context
  - Provide a copy of the rating to the individual
  - List training if needed or desired
- Discuss performances with individuals
- Maintain accuracy and fairness
- Submit signed form to Documentation Unit



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Review Course Expectations

COURSE FINAL

TRAIN INCIDENT

DEMOBILIZATION PLAN

Reviewed By:_____ Planning Section Chief

Reviewed By:_____ Operations Section Chief

Reviewed By:_____ Finance Section Chief

Reviewed By:_____ Logistics Section Chief

Reviewed By:_____ Safety Officer

Reviewed By:_____ Liaison Officer

Reviewed By:_____ Information Officer

Approved By:_____ Incident Commander

Date Approved:_____1-22-xx_____

DEMOBILIZATION PLAN

I. General Information: This Demobilization Plan will be adjusted and implemented within the operational/planning cycle of the incident. Guidelines contained within this plan will be used by the Command and General Staff in their efforts to properly release personnel and equipment from the scene with the approval of the Incident Commander. Staffing standards, work hours, overtime, and other personnel matters will be noted within this plan.

II. Responsibilities:

A. General.

1. All field deployed personnel and equipment can only be demobilized with the approval of the Incident Commander. Demobilization of critical resources is mentioned later.

2. No personnel or equipment will leave the incident until authorized to do so.

3. Demobilization will be accomplished in a cost effective manner.

4. Safety of personnel is paramount during demobilization.

5. All incident response personnel shall follow the guidelines put forth in this plan.

6. All equipment checked out must be returned to the appropriate originator.

B. Emergency Operations Center Manager

1. The role of EOC Manager is to facilitate demobilization through normal operating procedures, and assure the demobilization priorities are consistent with geographic area and national guidelines.

C. Incident Commander

1. The Incident Commander will follow normal procedures of developing and approving the Demobilization Plan and implementation procedures. The Incident Commander may use the County/State's plan if it meets the needs or develop a new plan that addresses these issues.

D. Planning Section Chief

1. Shall ensure demobilization information is disseminated in sufficient time to ensure the orderly downsizing or reorganization of incident resources.

2. Submit proposed release of resources for the proper approvals. Ensure approved releases receive and comply with the Demobilization Check-out Form (ICS 221).

E. Operations Section Chief

1. Identify surplus personnel and equipment to the Incident Commander.

2. Communicate excess personnel and equipment available for demobilization to the Planning Section Chief.

F. Logistics Section Chief

1. Coordinate all personnel and equipment transportation needs to final destinations.

2. Ensure all communications, facilities, and ground equipment and other returnable items are checked in and verified.

G. Finance/Administration Section Chief

1. All personnel time reports are up-to-date.

2. All equipment time reports are completed.

3. All known claims are recorded.

III. Critical Resource and Release Priorities:

A. Critical Resources

1. The County EOC will assist the Incident Commander in identifying critical resources.

2. The Incident Commander will determine the release priorities for any critical resources in the Incident Management Organization. Prior to scheduling the release of a critical resource the Planning Section Chief will notify the EOC Manager.

B. Non-Critical Resource Exchange

1. All non-critical resources will be demobilized through normal procedures.

C. Priority Release Guidelines.

Personnel:

1. Personnel that have worked continuously for 14 days. This time standard should not be flexible based on the national work rest guidelines.

2. Out-of-County Personnel

3. Assisting Agency personnel will be released in accordance with agreements or other arrangements made with their respective agency.

4. Local Personnel

Equipment:

1. Equipment designated as a critical resource.

2. Equipment staged for long periods of time and no longer expected to be needed.

3. Rented or leased equipment.

4. Equipment vital to other regional operations.

IV. Personnel Demobilization Guidelines:

A. Personnel Demobilization.

1. Demobilization Checkout Form (ICS 221) For each operational period where personnel demobilization is anticipated, the Demobilization Unit shall complete a Demobilization Checkout Form (ICS 221). This form is attached to this plan.

2. Check-out All personnel demobilizing permanently from the incident shall complete a Demobilization Checkout Form (ICS 221). This form will facilitate the return of:

- Non-expendable equipment
- Communications gear
- Vehicles
- Other equipment or administrative matters that need to be addressed before the release of the individual (i.e., removal of person for rosters, employee profile database, etc.).

3. Debrief Each demobilized person will receive an operational and safety/medical debrief. This is to ensure that the job they were performing is either complete or the person has been properly relieved by another worker to address ongoing issues. The safety/medical debriefs serves as a check to the Incident Management Team to determine any unsafe conditions not previously reported and to ensure that the person is leaving the incident in a healthy state.

4. Departure For safety reasons, demobilized personnel should insure they are properly rested before beginning their travel to their normal work place or home (especially if driving).

5. Travel Restrictions Travel shall be conducted in accordance with existing rules and guidelines as per individual travel authorizations

V. Equipment Demobilization Guidelines:

A. Equipment Demobilization.

1. Check-out. All equipment demobilizing permanently from the incident shall be noted on the Demobilization Checkout Form (ICS 221).

Personnel Check-out Process Checklist

General Check-out		
Preparing for Departure	☐	**General**. **All** persons demobilizing from the response shall ensure that they are cleared to leave with their immediate supervisor. If onsite relief is necessary, time should be planned to accomplish that task.
	☐	**ICS 211**. Each person demobilizing under the IMT or Incident Command shall ensure that the Resources Unit is aware of their departure so you can be signed out from the response via the ICS 211 or ICS 211.
Logistics		
	☐	**Logistics**. The Logistics Section Chief will ensure that lodging and other support needs are in-place for the demobilized individual while they are returning to their quarters. This would include transportation and other applicable issues needed to support their departure.
Equipment Return	☐	**Non-Expendable Equipment**. Non-expendable equipment shall be returned before departure. People shall not be allowed to fully demobilize without returning non-expendable property.
Transportation	☐	**Vehicles**. Vehicles shall be returned prior to departure. Individuals are responsible for the return of the vehicle assigned to them clean and inspected.
Finance		
	☐	**Timekeeping**. Each person will be responsible for insuring their time records are completed prior to departure from the incident
Health and Safety / Medical Debrief / Critical Incident Stress Management (CISM) Debrief		
Health and Safety	☐	**Health and Safety Debrief**. Each person shall receive a health and safety debrief prior to departure to document any outstanding issues
	☐	**Medical Issues**. Each person with outstanding medical issues shall have them addressed prior to departure
	☐	**Departure Rest**. All responders shall ensure that they receive the proper amount of rest before departing the incident. This is especially important for those driving.

APPENDIX I:
BLANK ICS FORMS

TABLE OF CONTENTS

Form		Page
ICS 201	Incident Briefing	1
ICS 202	Incident Objectives	7
ICS 203	Organization Assignment List	11
ICS 204	Assignment List	15
ICS 205	Radio Communications Plan	19
ICS 206	Medical Plan	23
ICS 207	Incident Organization Chart	27
ICS 208 HM	Site Safety and Control Plan	29
ICS 209	Incident Status Summary	33
ICS 210	Status Change Card	41
ICS 211	Check-in List	45
ICS 213	General Message	49
ICS 214	Unit Log	53
ICS 215	Operational Planning Worksheet	57
ICS 215A	Incident Action Plan Safety Analysis	61
ICS 216	Radio Requirements Worksheet	63
ICS 217	Radio Frequency Assignment Worksheet	67
ICS 218	Support Vehicle Inventory	71
ICS 219	Resource Status Card	75
ICS 220	Air Operations Summary Worksheet	83
ICS 221	Demobilization Checkout	87
ICS 224	Crew Performance Rating	91
ICS 225	Incident Personnel Performance Rating	93
ICS 226	Individual Performance Record	95
ICS 260	Resource Order	97

INCIDENT BRIEFING (ICS FORM 201)

Purpose. The Incident Briefing form provides the Incident Commander (and the Command and General Staffs assuming command of the incident) with basic information regarding the incident situation and the resources allocated to the incident. It also serves as a permanent record of the initial response to the incident.

Preparation. The briefing form is prepared by the Incident Commander for presentation to the incoming Incident Commander along with a more detailed oral briefing. Proper symbology should be used when preparing a map of the incident.

Distribution. After the initial briefing of the Incident Commander and General Staff members, the Incident Briefing is duplicated and distributed to the Command Staff, Section Chiefs, Branch Directors, Division/Group Supervisors, and appropriate Planning and Logistics Section Unit Leaders. The sketch map and summary of current action portions of the briefing form are given to the Situation Unit while the Current Organization and Resources Summary portion are given to the Resources Unit.

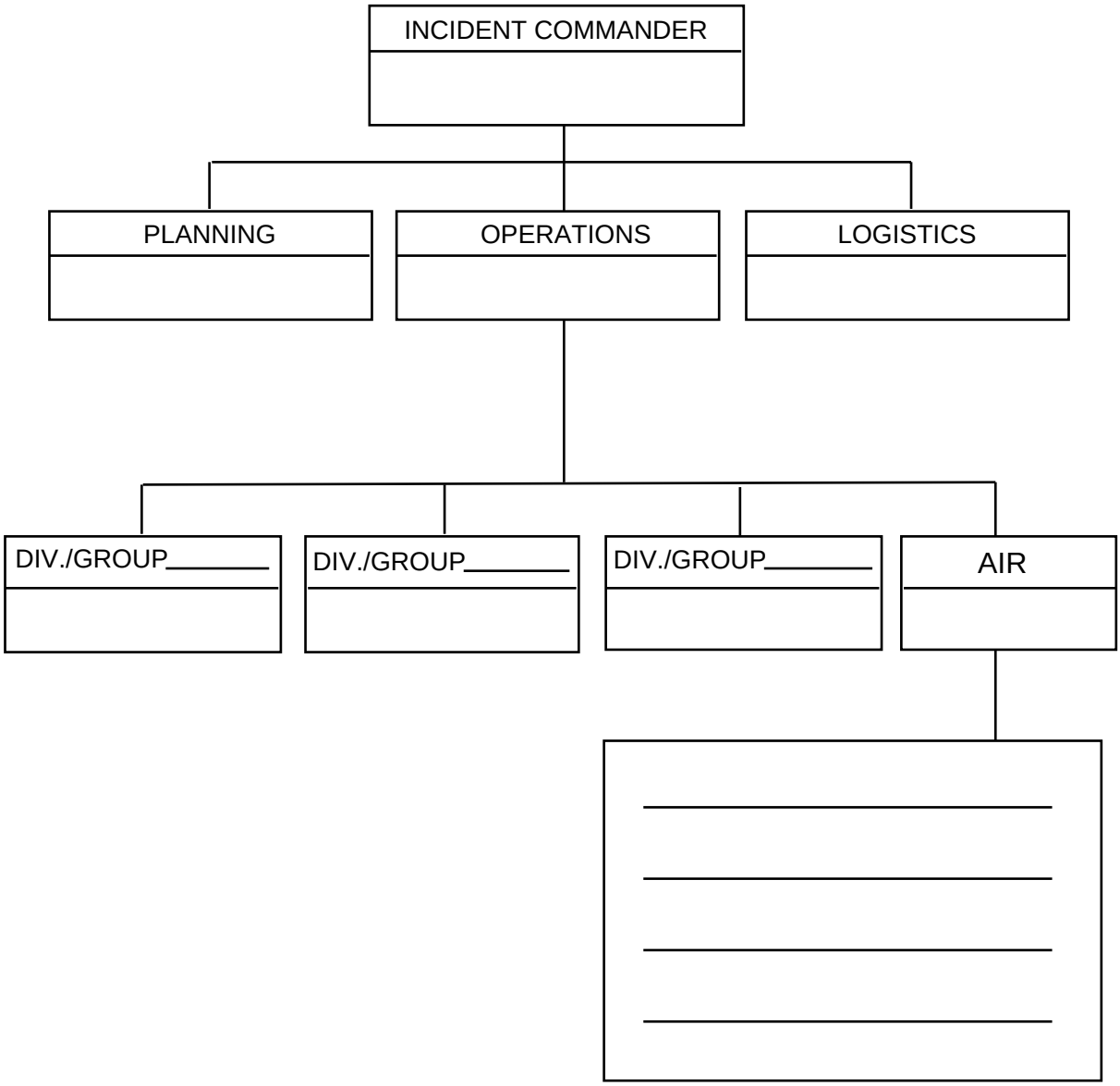
Instructions for Completing the Incident Briefing (ICS Form 201).

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter date prepared (month, day, year).
3.	Time Prepared	Enter time prepared (24-hour clock).
4.	Map Sketch	Show perimeter and control lines, resources assignments, incident facilities, and other special information on a sketch map or attached to the topographic or orthophoto map.
5.	Resources Summary	Enter the following information about the resources allocated to the incident. Enter the number and type of resource ordered.
	Resources Ordered	Enter the number and type of resource ordered.
	Resource Identification	Enter the agency three-letter designator, S/T, Kind/ Type and resource designator.
	ETA/On Scene	Enter the estimated arrival time and place the arrival time or a checkmark in the "on scene" column upon arrival.
	Location/ Assignment	Enter the assigned location of the resource and/or the actual assignment.
6.	Current Organization	Enter on the organization chart the names of the individuals assigned to each position. Modify the chart as necessary.
7.	Summary of Current Actions	Enter the strategy and tactics used on the incident and note any specific problem areas.
8.	Prepared By	Enter the name and position of the person completing the form.
*Note		Additional pages may be added to ICS Form 201 if needed.

INCIDENT BRIEFING	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
4. MAP SKETCH			
ICS 201 (12/93) NFES 1325	PAGE 1	5. PREPARED BY (NAME AND POSITION)	

6. SUMMARY OF CURRENT ACTIONS		
ICS 201 (12/93) **NFES 1325**	PAGE 2	

7. CURRENT ORGANIZATION



ICS 201 (12/93) **NFES 1325**	PAGE 3	

8. RESOURCES SUMMARY				
RESOURCES ORDERED	RESOURCES IDENTIFICATION	ETA	ON SCENE √	LOCATION/ASSIGNMENT
ICS 201 (12/93) NFES 1325	PAGE 4			

INCIDENT ACTION PLAN AND INCIDENT OBJECTIVES FORM

Purpose. An Incident Action Plan documents the actions developed by the Incident Commander and Command and General Staffs during the Planning Meeting. When all attachments are included, the plan specifies control objectives, tactics to meet the objectives, resources, organization, communications plan, medical plan, and other appropriate information for use in tactical operations.

INCIDENT ACTION PLAN

1. Incident Objectives (ICS Form 202)
2. Organization Assignment List (ICS Form 203)
3. Incident Map (top section or sketch)
4. Assignment List (ICS Form 204)
5. Radio Communications Plan (ICS Form 205)
6. Traffic Plan (internal and external to the incident)
7. Medical Plan (ICS Form 206)

Preparation. An Incident Action Plan is completed following each formal planning meeting conducted by the Incident Commander and the Command and General Staff. The plan must be approved by the Incident Commander prior to distribution.

Distribution. Sufficient copies of the Incident Action Plan will be reproduced and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit leader levels.

The Incident Objectives Form (ICS Form 202) is the first page of an Incident Action Plan. The Incident Objectives Form describes the basic incident strategy, control objectives, and provides weather information and safety considerations for use during the next operational period.

Instructions for Completing the Incident Objectives (ICS Form 202).

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
		Note: ICS Form 202, Incident Objectives, serves only as a cover sheet and is not considered complete until attachments are included.
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter date prepared (month, day, year).
3.	Time Prepared	Enter time prepared (24-hour clock).
4.	Operational Period	Enter the time interval for which the form applies. Record the start time and end time and include date(s).
5.	General Control Objectives (include alternatives)	Enter short, clear, and concise statements of the objectives for managing the incident, including alternatives. The control objectives usually apply for the duration of the incident.
6.	Weather Forecast for Operational Period	Enter weather prediction information for the specified operational period.
7.	General/Safety Message	Enter information such as known safety hazards and specific precautions to be observed during this operational period. If available, a safety message should be referenced and attached.
8.	Attachments	The form is ready for distribution when appropriate attachments are completed and attached to the form.
9.	Prepared By	Enter the name and position of the person completing the form (usually the Planning Section Chief).
10.	Approved By	Enter the name and position of the person approving the form (usually the Incident Commander).

INCIDENT OBJECTIVES

1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED

4. OPERATIONAL PERIOD (DATE/TIME)

5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)

6. WEATHER FORECAST FOR OPERATIONAL PERIOD

7. GENERAL SAFETY MESSAGE

8. ATTACHMENTS (✓ IF ATTACHED)

- ☐ ORGANIZATION LIST (ICS 203)
- ☐ ASSIGNMENT LIST (ICS 204)
- ☐ COMMUNICATIONS PLAN (ICS 205)
- ☐ MEDICAL PLAN (ICS 206)
- ☐ INCIDENT MAP
- ☐ TRAFFIC PLAN
- ☐ _____
- ☐ _____
- ☐ _____

9. PREPARED BY (PLANNING SECTION CHIEF)	10. APPROVED BY (INCIDENT COMMANDER)

ORGANIZATION ASSIGNMENT LIST (ICS FORM 203)

Purpose. The Organization Assignment List provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the Incident Organization Chart (ICS Form 207) which is posted on the Incident Command Post display.

Preparation. The list is prepared and maintained by the Resources Unit under the direction of the Planning Section Chief.

Distribution. The Organization Assignment List is duplicated and attached to the Incident Objectives form and given to all recipients of the Incident Action Plan.

Instructions for Completing the Organization Assignment List (ICS Form 203).

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
		An Organization Assignment List may be completed any time the number of personnel assigned to the incident increases or decreases or a change in assignment occurs.
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter date prepared (month, day, year).
3.	Time Prepared	Enter time prepared (24-hour clock).
	Operational Period	Enter the time interval for which the assignment list applies. Record the start time and end time and include date(s).
4. thru 8.		Enter the names of personnel staffing each of the listed positions. Use at least first initial and last name. For Units indicate Unit Leader and for Divisions/Groups indicate Division/Group Supervisor. Use an additional page if more than three branches are activated.
9.	Prepared By	Enter the name of the Resources Unit member preparing the form. Attach form to the Incident Objectives.

ORGANIZATION ASSIGNMENT LIST

1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED

POSITION NAME

4. OPERATIONAL PERIOD (DATE/TIME)

5. INCIDENT COMMANDER AND STAFF

INCIDENT COMMANDER	
DEPUTY	
SAFTEY OFFICER	
INFORMATION OFFICER	
LIAISON OFFICER	

6. AGENCY REPRESENTATIVES

AGENCY	NAME

7. PLANNING SECTION

CHIEF	
DEPUTY	
RESOURCES UNIT	
SITUATION UNIT	
DOCUMENTATION UNIT	
DEMOBILIZATION UNIT	
TECHNICAL SPECIALISTS	

8. LOGISTICS SECTION

CHIEF	
DEPUTY	
a. SUPPORT BRANCH	
DIRECTOR	
SUPPLY UNIT	
FACILITIES UNIT	
GROUND SUPPORT UNIT	
b. SERVICE BRANCH	
DIRECTOR	
COMMUNICATIONS UNIT	
MEDICAL UNIT	
FOOD UNIT	

9. OPERATIONS SECTION

CHIEF		
DEPUTY		
a. BRANCH I- DIVISION/GROUPS		
BRANCH DIRECTOR		
DEPUTY		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
b. BRANCH II- DIVISION/GROUPS		
BRANCH DIRECTOR		
DEPUTY		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
c. BRANCH III- DIVISION/GROUPS		
BRANCH DIRECTOR		
DEPUTY		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
d. AIR OPERATIONS BRANCH		
AIR OPERATIONS BR. DIR.		
AIR TACTICAL GROUP SUP.		
AIR SUPPORT GROUP SUP.		
HELICOPTER COORDINATOR		
AIR TANKER/FIXED WING CRD.		

10. FINANCE/ADMINISTRATION SECTION

CHIEF	
DEPUTY	
TIME UNIT	
PROCUREMENT UNIT	
COMPENSATION/CLAIMS UNIT	
COST UNIT	

PREPARED BY(RESOURCES UNIT)

ASSIGNMENT LIST (ICS FORM 204)

Purpose. The Assignment List(s) is used to inform Operations Section personnel of incident assignments. Once the assignments are agreed to by the Incident Commander and General Staff, the assignment information is given to the appropriate Units and Divisions via the Communications Center.

Preparation. The Assignment List normally is prepared by the Resources Unit using guidance by the Incident Objectives (ICS Form 202), Operational Planning Worksheet (ICS Form 215), and Operations Section Chief. The Assignment List must be approved by the Planning Section Chief. When approved, it is attached to the Incident Objectives as part of the Incident Action Plan.

Distribution. The Assignment List is duplicated and attached to the Incident Objectives and given to all recipients of the Incident Action Plan. In some cases, assignments may be communicated via radio.

Instructions for Completing the Assignment List (ICS Form 204).

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
		A separate sheet is used for each Division or Group. The identification letter of the Division is entered in the form title. Also enter the number (roman numeral) assigned to the Branch.
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter date prepared (month, day, year).
3.	Time Prepared	Enter time prepared (24-hour clock).
4.	Operational Period	Enter the time interval for which the form applies. Record the start time and end time and include date(s).
5.	Operations Personnel	Enter the name of the Operations Chief, applicable Branch Director, and Division Supervisor.
6.	Resources Assigned Strike Team/Task Force/Resource Designator	List resource designators, leader name, and total number of personnel for strike teams, task forces, or single resources assigned.
7.	Control Operations	Provide a statement of the tactical objectives to be achieved within the operational period. Include any special instructions for individual resources.
8.	Special Instructions	Enter statement calling attention to any safety problems or specific precautions to be exercised or other important information.
9.	Division Communication Summary	The Communications Unit provides this information on the form for Command, Division, Tactical, Support, and Ground-to-Air frequencies.
10.	Prepared By	Enter the name of the Resources Unit Member preparing the form.
11.	Approved By	Enter the name of the person approving the form (usually the Planning Section Chief).

1. BRANCH	2. DIVISION/GROUP	**ASSIGNMENT LIST**

3. INCIDENT NAME	4. OPERATIONAL PERIOD DATE _____ TIME _____

5. OPERATIONAL PERSONNEL

OPERATIONS CHIEF _____ DIVISION/GROUP SUPERVISOR _____

BRANCH DIRECTOR _____ AIR TACTICAL GROUP SUPERVISOR _____

6. RESOURCES ASSIGNED THIS PERIOD

STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	PICKUP PT./TIME	DROP OFF PT./TIME

7. CONTROL OPERATIONS

8. SPECIAL INSTRUCTIONS

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL				SUPPORT	LOCAL			
	REPEAT					REPEAT			
DIV./GROUP TACTICAL					GROUND TO AIR				

PREPARED BY (RESOURCE UNIT LEADER)	APPROVED BY (PLANNING SECT. CH.)	DATE	TIME

INCIDENT RADIO COMMUNICATIONS PLAN (ICS FORM 205)

Purpose. The Incident Radio Communications Plan provides in one location information on all radio frequency assignments for each operational period. The plan is a summary of information obtained from the Radio Requirement Worksheet (ICS Form 216) and the Radio Frequency Assignment Worksheet (ICS Form 217). Information from the Radio Communications Plan on frequency assignments normally is placed on the appropriate Assignment List (ICS Form 204).

Preparation. The Incident Radio Communications Plan is prepared by the Communications Unit Leader and given to the Planning Section Chief. Detailed instructions on preparing this form may be found in ICS 223-5, Communications Unit Position Manual.

Distribution. The Incident Radio Communications Plan is duplicated and given to all recipients of the Incident Objectives form, including the Incident Communications Center. Information from the plan is placed on Assignment Lists.

Instructions for Completing the Incident Radio Communications Plan (ICS Form 205).

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident Name	Print the name assigned to the incident.
2.	Date/Time Prepared	Enter date (month, day, year) and time prepared (24-hour clock).
3.	Operational Period Date/Time	Enter the date and time interval for which the Radio Communications Plan applies. Record the start time and end time and include date(s).
4.	Basic Radio Channel Utilization System/Cache	Enter the radio cache system(s) assigned and used on the incident (e.g., Boise Cache, FIREMARS, Region 5 Emergency Cache, etc.).
	Channel Number	Enter the radio channel numbers assigned.
	Function	Enter the function each channel number is assigned (i.e., command, support, division tactical, and ground-to-air).
	Frequency	Enter the radio frequency tone number assigned to each specified function (e.g., 153.400).
	Assignment	Enter the ICS organization assigned to each of the designated frequencies (e.g., Branch I, Division A).
	Remarks	This section should include narrative information regarding special situations.
5.	Prepared By	Enter the name of the Communications Unit Leader preparing the form.

INCIDENT RADIO COMMUNICATIONS PLAN

1. INCIDENT NAME	2. DATE/TIME PREPARED	3. OPERATIONAL PERIOD DATE/TIME

4. BASE RADIO CHANNEL UTILIZATION

SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY/TONE	ASSIGNMENT	REMARKS

5. PREPARED BY (COMMUNICATIONS UNIT)

MEDICAL PLAN (ICS FORM 206)

Purpose. The Medical Plan provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.

Preparation. The Medical Plan is prepared by the Medical Unit Leader and reviewed by the Safety Officer.

Distribution. The Medical Plan may be an attachment to the Incident Objectives, or information from the plan pertaining to incident medical aid stations and medical emergency procedures may be taken from the plan and placed on Assignment Lists.

Instructions for Completing the Medical Plan (ICS Form 206).

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter date prepared (month, day, year).
3.	Time Prepared	Enter time prepared (24-hour clock).
4.	Operational Period Date/Time	Record the date and time of the operational period for which this plan is in effect.
5.	Incident Medical Aid Stations	Enter name and location of incident medical aid stations (e.g., Cajon Staging Area, Cajon Campground) and indicate with a √ if paramedics are located at the site.
6.	Transportation	
	A. Ambulance Services	List name and address of ambulance services (e.g., Shaeffer, 4358 Brown Parkway, Corona). Provide phone number and indicate if ambulance company has paramedics.
	B. Incident Ambulances	Name of organization providing ambulances and the incident location. Also indicate if paramedics are aboard.
7.	Hospitals	List hospitals which could serve this incident. Incident name, address, the travel time by air and ground from the incident to the hospital, phone number, and indicate with a √ if the hospital is a burn center and has a helipad.
8.	Medical Emergency Procedures	Note any special emergency instructions for use by incident personnel.
9.	Prepared By	Enter the name of the Medical Unit Leader preparing the form.
10.	Reviewed By	Obtain the name of the Safety Officer who must review the plan.

MEDICAL PLAN	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED	4. OPERATIONAL PERIOD

5. INCIDENT MEDICAL AID STATIONS

MEDICAL AID STATIONS	LOCATION	PARAMEDICS	
		YES	NO

6. TRANSPORTATION

A. AMBULANCE SERVICES

NAME	ADDRESS	PHONE	PARAMEDICS	
			YES	NO

B. INCIDENT AMBULANCES

NAME	LOCATION	PARAMEDICS	
		YES	NO

7. HOSPITALS

NAME	ADDRESS	TRAVEL TIME		PHONE	HELIPAD		BURN CENTER	
		AIR	GRND		YES	NO	YES	NO

8. MEDICAL EMERGENCY PROCEDURES

206 ICS 8/78	9. PREPARED BY (MEDICAL UNIT LEADER)	10. REVIEWED BY (SAFETY OFFICER)

NFES 1331

INCIDENT ORGANIZATION CHART (ICS FORM 207)

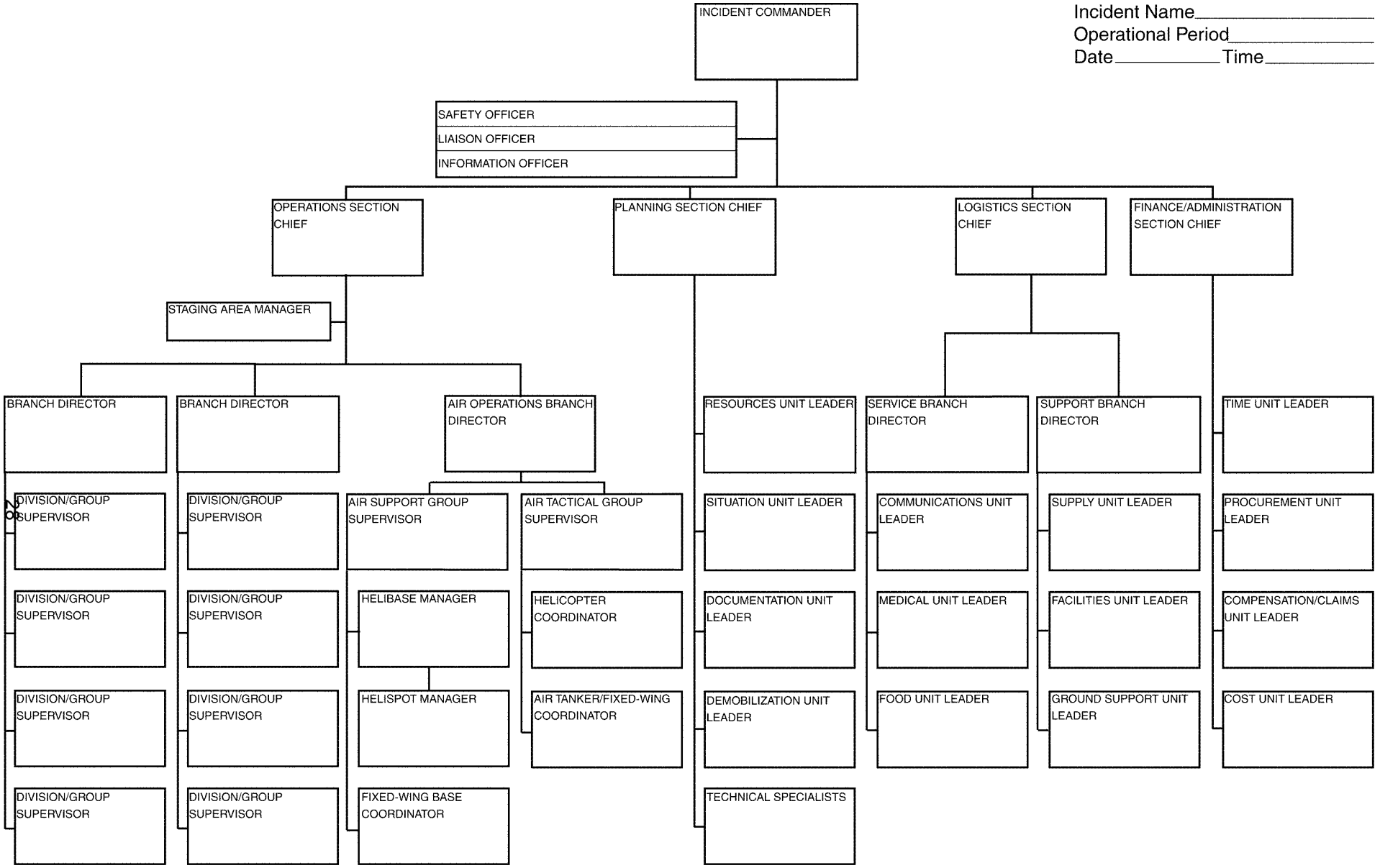
Purpose. The Incident Organization Chart is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. The attached chart is an example of the kind of Organizational Chart used in the ICS. Personnel responsible for managing organizational positions would be listed in each box as appropriate.

Preparation. The organization chart is prepared by the Resources Unit and posted along with other displays at the Incident Command Post. A chart is completed for each operational period and updated when organizational changes occur.

Distribution. When completed, the chart is posted on the display board located at the Incident Command Post.

Wall Size Chart. The ICS Form 207 WS is a large chart that is used primarily to post on the Command Post display board for better visibility.

Incident Name_____
Operational Period_____
Date_____ Time_____



207 ICS (1/99)

NFES 1332

INSTRUCTIONS FOR COMPLETING THE SITE SAFETY AND CONTROL PLAN
ICS 208

A Site Safety and Control Plan must be completed by the Hazardous Materials Group Supervisor and reviewed by all within the Hazardous Materials Group prior to operations commencing within the Exclusion Zone.

Item Number	Item Title	Instructions
1.	**Incident Name/Number**	**Print name and/or incident number.**
2.	**Date and Time**	**Enter date and time prepared.**
3.	**Operational Period**	**Enter the time interval for which the form applies.**
4.	**Incident Location**	**Enter the address and or map coordinates of the incident.**
5 - 16.	**Organization**	**Enter names of all individuals assigned to ICS positions. (Entries 5 & 8 mandatory). Use Boxes 15 and 16 for other functions: i.e. Medical Monitoring.**
17 - 18.	**Entry Team/Decon Element**	**Enter names and level of PPE of Entry & Decon personnel. (Entries 1 - 4 mandatory buddy system and backup.)**
19.	**Material**	**Enter names and pertinent information of all known chemical products. Enter "UNK" if material is not known. Include any that apply to chemical properties. (Definitions: ph = Potential for Hydrogen (Corrosivity), IDLH = Immediately Dangerous to Life and Health, F.P. = Flash Point, I.T. = Ignition Temperature, V.P. = Vapor Pressure, V.D. = Vapor Density, S.G. = Specific Gravity, LEL = Lower Explosive Limit, UEL = Upper Explosive Limit)**
20 - 23.	**Hazard Monitoring**	**List the instruments that will be used to monitor for chemical.**
24.	**Decontamination Procedures**	**Check "NO" if modifications are made to standard decontamination procedures and make appropriate Comments including type of solutions.**
25 - 27.	**Site Communications**	**Enter the radio frequency(ies) that apply.**
28 - 29.	**Medical Assistance**	**Enter comments if "NO" is checked.**
30.	**Site Map**	**Sketch or attach a site map that defines all locations and layouts of operational zones. (Check boxes are mandatory to be identified.)**
31.	**Entry Objectives**	**List all objectives to be performed by the Entry Team in the Exclusion Zone and any parameters that will alter or stop entry operations.**
32 - 33.	**SOP's, Safe Work Practices, and Emergency Procedures**	**List in Comments if any modifications to SOP's and any emergency procedures that will be affected if an emergency occurs while personnel are within the Exclusion Zone.**
34 - 36.	**Safety Briefing**	**Have the appropriate individual place their signature in the box once the Site Safety and Control Plan is reviewed. Note the time in box 34 when the safety briefing has been completed.**

SITE SAFETY AND CONTROL PLAN ICS 208	1. Incident Name:	2. Date Prepared:	3. Operational Period: Time:

Section I. Site Information

4. Incident Location:

Section II. Organization

5. Incident Commander:	6. HM Group Supervisor:	7. Tech. Specialist - HM Reference:
8. Safety Officer:	9. Entry Leader:	10. Site Access Control Leader:
11. Asst. Safety Officer - HM:	12. Decontamination Leader:	13. Safe Refuge Area Mgr:
14. Environmental Health:	15.	16.

17. Entry Team: (Buddy System) Name:	PPE Level	18. Decontamination Element: Name:	PPE Level
Entry 1		Decon 1	
Entry 2		Decon 2	
Entry 3		Decon 3	
Entry 4		Decon 4	

Section III. Hazard/Risk Analysis

19. Material:	Container type	Qty.	Phys. State	pH	IDLH	F.P.	I.T.	V.P.	V.D.	S.G.	LEL	UEL

Comment:

Section IV. Hazard Monitoring

20. LEL Instrument(s):	21. O_2 Instrument(s):
22. Toxicity/PPM Instrument(s):	23. Radiological Instrument(s):

Comment:

Section V. Decontamination Procedures

24. Standard Decontamination Procedures:	YES:	NO:

Comment:

Section VI. Site Communications

25. Command Frequency:	26. Tactical Frequency:	27. Entry Frequency:

Section VII. Medical Assistance

28. Medical Monitoring:	YES:	NO:	29. Medical Treatment and Transport In-place:	YES:	NO:

Comment:

Section VIII. Site Map

30. Site Map:

Weather ❑ Command Post ❑ Zones ❑ Assembly Areas ❑ Escape Routes ❑ Other ❑

Section IX. Entry Objectives

31. Entry Objectives:

Section X. SOP'S and Safe Work Practices

32. Modifications to Documented SOP's or Work Practices:	YES:	NO:

Comment:

Section XI. Emergency Procedures

33. Emergency Procedures:

Section XII. Safety Briefing

34. Asst. Safety Officer - HM Signature:	Safety Briefing Completed (Time):
35. HM Group Supervisor Signature:	36. Incident Commander Signature:

INCIDENT STATUS SUMMARY (ICS FORM 209)

Purpose. The Incident Status Summary serves the following purposes:

1. It is used by Situation Unit personnel for posting information on Incident Command Post displays.

2. When duplicated and provided to Command Staff members, it provides them with basic information for use in planning for the next operational period.

3. It provides basic information to the Information Officer for preparation of media releases.

4. It provides incident information to agency dispatch and off-incident coordination centers.

Preparation. The Incident Status Summary is prepared by the Situation Unit. Resource information should be obtained from the Resources Unit. It is scheduled for presentation to the Planning Section Chief and other General Staff members prior to each Planning Meeting and may be required at more frequent intervals by the Incident Commander or Planning Section Chief.

Distribution. When completed, the form is duplicated and copies are distributed to the Incident Commander and staff, and all Section Chiefs, Planning Section Unit Leaders, and Agency Dispatch Centers. It is also posted on the display board located at the Incident Command Post.

Completion of the Incident Status Summary will be as specified by agency or municipality. Report by telephone, teletype, computer, or facsimile to the local agency or municipality headquarters by 2100 daily on incidents as required by agency or municipality (reports are normally required on life-threatening situations, real property threatened or destroyed, high resource damage potential, and complex incidents that could have political ramifications). Normally wildland agencies require a report on all Class D (100 acres plus) and larger incidents (unless primarily grass type in which case report Class E, 300 acres or larger). The first summary will cover the period from the start of the incident to 2100 the first day of the incident, if at least four hours have elapsed; thereafter the summary will cover the 24-hour period ending at 1900 (this reporting time will enable compilation of reporting data and submission of report to local agency or municipality headquarters by 2100) daily until incident is under control. Wildland fire agencies will send the summary to the National Interagency Fire Center by 2400 Mountain Time.

GENERAL INSTRUCTIONS

Completion of the Incident Status Summary will be as specified by Agency or municipality. Report by telephone, teletype, computer, or facsimile to the local Agency or municipality headquarters by 2100 daily on incidents as required by Agency or municipality (reports are normally required on life-threatening situations, real property threatened or destroyed, high resource damage potential, and complex incidents that could have political ramifications). Normally wildland agencies require a report on all Class D (100 acres plus) and larger incidents (unless primarily grass type in which case report Class E, 300 acres or larger). The first summary will cover the period from the start of the incident to 2100 the first day of the incident, if at least four hours have elapsed; thereafter, the summary will cover the 24-hour period ending at 1900 (this reporting time will enable compilation of reporting data and submission of report to local Agency or municipality headquarters by 2100) daily until incident is under control. Wildland fire agencies will send the summary to the National Interagency Fire Center by 2400 Mountain Time.

1. Enter date and time report completed (mandatory).
2. Check appropriate space (mandatory-no computer entry).
3. Provide name given to incident by Incident Commander or Agency (mandatory).
4. Enter number assigned to incident by Agency (mandatory).
5. Enter first initial and last name of Incident Commander (optional).
6. Enter Agency or Municipality (mandatory).
7. Enter County where incident is occurring (optional).
8. Enter type incident, e.g., wildland fire (enter fuel type), structure fire, hazardous chemical spill, etc. (mandatory).
9. Enter legal description and general location. Use remarks for additional data if necessary (mandatory).
10. Enter date and Zulu time incident started (mandatory--maximum of 6 characters for date and 4 characters for time).
11. Enter specific cause or under investigation (mandatory).
12. Enter area involved, e.g., 50 acres, top 3 floors of building, etc. (mandatory).
13. Enter estimate of percent of containment (mandatory).
14. Enter estimate of date and time of total containment (mandatory).
15. Enter estimated date and time of control (mandatory).
16. Enter actual date and time fire was declared controlled (mandatory).
17. Report significant threat to structures, watershed, timber, wildlife habitat, or other valuable resources (mandatory).
18. Enter control problems, e.g., accessibility, fuels, rocky terrain, high winds, structures (mandatory).
19. Enter estimated dollar value of total damage to date. Include structures, watershed, timber, etc. Be specific in remarks (mandatory).
20. Enter estimate of values saved as result of all suppression efforts (optional).
21. Enter any serious injuries or deaths which have occurred since the last report. Be specific in remarks (mandatory).
22. Indicate the extent of line completed by chains or other units of measurement (optional).
23. Indicate line to be constructed by chains or other units of measurement (optional).
24. Indicate current weather conditions at the incident (mandatory).
25. Indicate predicted weather conditions for the next operational period (mandatory).
26. Provide total incident cost to date (optional).
27. Provide estimated total cost for entire incident (optional).
28. List agencies which have resources assigned to the incident (mandatory).
29. Enter resource information under appropriate Agency column by single resource or strike team (mandatory).
30. List by name those agencies which are providing support, e.g., Salvation Army, Red Cross, law enforcement, National Weather Service, etc. (mandatory).
31. The Remarks space can be used to (1) list additional resources not covered in Section 28/29; (2) provide more information on location; (3) enter additional information regarding threat control problems, anticipated release, or demobilization, etc. (mandatory).
32. This will normally be the incident Situation Unit Leader (mandatory).
33. This will normally be the incident Planning Section Chief (mandatory).
34. The ID of the Agency entering the report will be entered (optional--no computer entry).

FOR THOSE AREAS USING EXISTING COMPUTER SYSTEM REFER TO USER'S MANUAL.
Maximum number of characters allowed for each block are specified in parenthesis on front of form.

Instructions for Completing the Incident Status Summary (ICS Form 209).

ITEM NUMBER	INSTRUCTIONS
1.	Enter date and time report completed (mandatory).
2.	Check appropriate space (mandatory-no computer entry).
3.	Provide name given to incident by Incident Commander or Agency (mandatory).
4.	Enter number assigned to incident by Agency (mandatory).
5.	Enter first initial and last name of Incident Commander (optional).
6.	Enter Agency or Municipality (mandatory).
7.	Enter County where incident is occurring (optional).
8.	Enter type incident, e.g., wildland fire (enter fuel type), structure fire, hazardous chemical spill, etc. (mandatory).
9.	Enter legal description and general location. Use remarks for additional data if necessary (mandatory).
10.	Enter date and Zulu time incident started (mandatory--maximum of 6 characters for date and 4 characters for time).
11.	Enter specific cause or under investigation (mandatory).
12.	Enter area involved, e.g., 50 acres, top three floors of building, etc. (mandatory).
13.	Enter estimate of percent of containment (mandatory).
14.	Enter estimate of date and time of total containment (mandatory).
15.	Enter estimated date and time of control (mandatory).
16.	Enter actual date and time fire was declared controlled (mandatory).
17.	Report significant threat to structures, watershed, timber, wildlife habitat, or other valuable resources (mandatory).
18.	Enter control problems, e.g., accessibility, fuels, rocky terrain, high winds, structures (mandatory).
19.	Enter estimated dollar value of total damage to date. Include structures, watershed, timber, etc. Be specific in remarks (mandatory).
20.	Enter estimate of values saved as result of all suppression efforts (optional).

21.	Enter any serious injuries or deaths which have occurred since the last report. Be specific in remarks (mandatory).
22.	Indicate the extent of line completed by chains or other units of measurement (optional).
23.	Indicate line to be constructed by chains or other units of measurement (optional).
24.	Indicate current weather conditions at the incident (mandatory).
25.	Indicate predicted weather conditions for the next operational period (mandatory).
26.	Provide total incident cost to date (optional).
27.	Provide estimated total cost for entire incident (optional).
28.	List agencies which have resources assigned to the incident (mandatory).
29.	Enter resource information under appropriate Agency column by single resource or strike team (mandatory).
30.	List by name those agencies which are providing support, e.g., Salvation Army, Red Cross, law enforcement, National Weather Service, etc. (mandatory).
31.	The remarks space can be used to (1) list additional resources not covered in Section 28/29; (2) provide more information on location; (3) enter additional information regarding threat control problems, anticipated release, or demobilization, etc. (mandatory).
32.	This will normally be the incident Situation Unit Leader (mandatory).
33.	This will normally be the incident Planning Section Chief (mandatory).
34.	The ID of the Agency entering the report will be entered (optional-no computer entry).

Incident Status Summary (ICS-209)

1: Date	2: Time	3: Initial | Update | Final	4: Incident Number	5: Incident Name

6: Incident Kind	7: Start Date Time	8: Cause	9: Incident Commander	10: IMT Type	11: State-Unit

12: County	13: Latitude and Longitude Lat: Long:	14: Short Location Description (in reference to nearest town):

Current Situation

15: Size/Area Involved	16: % Contained or MMA	17: Expected Containment Date: Time:	18: Line to Build	19: Costs to Date	20: Declared Controlled Date: Time:

21: Injuries this Reporting Period:	22: Injuries to Date:	23: Fatalities	24: Structure Information			
			Type of Structure	# Threatened	# Damaged	# Destroyed
25: Threat to Human Life/Safety: Evacuation(s) in progress ---- No evacuation(s) imminent -- Potential future threat -------- No likely threat ----------			Residence			
			Commercial Property			
			Outbuilding/Other			

26: Communities/Critical Infrastructure Threatened (in 12, 24, 48 and 72 hour time frames):

12 hours:

24 hours:

48 hours:

72 hours:

27: Critical Resource Needs (kind & amount, in priority order):
1.
2.
3.

28: Major problems and concerns (control problems, social/political/economic concerns or impacts, etc.) Relate critical resources needs identified above to the Incident Action Plan.

29: Resources threatened (kind(s) and value/significance):

30: Current Weather Conditions Wind Speed: mph Temperature: Wind Direction: Relative Humidity:	31: Resource benefits/objectives (for prescribed/wildland fire use only):

32: Fuels/Materials Involved: A drop down box with the 13 Fire Behavior Fuel Models has been added. The incident would select the predominant fuel model with the option to include additional fuels information in the text box.

33: Today's observed fire behavior (leave blank for non-fire events):

34: Significant events today (closures, evacuations, significant progress made, etc.):

Outlook

35: Estimated Control Date and Time:	36: Projected Final Size:	37: Estimated Final Cost:	38: Tomorrow's Forecasted Weather Wind Speed: mph Temperature: Wind Direction: Relative Humidity:

39: Actions planned for next operational period:

40: Projected incident movement/spread during next operational period:

41: For fire incidents, describe resistance to control in terms of:

1. Growth Potential -

2. Difficulty of Terrain -

42: How likely is it that containment/control targets will be met, given the current resources and suppression/control strategy?

43: Projected demobilization start date:

44: Remarks:

45: Committed Resources

Agency	CREW 1		CREW 2		HEL 1	HEL 2	HEL 3	ENGS		DOZR		WTDR	OVHD	Camp Crews	Total Personnel
	SR	ST	SR	ST	SR	SR	SR	SR	ST	SR	ST	SR	SR		

Total															

46: Cooperating and Assisting Agencies Not Listed Above:

Approval Information		
47: Prepared by:	48: Approved by:	49: Sent to: by: Date: Time:

STATUS CHANGE CARD (ICS FORM 210)

Purpose. The Status Change Card is used by the incident Communications Center Manager to record status change information received on resources assigned to the incident.

Preparation. The form is completed by radio/telephone operators who receive status change information from individual resources, Task Forces, Strike Teams, and Division/Group Supervisors. Status information could also be reported by Staging Area and Helibase Managers and fixed-wing facilities.

Distribution. The Status Change Card is a two-part form. The original copy is given to the Resources Unit, and the second (pink) copy is retained by the Communications Unit.

Instructions for Completing the Status Change Card (ICS Form 210).

ITEM TITLE	INSTRUCTIONS
Designator Name/ID No.	Enter the appropriate designator for the kind of resource. The resource type codes are in ICS 020-1, Resource Listings.
Status	Determine the current status of the resource. If out-of-service status is checked, enter the time when the resource will return to service (ETR).
From/Location/To	Place a checkmark in the FROM column indicating the current location of the resource (where it came from). Also place a check in the TO column indicating the assigned location of the resource. When more than one Division, Staging Area, or Camp is used, identify the specific location (e.g., Division A, Redfern Staging Area, Camp Hood).
Message	Enter any special information provided by the resource or dispatch center such as individual designators of strike teams and task forces.
Time	Enter the time of the status change (24-hour clock).
Resources Process	This box is checked by Resources Unit personnel after the Unit has transferred the information to a Resource Status Card (ICS Form 219).

DESIGNATOR
NAME/ ID. NO. _____

_____

STATUS

☐ ASSIGNED ☐ AVAILABLE ☐ O/S REST
☐ O/S MECHANICAL ☐ O/S MANNING
_____ ETR (O/S= Out of Service)

FROM	LOCATION	TO
	DIVISION/GROUP	
	STAGING AREA	
	BASE/ICP	
	CAMP	
	ENROUTE	ETA
	HOME AGENCY	

MESSAGES

RESTAT

TIME_____ PROCESS ☐

ICS FORM 210 6/83 STATUS CHANGE CARD NFES 1334

CHECK-IN LIST (ICS FORM 211)

Purpose. Personnel and equipment arriving at the incident can check in at various incident locations. Check-in consists of reporting specific information which is recorded on the Check-In List. The Check-in List serves several purposes:

1. Used for recording arrival times at the incident of all overhead personnel and equipment.

2. Used for recording the initial location of personnel and equipment and thus a subsequent assignment can be made.

3. Used to support demobilization by recording the home base, method of travel, etc., on all check-ins.

Preparation. The Check-in List is initiated at a number of incident locations, including

1. Staging areas, base, camps, helibases, and ICP. Managers at these locations record the information and give it to the Resources Unit as soon as possible.

2. Incident Communications Center Manager located in the Communications Center records the information and also gives it to the Resources Unit as soon as possible.

3. Check-in at the ICP will be done by a recorder at the Resources Unit.

Distribution. Check-in Lists, which are completed by personnel at the various check-in locations, are provided to both the Resources Unit and the Finance Section. The Resources Unit maintains a master list of all equipment and personnel that have reported to the incident.

Instructions for Completing the Check-in List (ICS Form 211).

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
		Incident Dispatchers, upon receipt of a check-in message by radio, record the information on the Check-in List (ICS Form 211) and then give the information to the Resources Unit.
		Resources Unit Recorders, upon receipt of information on an in-person check in, record the information directly onto the Check-in List form.
1.	Incident Name	Print the name assigned to the incident.
2.	Check-in Location	Place a checkmark in the appropriate box indicating where the resource or person checked in at the incident.
3.	Date/Time Prepared	Enter date (month, day, year) and time prepared (24-hour clock).
4.	List Personnel (Overhead) by Agency & Name	Use this section to list agency three-letter designator and individual names for all overhead (supervisory) personnel. When listing equipment, use three-letter designator, indicate if resource is a single resource, task force or strike team; enter kind of resource (letter for single resources, Number 1-3 for Strike Team); enter type of resource (1-4), and designated identification number.
5.	Order/Request Number	Order number will be assigned by Agency dispatching the resources or personnel to the incident.
6.	Date/Time Check-In	Self-explanatory.
7.	Leader's Name	Self-explanatory.
8.	Total Number Personnel	Enter total number of personnel in strike teams, task forces, or manning single resources. Include leaders.
9.	Manifest	Indicate if a manifest was prepared.
10.	Crew Weight or Individual's Weight	Self-explanatory.
11.	Home Base	Location at which the resource/individual is normally assigned. (May not be departure location.)
12.	Departure Point	Location from which resource/individual departed for this incident.

13.	Method of Travel	Means of travel to incident (bus, truck, engine, personal vehicle, etc.).
14.	Incident Assignment	Assignment at time of dispatch.
15.	Other Qualifications	List any other ICS position the individual has been trained to fill.
16.	Sent to	Enter initials and time that the information pertaining to that entry was sent to the Resources Unit.
17.	Page	Indicate page number and number of pages being used for Check-In at this location.
18.	Prepared by	Enter name of Check-In Recorder.

CHECK-IN LIST

1. INCIDENT NAME

2. CHECK-IN LOCATION _____ _____
☐ BASE ☐ CAMP_____ ☐ STAGING AREA ☐ ICP RESOURCES ☐ HELIBASE

3. DATE/TIME

CHECK-IN INFORMATION

4. PERSONNEL (OVERHEAD) BY AGENCY & NAME -OR- LIST EQUIPMENT BY THE FOLLOWING FORMAT					5.	6.	7.	8.	9.		10.	11.	12.	13.	14.	15.	16.
AGENCY	SINGLE T/F S/T	KIND	TYPE	I.D. NO./NAME	ORDER/ REQUEST NUMBER	DATE/TIME CHECK-IN	LEADER'S NAME	TOTAL NO. PERSONNEL	MANIFEST YES	NO	CREW WEIGHT INDIVIDUAL WEIGHT	HOME BASE	DEPARTURE POINT	METHOD OF TRAVEL	INCIDENT ASSIGNMENT	OTHER QUALIFICATION	SENT TO RESOURCES TIME/INT.

17. PAGE____ OF _____

18. PREPARED BY (NAME AND POSITION) USE BACK FOR REMARKS OR COMMENTS

GENERAL MESSAGE (ICS FORM 213)

The General Message form in use within the ICS is a three-part form.

Purpose. The General Message form is used by:

1. Incident dispatchers to record incoming messages which cannot be orally transmitted to the intended recipients.

2. Command Post and other incident personnel to transmit messages to the Incident Communications Center for transmission via radio or telephone to the addressee.

3. Incident personnel to send any message or notification to incident personnel which requires hard-copy delivery.

Initiation of Form. The General Message form may be initiated by incident dispatchers for any other personnel on an incident.

Distribution. Upon completion, the General Message may be:

1. Hand carried to the addressee.

2. Hand carried to the incident Communications Center for transmission.

Instructions for Completing the General Message (ICS Form 213).

ITEM TITLE	INSTRUCTIONS
To	Indicate Unit/Person the General Message is intended for. Be specific.
Office	Indicate the location where the Unit/Person is located, e.g., Ground Support Unit Leader, Simpson Camp, Communications, etc.
From	Indicate appropriate designation and location of sender.
Subject	Fill in if applicable.
Date	List the date and time.
Message	Briefly complete. Think through your message before writing it down. Try to be as concise as possible.
Reply	This section is intended to be used by the Unit/Person who receives the message to reply to your message.
Date	Record the date and time of reply.
Signature	Record the signature and title of person replying.
White Copy/Pink Copy	Both copies are sent by person who initiates the message.
Yellow Copy	Retained by the person who initiates the message.
Pink Copy	May be returned to the person who initiates the message.

*U.S. GPO: 1009-793-975

GENERAL MESSAGE

TO:	POSITION
FROM	POSITION
SUBJECT	DATE

MESSAGE:

DATE	TIME	SIGNATURE/POSITION

213 ICS 1/79
NFES 1336

PERSON RECEIVING GENERAL MESSAGE KEEP THIS COPY

SENDER REMOVE THIS COPY FOR YOUR FILES

UNIT LOG (ICS FORM 214)

Purpose. The Unit Log is used to record details of unit activity including strike team activity. The file of these logs provides a basic reference from which to extract information for inclusion in any after-action report.

Initiation of Log. A Unit Log is initiated and maintained by Command Staff members, Division/Group Supervisors, Air Operations Groups, Strike Team/Task Force Leaders, and Unit Leaders. Completed logs are forwarded to supervisors who provide copies to the Documentation Unit.

Distribution. The Documentation Unit maintains a file of all Unit Logs. It is necessary that one copy of each log be submitted to the Documentation Unit.

Instructions for Completing the Unit Log (ICS Form 214).

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter date prepared (month, day, year).
3.	Time Prepared	Enter time prepared (24-hour clock).
4.	Unit Name	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
5.	Unit Leader	Enter the name of the individual in charge of the Unit.
6.	Operational Period	Enter the time span covered by the log (e.g., 1800 Oct. 12 to 0600 Oct. 13).
7.	Personnel Roster	List the name, position, and home base of each member assigned to the unit during the operational period.
8.	Activity Log	Enter the time and briefly describe each significant occurrence or event (e.g., task assignments, task completions, injuries, difficulties encountered, etc.).
9.	Prepared By	Enter the name and title of the person approving the log. Provide log to immediate supervisor at the end of each operational period.

UNIT LOG	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED

4. UNIT NAME/DESIGNATORS.	5. UNIT LEADER (NAME AND POSITION)	6. OPERATIONAL PERIOD

7. **PERSONNEL ROSTER ASSIGNED**

NAME	ICS POSITION	HOME BASE

8. **ACTIVITY LOG** (CONTINUE ON REVERSE)

TIME	MAJOR EVENTS

TIME	MAJOR EVENTS

OPERATIONAL PLANNING WORKSHEET (ICS FORM 215)

Purpose. The purpose of the Operational Planning Worksheet is to communicate the decisions made during the Planning Meeting concerning resource assignments to the Resources Unit. The Worksheet is used by the Resources Unit to complete Assignment Lists and by the Logistics Section Chief for ordering resources for the incident.

Initiation of Form. The Operational Planning Worksheet is initiated by the Incident Commander and General Staff at each Planning Meeting. It is recommended that the format be drawn on the chalkboard, and when decisions are reached, the information is recorded on the Operational Planning Worksheet.

Distribution. When the division work assignments and accompanying resource allocations are agreed to, the form is distributed to the Resources Unit to assist in the preparation of the Assignment Lists. The Planning Section will use a copy of this worksheet for preparing requests for resources required for the next operational period.

Instructions for Completing the Operational Planning Worksheet (ICS Form 215).

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident Name	Print the name assigned to the incident.
2.	Date/Time Prepared	Enter date (month, day, year) and time prepared (24-hour clock).
3.	Operational Period	Enter the time interval for which the information applies. Record the start time and end time and date(s).
4.	Division or Other Location	Enter the Division letter or location of the work assignment for the resources.
5.	Work Assignments	Enter the specific work assignments given to each of the Divisions.
6.	Resource	Complete resource headings, both for kind and type appropriate for the incident. Enter, for the appropriate resources, the number of resources by type (engines, crew, etc.) required "REQ," and the number of resources available "HAVE" to perform the work assignment. Then record the number of resources needed "NEED" by subtracting the number in the "HAVE" row from the number in the "REQ" row.
7.	Reporting Location	Enter the specific location the "needed" resources are to report for the work assignment (staging area, location on the fire line, etc.).
8.	Requested Arrival Time	Enter time resources are requested to arrive at the reporting location.
9.	Total Resources Required, On Hand, Ordered	Enter the total number of resources by type (engines, crews, dozers, etc.) required, on hand, and ordered.
10.	Prepared By	Record the name and position of the person completing the form.

OPERATIONAL PLANNING WORKSHEET

1. INCIDENT NAME	2. DATE PREPARED / TIME PREPARED	3. OPERATIONAL PERIOD (DATE/TIME)

4. DIVISION OR OTHER LOCATION	5. WORK ASSIGNMENTS	6. RESOURCES BY TYPE (SHOW STRIKE TEAM AS ST)		7. REPORTING LOCATION	8. REQUESTED ARRIVAL TIME
		RESOURCE TYPE			
		REQ			
		HAVE			
		NEED			
		REQ			
		HAVE			
		NEED			
		REQ			
		HAVE			
		NEED			
		REQ			
		HAVE			
		NEED			
		REQ			
		HAVE			
		NEED			
		REQ			
		HAVE			
		NEED			
		REQ			
		HAVE			
		NEED			
		REQ			
		HAVE			
		NEED			

9. TOTAL RESOURCES REQUIRED	SINGLE RESOURCES / STRIKE TEAMS	10. PREPARED BY (NAME AND POSITION)
TOTAL RESOURCES ON HAND		
TOTAL RESOURCES NEEDED		

215 ICS 9-86

NFES 1338

INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS FORM 215a)

Purpose. The Incident Action Plan Safety Analysis communicates to the Operations and Planning Section Chiefs safety and health issues identified by the Safety Officer. The Worksheet is used by the Resources Unit to complete ICS 204 Forms and Operations briefings.

Analysis of Tactical Applications												Other Risk Analysis						
Division/Group											Mitigations							Other Risk Mitigations

ICS 215-AG 12/03	INCIDENT SAFETY ANALYSIS (Generic)	1. Incident Name	2. Date/Time Prepared	3. Operational Period (Date/Time)

RADIO REQUIREMENTS WORKSHEET (ICS FORM 216)

Purpose. The Radio Requirements Worksheet is used to develop the total number of personal portable radios required for each Division/Group and Branch. It provides a listing of all units assigned to each Division, and thus depicts the total incident radio needs.

Initiation of Form. The worksheet is prepared by the Communications Unit for each operational period and can only be completed after specific resource assignments are made and designated on Assignment Lists. This worksheet need not be used if the Communications Unit Leader can easily obtain the information directly from Assignment Lists.

Distribution. The worksheet is for internal use by the Communications Unit and therefore there is no distribution of the form.

Instructions for Completing the Radio Requirements Worksheet (ICS Form 216).

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident Name	Print the name assigned to the incident.
2.	Date	Enter date (month, day, year) prepared.
3.	Time Prepared	Enter time prepared (24-hour clock).
4.	Branch	Enter the Branch number (I, II, etc.) for which radio requirements are being prepared.
5.	Agency	Enter the three-letter designator of the agency staffing the Branch Director position (e.g., VNC, CDF, ANF, LFD, etc.).
6.	Operational Period	Enter the time interval for which the assignment applies. Record the start date/time and end date/time.
7.	Tactical Frequency	Enter the radio frequency to be used by the Branch Director to communicate with each Division/Group Supervisor in the Branch.
8.	Division/Group	Enter for each Division/Group in the Branch the Division/Group identifier (A, B, etc.) and the agency assigned (e.g., LAC, VNC, etc.).
9.	Agency/ID No./Radio Requirements	List all units assigned to each Division/Group. Record the agency designator, unit or resource identification, and total number of radios needed for each unit or resource.
10.	Prepared By	Enter the name and position of the person completing the worksheet.

*Note: Detailed instructions for the completion of the Worksheet are found in ICS 223-5 Communications Unit Position Manual, Chapter 3.

RADIO REQUIREMENTS WORKSHEET			1. INCIDENT NAME			2. DATE			3. TIME		
4. BRANCH			5. AGENCY			6. OPERATIONAL PERIOD			7. TACTICAL FREQUENCY		
8. DIVISION/GROUP AGENCY			DIVISION/ GROUP AGENCY			DIVISION/ GROUP AGENCY			DIVISION/ GROUP AGENCY		
9. AGENCY	ID NO.	RADIO RQMTS	AGENCY	ID NO.	RADIO RQMTS	AGENCY	ID NO.	RADIO RQMTS	AGENCY	ID NO.	RADIO RQMTS
216 ICS 3-82			PAGE			5. PREPARED BY (COMMUNICATIONS UNIT)					

NFES 1339

*GPO 1985-0-593-005/14028

RADIO FREQUENCY ASSIGNMENT WORKSHEET (ICS FORM 217)

Purpose. The Radio Frequency Assignment Worksheet is used by the Communications Unit Leader to assist in determining frequency allocations.

Preparation. Cache radio frequencies available to the incident are listed on the form. Major agency frequencies assigned to the incident should be added to the bottom of the worksheet.

Distribution. The worksheet, prepared by the Communications Unit, is for internal use.

Instructions for Completing the Radio Frequency Assignment Worksheet (ICS Form 217).

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident Name	Print the name assigned to the incident.
2.	Date	Enter date (month, day, year) prepared.
3.	Operational Period	Enter the time interval for which the assignment applies. Record the start date/time and end date/time.
4.	Incident Organization	List frequencies allocated for each channel for each organizational element activated, record the number of radios required to perform the designated function on the specified frequency.
5.	Radio Data	For each radio cache and frequency assigned, record the associated function. Functional assignments are Command Support Division tactical Ground-to-air
6.	Agency	List the frequencies for each major agency assigned to the incident. Also list the function and channel number assigned.
7.	Total Radios Required	Total each column. This provides the number of radios required by each organizational unit. Also total each row, which provides the number of radios using each available frequency.
8.	Prepared By	Enter the name and position of the person completing the worksheet.

RADIO FREQUENCY ASSIGNMENT WORKSHEET

1. INCIDENT NAME	2. DATE	3. OPERATIONAL PERIOD (DATE/TIME)

3. RADIO DATA: SOURCE	FUNCTION	CH#	FREQUENCY	4. INCIDENT ORGANIZATION: BRANCH	DIVISION	DIVISION	DIVISION	BRANCH	DIVISION	DIVISION	DIVISION	BRANCH	DIVISION	DIVISION	DIVISION	INCIDENT COMMANDER	SAFETY OFFICER	OPERATIONS SECTION CHIEF	AIR OPERATIONS	AIR TACTICAL GROUP SUPERVISOR	PLANNING SECTION CHIEF	GROUND SUPPORT UNIT	BASE UNIT								COMM. CENTER	TOTAL BY REQ.
5. AGENCY ID.		CH#	FREQUENCY																													
6. TOTAL RADIOS REQUIRED																																

7. PREPARED BY (NAME/POSITION)

SUPPORT VEHICLE INVENTORY (ICS FORM 218)

Purpose. The Support Vehicle Inventory form provides an inventory of all transportation and support vehicles assigned to the incident. The information is used by the Ground Support Unit to maintain a record of the types and locations of vehicles on the incident. The Resources Unit uses the information to initiate and maintain status/resources information on these resources.

Preparation. The form is prepared by Ground Support Unit personnel at intervals specified by the Ground Support Unit Leader.

Distribution. Initial inventory information recorded on the form should be given to the Resources Unit. Subsequent changes to the status or location of transportation and support vehicles should be provided to the Resources Unit immediately.

Instructions for Completing the Support Vehicle Inventory (ICS Form 218).

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
		Note: a. The Ground Support Unit Leader may prefer to use separate sheets for each type of support vehicle (e.g., buses, pickups, and food tenders). b. More than one line may be used to record information on each vehicle. If this is done, separate individual vehicle entries with a heavy line. c. Several pages may be used. When this occurs, number the pages consecutively (in the page number box at bottom of the form).
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter date (month, day, year) prepared.
3.	Time Prepared	Enter time prepared (24-hour clock).
4.	Vehicle Information	Record the following vehicle information:
	Type	a. Specific vehicle type (e.g., bus, stakeside, etc.).
	Make	b. Vehicle manufacturer name (e.g., GMC, International).
	Capacity/Size	c. Vehicle capacity/size, (e.g., 30-person bus, 3/4 ton truck).
	Owner	d. Owner of vehicle (agency or private owner).
	ID Number	e. Serial or other identification number.
	Location	f. Location of vehicle.
	Release Time	g. Time vehicle is released from the incident.
5.	Prepared By	Enter the name and position of the person completing the form.

SUPPORT VEHICLE INVENTORY (USE SEPARATE SHEET FOR EACH VEHICLE CATEGORY)	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED

VEHICLE INFORMATION

a. TYPE	b. MAKE	c. CAPACITY/SIZE	d. AGENCY/OWNER	e. I.D. NO.	f. LOCATION	g. RELEASE TIME

218 ICS 8-78	PAGE	5. PREPARED BY (GROUND SUPPORT UNIT)

NFES 1341

RESOURCE STATUS CARD (ICS FORM 219)

Purpose. Resource Status Cards are used by the Resources Unit to record status and location information on resources, transportation, and support vehicles and personnel. The Resource Status Cards provide a visual display of the status and location of resources assigned to the incident.

Format. There are eight different status cards (see below). Each card is a different color and used for a different purpose. The format and content of information on each card will vary depending upon the use of the card.

ICS FORM 219	USE	COLOR
1	Labels	Gray (used only as label cards in racks)
2	Handcrews	Green
3	Engines	Rose
4	Helicopter	Blue
5	Personnel	White
6	Aircraft	Orange
7	Dozers	Yellow
8	Task Forces Miscellaneous Equipment	Tan

Preparation. Information to be placed on the cards may be obtained from several sources including, but not limited to:

1. ICS Briefing (ICS Form 201).
2. Check-In List (ICS Form 211).
3. Status Change Card (ICS Form 210).
4. Agency supplied information.

Detailed information on preparing status cards is found in Resources Unit Position Manual (ICS 221-3).

Distribution. The cards are displayed in resource status racks where they can be easily retrieved. Cards will be retained by the Resources Unit until demobilization. At demobilization all cards will be turned into the Documentation Unit.

Instructions for Completing the Resource Status Card

An example of each kind of card is shown in the following list. Instructions for filling in each block on the card are included where necessary and are not repeated on each example unless needed for clarification.

ICS 219-1 LABEL CARD. The label cards (gray) are used to designate either location or status in the card racks. The organization of the card racks will vary depending upon the type and size of incident. Resources Unit personnel can print location data (e.g., BRANCH 1 DIVISION C, SUNSET BASE), and/or status information (e.g., AVAILABLE, EN ROUTE, OUT-OF-SERVICE, etc.) on the tops of the cards with felt-tip pens. The label cards may then be placed into the racks at appropriate locations as determined by Resources Unit Personnel.

ICS 219-2 HANDCREWS--GREEN-COLORED CARD

The Handcrew Card is depicted below. (Incident location data on the Handcrew Card is on the back of the card and not shown in the example.)

ORDER/REQUEST NO.
Number assigned by dispatching agency.

HOME BASE
Location at which Handcrew is normally located.

DEPARTURE POINT
Location from which Handcrew left to reach this incident.

CREW ID. NO./NAME (FOR STRIKE TEAMS)
List commonly used names or numbers to identify the crews which make up the Strike Team.

NO. PERSONNEL
Total number of personnel (including Leader) in Crew or in Strike Team (as appropriate).

MANIFEST
Was a manifest prepared for the Crew/Strike Team?

WEIGHT
Total weight (including equipment and personal belongings) of the Crew/Strike Team.

DESIGNATION POINT
Next location to which Crew/Strike Team is being sent from the incident.

GREEN CARD STOCK (CREW)

AGENCY	ST	KIND | TYPE	I.D. NO.

ORDER/REQUEST NO.	DATE/TIME CHECK IN

HOME BASE

DEPARTURE POINT

LEADER NAME

CREW ID NO./NAME (FOR STRIKE TEAMS)

NO. PERSONNEL	MANIFEST ☐ YES ☐ NO	WEIGHT

METHOD OF TRAVEL ☐ OWN ☐ BUS ☐ AIR

OTHER

DESTINATION POINT	ETA

TRANSPORTATION NEEDS ☐ OWN ☐ BUS ☐ AIR

OTHER

ORDERED DATE/TIME	CONFIRMED DATE/TIME

REMARKS

ICS 219-2 (Rev. 4/82) CREW NFES 1344

AGENCY	TF	KIND | TYPE	I.D. NO./NAME

INCIDENT LOCATION	TIME

STATUS
☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.
☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS
☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.
☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS
☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.
☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS
☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.
☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

*U.S. GPO: 1990-794-001

ICS 219-3 ENGINE--ROSE-COLORED CARD

The Engine Card when used for Strike Teams will have the right tab blacked out. This provides an immediate indication to Resources Unit that the card represents a Strike Team.

RESOURCE ID. Numbers: Names

For Strike Teams, list all individual engine numbers which make up the Strike Team. Engine Co. Captains may be included as appropriate. For mixed agency Strike Teams, list the 3-letter ID. for each resource.

INCIDENT LOCATION

Write in the location that the resource is assigned to on the incident (e.g., DIVISION A, SUNSET BASE, etc.).

STATUS

Check appropriate line. If Engine is O/S (out-of-service), give the ETR (estimated time of return) when known.

NOTE

Provide any information that may be needed or useful (e.g., Engine MRV 6183 carries a 120 channel synthesizer).

ICS 219-4 HELICOPTER--BLUE-COLORED CARD

MANUFACTURER NAME/NO.

e.g., Bell 206.

INCIDENT LOCATION

Assigned location information on helicopters may be the same as other resources (e.g., Division A). However, location could also indicate a "general" working location (e.g., water-dropping in Branch 1; or Crew Transport - Wilson Staging Area).

ICS 219-5 PERSONNEL--WHITE-COLORED CARD

TRANSPORTATION NEEDS

If an individual was picked up and brought to the incident, it is important to check what transportation is needed to return home.

DATE/TIME ORDER

Important to show the specific means by which personnel will depart the incident. Note that this may vary from the way the individual arrived.

REMARKS (Include other qualifications)

Use this space to indicate ICS positions individuals may fill in addition to Incident Assignment (e.g., Situation Unit Leader, Demobilization Unit Leader, etc.).

BLUE CARD STOCK (HELICOPTER)

AGENCY	ST	KIND	TYPE	I.D. NO.

ORDER/REQUEST NO.	DATE/TIME CHECK IN

HOME BASE

DEPARTURE POINT

PILOT NAME

DESTINATION POINT	ETA

REMARKS

INCIDENT LOCATION

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

ICS 219-4 (Rev. 4/82) HELICOPTER NFES 1346

AGENCY	TYPE	MANUFACTURER	I.D. NO.

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

*U.S. GPO: 1988-594-771 NFES 1346

ICS 219-6 AIRCRAFT--ORANGE-COLORED CARD

INCIDENT LOCATION
Reflect the area of the incident to which the aircraft is primarily assigned (e.g., Branch 1).

ICS 219-7 DOZERS--YELLOW-COLORED CARD

RESOURCE ID. NUMBERS/NAMES
List dozer numbers and Operator names for dozers in Strike Teams. Show contractor name as appropriate.

ICS 219-8 MISCELLANEOUS EQUIPMENT/TASK FORCE--TAN-COLORED CARD

This card is used for a variety of miscellaneous equipment (e.g., buses, trucks, water tenders, etc.). The card is also used to show Task Forces. (Task Forces may be several different kinds of resources assembled for a specific purpose.) When the card is used to indicate a Task Force, the left tab should be blacked out. Also, the specific resources making up the Task Force should be listed in the Resource ID. No./Names section of the card. The cards of the resources making up the Task Force can be clipped together with the Tan Task Force card or stored separately as desired. When a single resource is being used in a Task Force, a notation should be made on that Resources' Card to include the Task Force number.

ORANGE CARD STOCK (AIRCRAFT)

AGENCY	TYPE	MANUFACTURER	I.D. NO.

ORDER/REQUEST NO.	DATE/TIME CHECK IN

HOME BASE

DATE TIME RELEASED

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

ICS 219-6 (4/82) AIRCRAFT

AGENCY	TYPE	MANUFACTURER NAME/NO.	I.D. NO.

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

*U.S. GPO: 695-162-1986 NFES 1348

YELLOW CARD STOCK (DOZERS)

AGENCY	ST	TF	KIND	TYPE	I.D. NO.

ORDER/REQUEST NO.	DATE/TIME CHECK IN

HOME BASE

DEPARTURE POINT

LEADER NAME

RESOURCE ID. NO.S/NAMES

DESTINATION POINT	ETA

REMARKS

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

ICS 219-7 (Rev. 4/82) DOZERS NFES 1349

AGENCY	ST	TF	KIND	TYPE	I.D. NO.

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS

☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.

☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

*U.S. GPO: 1990-794-006

AIR OPERATIONS SUMMARY WORKSHEET (ICS FORM 220)

Purpose. The Air Operations Summary Worksheet provides the Air Operations Branch with the number, type, location, and specific assignments of helicopters and air tankers.

Initiation of Form. The worksheet is completed by the Operations Section Chief or the Air Operations Branch Director during each Planning Meeting. General air resources assignment information is obtained from the Operational Planning Worksheet (ICS Form 215) which also is completed during each Planning Meeting. Specific designators of the air resources assigned to the incident are provided by the Air and Fixed-Wing Support Groups.

Distribution. After the worksheet is completed by Air Operations personnel (except item 11), the form is given to the Air Support Group Supervisor and Air Tanker/Fixed-Wing Coordinator personnel. These personnel complete the form by indicating the designators of the helicopters and air tankers assigned missions during the specified operational period. This information is provided to Air Operations personnel who, in turn, give the information to the Resources Unit.

Instructions for Completing Air Operations Summary Worksheet (ICS Form 220).

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident Name	Print the name assigned to the incident.
2.	Operational Period	Enter the time interval for which the assignment applies. Record the start date/time and end date/time.
3.	Air Operations Distribution	Check the block and enter the time and date when ICS Form 220 and attachments were sent to all fixed-wing bases and helibases supporting the incident.
4.	Personnel and Communications	Enter the name of the individuals in Air Operations and the primary air/air and air/ground (if applicable) radio frequencies to be used.
5.	Remarks	Enter special instructions or information, including safety notes, hazards, and priorities for Air Operations personnel.
6.	Location/ Function	Enter area of incident where air resources will be assigned (i.e., Div. A, Branch II, Standby) or function (i.e., Air Tactical Group Supervisor, Situation Unit, MEDIVAC, etc.) to which they will be assigned.
7.	Assignment	Enter the specific assignment (e.g., water or retardant drops, logistical support, or availability status for a specific purpose, support backup, recon, MEDIVAC, etc.). If applicable, enter the primary air/air and air/ground radio frequency to be used.
8.	Fixed-Wing	Enter the number and type (1, 2, or 3) of air tankers allocated to the location/function.
9.	Helicopters	Enter the number and type of helicopters allocated to the location/function.
10.	Time Available/ Commence	As applicable, enter the time (24-hour clock), when allocated air resources should be available and when they should commence their assignment.
11.	Aircraft Assigned	Enter the designators of the aircraft assigned. Gather information from Resources Unit, helibases, and fixed-wing bases.
12.	Operating Base	Enter the base (helibase, helispot, fixed-wing base) that each air resource is expected to initiate operations from.
13.	Totals	Enter the total number of fixed-wing and helicopters assigned to the incident in the number columns. Enter the total number of each type air tanker and helicopter assigned in Type column.
14.	Air Operations Support	Enter the designators and location of other support resources (i.e., helicopter support units, engines, IR, etc.) assigned to Air Operations.
15.	Prepared By	Enter the name of the person in Air Operations completing the form. Enter the date and time form was completed.

AIR OPERATIONS SUMMARY

PREPARED BY:	PREPARED DATE/TIME:

1. INCIDENT NAME	2. OPERATIONAL PERIOD DATE:	START TIME:	END TIME:	SUNRISE:	SUNSET:

3. REMARKS (Safety Notes, Hazards, Air Operations Special Equipment, etc.):	4. MEDEVAC A/C:	5. TFR:
		Radius: _____ NM Altitude: _____ ' MSL Centerpoint: Lat: _____ Long: _____

6. PERSONNEL	Phone	7. FREQUENCIES	AM	FM	8. FIXED-WING #Available/ Type/ Make-Model/ FAA N#/ Bases
AOBD:		AIR/AIR FW:			Airtankers
ATGS:		AIR/AIR RW:			
HLCO:		AIR/GROUND:			
ASGS:		COMMAND: (Simplex)			Leadplanes
HEBM:		COMMAND RPT	Rx:	Tx:	Base FAX#
ATB MGR:		DECK FREQ.:			ATGS Aircraft
		TOLC FREQ.:			
					Other

9. HELICOPTERS (Use Additional Sheets As Necessary)

FAA N#	TY	MAKE/MODEL	BASE	AVAIL	START	REMARKS	FAA N#	TY	MAKE/MODEL	BASE	AVAIL	START	REMARKS

AIR OPERATIONS SUMMARY

10.TASK/MISSION/ASSIGNMENT (Type/Function includes Air Tactical, Retardant, Recon, Personnel Transport, Water Dropping, S&R, etc.)

TYPE/FUNCTION	NAME OF PERSONNEL OR CARGO (if applicable) OR INSTRUCTIONS FOR TACTICAL AIRCRAFT	MISSION START	FLY FROM	FLY TO

DEMOBILIZATION CHECKOUT (ICS FORM 221)

Purpose. The Demobilization Checkout form provides the Planning Section information on resource releases from the incident to include destination, actual release time, and estimated time of arrival at destination.

Initiation of Form. The form is initiated by the Demobilization Unit Leader or the Planning section. The top portion of the form is completed by Demobilization Unit Leader after the resource supervisor has given written notification that the resource is excess to the needs of the incident.

Distribution. The individual resource will have the unit initial the appropriate checked (√) boxes in section 11 prior to release from the incident. After completion, the form is returned to the Demobilization Unit Leader or the Planning Section.

Note: Prior to actual demobilization, Planning Section (Demobilization Unit) should check with the Command Staff (Liaison Officer) to determine any agency needs related to demobilization and release; if any, add to line Number 11.

INSTRUCTIONS FOR COMPLETING THE DEMOBILIZATION CHECKOUT
(ICS FORM 221)

Prior to actual demobilization, Planning Section (Demobilization Unit) should check with the Command Staff (Liaison Officer) to determine any agency specific needs related to demobilization and release. If any, add to line Number 11.

Item Number	Item Title	Instructions
1.	Incident Name/No.	Print Name and/or Number of incident.
2.	Date/Time	Enter Date and Time prepared.
3.	Demob No.	Enter Agency Request Number, Order Number, or Agency Demobilization Number if applicable.
4.	Unit/Personnel Released	Enter appropriate vehicle or Strike Team/Task Force I.D. Number(s) and Leader's name or individual over-head or staff personnel being released.
5.	Transportation Type/No.	Method and vehicle I.D. Number for transportation back to home unit. Enter N/A if own transportation is provided. *Additional specific details should be included in Remarks, block #12.
6.	Actual Release Date/time	To be completed at conclusion of demobilization at time of actual release from incident. Would normally be last item of form to be completed.
7.	Manifest	Mark appropriate box. If yes, enter manifest number. Some agencies require a manifest for air travel.
8.	Destination	Location to which Unit or personnel have been released, i.e., Area, Region, Home base, Airport, Mobilization Center, etc.
9.	Area/Agency/ Region Notified	Identify Area, Agency, or Region notified and enter date & time of notification.
10.	Unit Leader Responsible for Collecting Performance Ratings	Self-explanatory. Note, not all agencies require these ratings.
11.	Unit/Personnel	Demobilization Unit Leader will identify with a check in the box to the left of those units requiring check-out. Identified Unit Leaders are to initial to the right to indicate release. Blank boxes are provided for any additional check (unit requirements as needed), i.e., Safety Officer, Agency Representative, etc.
12.	Remarks	Any additional information pertaining to demobilization or release.

*GPO 1985-0-593-005/14032

DEMOBILIZATION CHECKOUT

ICS-221

1. INCIDENT NAME/NUMBER	2. DATE/TIME	3. DEMOB NO.

4. UNIT/PERSONNEL RELEASED

5. TRANSPORTATION TYPE/NO.

6. ACTUAL RELEASE DATE/TIME

7. MANIFEST YES NO

NUMBER _____

8. DESTINATION

_____

9. AREA/AGENCY/REGION NOTIFIED

NAME _____

DATE _____

10. UNIT LEADER RESPONSIBLE FOR COLLECTING PERFORMANCE RATING

11. UNIT/PERSONNEL YOU AND YOUR RESOURCES HAVE BEEN RELEASED SUBJECT TO SIGNOFF FROM THE FOLLOWING:

(DEMOB. UNIT LEADER CHECK ✓ APPROPRIATE BOX)

LOGISTICS SECTION

☐ SUPPLY UNIT _____

☐ COMMUNICATIONS UNIT _____

☐ FACILITIES UNIT _____

☐ GROUND SUPPORT UNIT LEADER _____

PLANNING SECTION

☐ DOCUMENTATION UNIT _____

FINANCE/ADMINISTRATION SECTION

☐ TIME UNIT _____

OTHER

☐ _____ _____

☐ _____ _____

12. REMARKS

_____

_____

221 ICS 1/83	

NFES 1353

INSTRUCTIONS ON BACK

CREW PERFORMANCE RATING

INSTRUCTIONS: This rating is to be used only for determining an individual's fire fighting qualifications. All blocks must be completed. Crew will be rated by the immediate supervisor, not crew representative. If deficiencies are indicated for items 9 and 10, explain in item 11.

1. Crew Name and Number	2. Fire Name and Number	3.Crew Boss *(name)*

4. Crew Home Unit and Address	5. Location of Fire *(complete address)*

6. Crew Representative	7. Dates on Fire	8. Number of Shifts Worked

9. Crew Evaluation

Rating Factors	Excellent	Satisfactory	Deficient	Needs To Improve
Physical Condition				
Hot Line Construction				
Mop-Up				
Off Line Conduct				
Use of Safe Practices				
Crew Organization and Equipment				
Other *(specify)*				
10. Supervisory Performances				
Crew Boss				
Squad Bosses				
Crew Representative				

11. Areas Needing Improvement

12. Names of Outstanding Workers *(comment)*	13. Names of Individuals Needing Improvement *(indicate area(s))*

14. Remarks

15. Crew Boss *(signature)* This rating has been discussed with me.	16. Date

17. Rated By *(signature)*	18. Home Unit *(address)*	19. Position on Fire	20. Date

INCIDENT PERSONNEL PERFORMANCE RATING	*INSTRUCTIONS:* The immediate job supervisor will prepare this form for each subordinate. It will be delivered to the planning section before the rater leaves the fire. Rating will be reviewed with employee who will sign at the bottom.

THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE

1. Name	2. Fire Name and Number
3. Home Unit *(address)*	4. Location of Fire *(address)*

5. Fire Position	6. Date of Assignment From: To:	7. Acres Burned	8. Fuel Type(s)

9. Evaluation

Enter **X** under appropriate rating number and under proper heading for each category listed. Definition for each rating number follows:

0 - Deficient. Does not meet minimum requirements of the individual element.
DEFICIENCIES MUST BE IDENTIFIED IN REMARKS.

1 - Needs to improve. Meets some or most of the requirements of the individual element.
IDENTIFY IMPROVEMENT NEEDED IN REMARKS.

2 - Satisfactory. Employee meets all requirements of the individual element.

3. - Superior. Employee consistently exceeds the performance requirements.

Rating Factors	Hot Line				Mop-Up				Camp				Other specify)			
	0	1	2	3	0	1	2	3	0	1	2	3	0	1	2	3
Knowledge of the job																
Ability to obtain performance																
Attitude																
Decisions under stress																
Initiative																
Consideration for personnel welfare																
Obtain necessary equipment and supplies																
Physical ability for the job																
Safety																
Other *(specify)*																

10. Remarks

11. Employee *(signature)* This rating has been discussed with me			12. Date
13. Rated By *(signature)*	14. Home Unit *(address)*	15. Position of Fire	16. Date

INDIVIDUAL PERFORMANCE RATING

INSTRUCTIONS: The immediate supervisor will prepare this form for a subordinate person. Rating will be reviewed with the individual who will sign and date the form. The completed rating will be given to the Planning Section Chief before the rater leaves the incident.

1. NAME	2. INCIDENT NAME AND NUMBER	START DATE OF INCIDENT

3. HOME UNIT ADDRESS	4. INCIDENT AGENCY AND ADDRESS

5. POSITION HELD ON INCIDENT	6. TRAINEE POSITION	7. INCIDENT COMPLEXITY	8. DATE OF ASSIGNMENT
	☐ YES ☐ NO	☐ I ☐ II ☐ III	FROM: TO:

9. List the main duties from the Position Checklist, on which the position will be rated. Enter X under the appropriate column indicating the individuals level of performance for each duty listed.	PERFORMANCE LEVEL				
	Did not apply on this Incident	Unacceptable	Need to Improve	Fully Successful	Exceeds Successful
	EXPLAIN IN REMARKS				

10. REMARKS

11. THIS RATING HAS BEEN DISCUSSED WITH ME (Signature of individual being rated.)	12. DATE

13. RATED BY (Signature)	14. HOME UNIT	15. POSITION HELD ON THIS INCIDENT	16. DATE

*U.S. GPO: 1991-594-696/40141

RESOURCE ORDER

INCIDENT/PROJECT ORDER NUMBER

INITIAL DATE/TIME	2. INCIDENT/PROJECT NAME	3. INCIDENT /PROJECT ORDER NUMBER	4. OFFICE REFERENCE NUMBER

5. DESCRIPTIVE LOCATION/RESPONSE AREA	6. SEC.	TWN	RNG	Base MDM	8. INCIDENT BASE/PHONE NUMBER	9. JURISDICTION/AGENCY
	7. MAP REFERENCE					10. ORDERING OFFICE

11. AIRCRAFT INFORMATION			LAT.		LONG.			
BEARING	DISTANCE	BASE OR OMNI	AIR CONTACT	FREQUENCY	Ground Contact	FREQUENCY	RELOAD BASE	OTHER AIRCRAFT/HAZARDS

12. Request Number	Ordered Date/Time	From / To	Q T Y	RESOURCE REQUESTED	Needed Date/Time	Deliver To	To / From	Time	Agency ID	RESOURCE ASSIGNED	ETD / ETA	RELEASED Date	RELEASED To	Time / ETA

13. ORDER RELAYED Req. No.	Date	Time	To/From	ACTION TAKEN	ORDER RELAYED Req. No.	Date	Time	To/From	ACTION TAKEN

CONTINUATION SHEET NO._____ OF _____

Order No.	**RESOURCE ORDER**	2. INCIDENT/PROJECT NAME	3. INCIDENT /PROJECT ORDER NUMBER	4. OFFICE REFERENCE NUMBER

12. Request Number	Ordered Date/Time	From / To	Q T Y	RESOURCE REQUESTED	Needed Date/Time	Deliver To	To / From	Time	Agency ID	RESOURCE ASSIGNED	ETD / ETA	RELEASED Date	RELEASED To	Time ETA

ICS 260-2 (7/87) NFES 1471

APPENDIX II:
TASKBOOK

POSITION TASK BOOK FOR THE POSITION OF

ALL-HAZARDS SAFETY OFFICER

Version: March 15, 2007

POSITION TASK BOOK ASSIGNED TO:
INDIVIDUAL'S NAME, DUTY STATION, AND PHONE NUMBER POSITION TASK BOOK INITIATED BY:
OFFICIAL'S NAME, TITLE, DUTY STATION, AND PHONE NUMBER
LOCATION AND DATE THAT POSITION TASK BOOK WAS INITIATED

EVALUATOR

DO NOT COMPLETE THIS UNLESS YOU ARE RECOMMENDING THE TRAINEE FOR CERTIFICATION

VERIFICATION/CERTIFICATION OF COMPLETED POSITION TASK BOOK FOR THE POSITION OF
FINAL EVALUATOR'S VERIFICATION I verify that all tasks have been performed and are documented with appropriate initials. I also verify that_____ has performed as a trainee and should therefore be considered for certification in this position.
FINAL EVALUATOR'S SIGNATURE AND DATE
EVALUATOR'S PRINTED NAME, TITLE, DUTY STATION, AND PHONE NUMBER

AGENCY HEAD RECOMMENDATION FOR CERTIFICATION I certify that_____ has met all requirements for qualification in this position and I recommend that they be certified for the position.
OFFICIAL'S SIGNATURE AND DATE
OFFICIAL'S NAME TITLE, DUTY STATION, AND PHONE NUMBER

INCIDENT MANAGEMENT SYSTEM POSITION TASK BOOK

Position Task Books (PTB) were developed for designated positions as described under the National Interagency Incident Management System (NIIMS) and have been incorporated into the National Incident Management System (NIMS). The position task book is used by the authority having jurisdiction to certify that the person to whom the task book belongs meets the standards recommended by the National (NIMS) Integration Center (NIC).

Each PTB lists the performance requirements (tasks) for the specific position in a format that allows a trainee to be evaluated against written guidelines. Successful performance of all tasks, as observed and recorded by an evaluator, will result in a recommendation that the trainee be certified in that position. Evaluation and confirmation of the individual's performance of all the tasks may involve more than one evaluator and can occur on incidents, in classroom simulation, and in other work situations. Designated PTBs require position performance during which the majority of required tasks are demonstrated on a single incident. It is important that performance be critically evaluated and accurately recorded by each evaluator. All tasks must be evaluated. All bullet statements within a task that require an action (contain an action verb) must be demonstrated before that task can be signed off.

A brief list of responsibilities also appears below.

RESPONSIBILITIES:

1. The **Agency Management** is responsible for:
   - Selecting trainees based on the needs of their organization or area Incident Management Teams.
   - Providing opportunities for evaluation and/or making the trainee available for evaluation.

2. The **Individual** is responsible for:
   - Reviewing and understanding instructions in the PTB.
   - Identifying desired objectives/goals.
   - Providing background information to an evaluator.
   - Satisfactorily demonstrating completion of all tasks for an assigned position within three years.
   - Assuring the evaluation record is complete.
   - Notifying the local agency head when the PTB is completed, and obtaining their signature recommending certification.
   - Keeping the original PTB in personal records.

3. The **Evaluator** is responsible for:
   - Being qualified and proficient in the position being evaluated.
   - Meeting with the trainee and determining past experience, current qualifications, and desired objectives/goals.
   - Reviewing tasks with the trainee.
   - Explaining to the trainee the evaluation procedures that will be utilized and which objectives may be attained.

- Identifying tasks to be performed during the evaluation period.
- Accurately evaluating and recording demonstrated performance of tasks. Dating and initialing completion of the task shall document satisfactory performance. Unsatisfactory performance shall be documented in the Evaluation Record.
- Completing the Evaluation Record found at the end of each PTB.

4. The **Final Evaluator** is responsible for signing the verification statement inside the front cover of the PTB when all tasks have been initialed.

5. The **Agency Head** or designee is responsible for:
   - Issuing the PTB to document task performance.
   - Explaining to the trainee the purpose and processes of the PTB, as well as the trainee's responsibilities.
   - Tracking progress of the trainee.
   - Identifying incident evaluation opportunities.
   - Identifying and assigning an evaluator that can provide a positive experience for the trainee, and make an accurate and honest appraisal of the trainee's performance.
   - Documenting the assignment.
   - Conducting progress reviews.
   - Conducting a closeout interview with the trainee and evaluator and assuring that documentation is proper and complete.

Competency 1: Assume position responsibilities

Description: Successfully assume role of Safety Officer and initiate position activities at the appropriate time according to the following behaviors.

Behavior 1*:* Ensure readiness for assignment.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Obtain and assemble information and materials needed for kit. Kit will be assembled and prepared prior to receiving an assignment. Kit will contain critical items needed for the assignment and items needed for functioning during the first 48 hours. Kit will be easily transportable and within agency weight limitations. The basic information and materials needed may include, but is not limited to, any of the following: **Reference Material** • Reference materials appropriate to the incident type (e.g., PMS 410-1, Fireline Handbook). • Field Operations Guide ICS 420-1. • Agency health and safety code handbook. • Safety checklists. **Forms** • ICS Form 213, General Message. • ICS Form 214, Unit Log. • ICS Form 215A, Incident Safety Analysis. • Injury and accident forms. **Supplies** • Safety Officer's identity strip. • 100-ft tape. • Flagging (several colors). • Clipboard. • Writing tablet. • Graph paper/carbon paper. • Flashlight and batteries. • Pencils and assortment of magic markers. • Pocket notebook. • Camera and several rolls of ASA 400 rated film (color print, slide, no Polaroid). • Hand-held tape recorder and extra batteries. • Compass. • Clinometer or Abney level.	O		

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• Alarm clock. • Thermometer and wind gauge/belt weather kit. • Light day pack. • Personal protective equipment (PPE). • Whistle. • Chalk. • Binoculars.			
2. Arrive properly equipped at incident assigned location within acceptable time limits. Check in according to agency guidelines.	I		

Behavior 3: Ensure availability, qualifications, and capabilities of resources to complete assignment.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Ensure sufficient Assistant Safety Officers (ASOs) to complete necessary tasks. • Identify need for ASOs. • Order ASOs. • Assign ASOs. • Supervise ASOs.	I		

Behavior 4: Gather, update, and apply situational information relevant to the assignment.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Gather information necessary to assess incident assignment and determine immediate needs and actions. • Incident Commander's/supervisor's name, location. Make contact. • Current resource commitments. • Current and anticipated situation (hazardous materials, urban interface, etc.). • Expected duration of assignment.	I		

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Behavior 5: Establish effective relationships with relevant personnel.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Establish and maintain positive interpersonal and interagency working relationships.	I		
2. Create a work environment that provides diversity and equal opportunity for all personnel assigned to the incident.	I		
3. Recognize functional capabilities of cooperating entities.	I		
4. Proactively work with necessary personnel to collect information and further the investigation process.	I		

Behavior 7: Understand and comply with ICS concepts and principles.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Maintain appropriate span of control.	I		
2. Demonstrate knowledge of ICS structure, principles, positions, and ICS forms.	I		
3. Act as agent of the Incident Commander.	I		

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Competency 2: Lead assigned personnel

Description: Influence, guide, and direct assigned personnel to accomplish objectives and desired outcomes in a rapidly changing, high-risk environment.

Behavior 1: Model leadership principles of Duty, Respect and Integrity.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Exhibit principles of duty. • Be proficient in your job, both technically and as a leader. • Make sound and timely decisions. • Ensure that tasks are understood, supervised and accomplished. • Develop your subordinates for the future.	I		
2. Exhibit principles of respect. • Know your subordinates and look out for their well-being. • Keep your subordinates informed. • Build the team. • Employ your subordinates in accordance with their capabilities.	I		
3. Exhibit principles of integrity. • Know yourself and seek improvement. • Seek responsibility and accept responsibility for your actions. • Set the example.	I		

Behavior 2: Ensure the safety, welfare, and accountability of assigned personnel.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Recognize potentially hazardous situations.	I		
2. Inform subordinates of hazards.	I		
3. Ensure that special precautions are taken when extraordinary hazards exist.	I		
4. Ensure adequate rest is provided to all unit personnel.	I		

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Behavior 3: Establish work assignments and performance expectations, monitor performance, and provide feedback.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Brief and keep subordinates informed and updated.	I		
2. Assign Safety assistants to monitor potentially high-hazard areas or operations that will be considered to be of high risk.	I		
3. Initiate accident investigation team for those accidents that occur within the incident area.	I		
4. Provide counseling and discipline as needed.	I		
5. Ensure that performance ratings are completed as required by the Incident Commander/Agency Administrator.	I		

Behavior 5: Coordinate interdependent activities.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Interact and coordinate with all command and general staff. • Receive and transmit current and accurate information. • Work directly with Medical Unit Leader on Incident Medical Plan ICS 206.	I		

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Competency 3: Communicate effectively

Description: Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis to accomplish objectives in a rapidly changing, high risk environment.

Behavior 1: Ensure all relevant information is exchanged during check-in, briefings and debriefings.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Discuss ICS 215A at operational briefings as appropriate.	I		
2. Prepare and present safety briefing. • Present a safety briefing at each briefing session. • Briefing should contain information to alert incident personnel of potential risk/hazard considered to be most critical. • Answer any questions that may arise.	I		
3. Conduct debriefing with off-duty personnel.	I		
4. Debrief with incident Field Observers. • Meet with the incident Field Observer(s) to obtain information on potential high-hazard areas or operations that will be considered to be of high risk. • Use this information in preparation of safety messages and for discussions at briefings. • Safety assistants will be assigned to monitor these areas or operations.	I		
5. Participate in agency debriefing or closeout as appropriate. • As directed by the Incident Commander, provide a debriefing to the Agency Administrator regarding incident safety history, including accidents, hazards, corrective actions, and commendations.	I		

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Behavior 2: Ensure documentation is complete and disposition is appropriate.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Complete ICS Form 214 for each operational period. • Document incidents of a serious nature in the ICS Form 214, Unit Log.	I		
2. Ensure that accident investigation report(s) is/are complete and provided to Incident Commander and local agency.	I		
3. If required, ICS Form 221 (Demobilization Check-Out) is completed and turned in to the appropriate person.	I		
4. Complete ICS 215A for each operational period.	I		
5. Ensure copies of 215A are included in documentation package.	I		

Behavior 3: Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Prepare safety messages for the incident.	I		
2. Post safety information on incident bulletin board if appropriate.	I		
3. Prepare narrative or special reports. • When requested by the incident agency and/or Incident Commander, prepare narrative report of incident. • Include the following items: number of injuries and accidents, general safety situation and problems encountered, description of significant incidents or unsafe situations and recommendations for corrective action.	I		

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4. Distribute accident investigation reports and initiate follow-up action. • Follow up to see that all accident investigation reports are completed and include all required information. • Distribute copies of the report to the Incident Commander and finance position assigned as appropriate. • Recommend need for corrective action based on findings of the report to the Incident Commander. Initiate immediate corrective action, if necessary. • Distribute information concerning accidents to Incident Commander.	I		
5. Communicate to incident personnel any change in weather conditions during the operational period that was not predictable and could cause high risk conditions.	I		

Behavior 4: Communicate and assure understanding of work expectations within the chain of command and across functional areas.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Ensure that Assistant Safety Officers understand their roles and responsibilities for carrying out the safety mission during the incident.	I		
2. Ensure incident management team members are aware of the safety-related aspects of their jobs and undertake their job responsibilities in a safe manner based on expected duration, size, type of incident, potential values to be protected, and jurisdictional involvement.	I		

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Behavior 5: Develop and implement plans and gain concurrence of affected agencies and the public.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Develop or implement a safety action plan. • Ensure that hazards and risks are identified and adequately monitored for the duration of the incident. • Share action plan with the Incident Commander and incident staff and revise as necessary. • Ensure any changes in incident hazards and risks with relevant corrective actions are reflected in the safety action plan, safety messages, and/or safety briefings as appropriate. • Coordinate elements of the safety action plan to the IAP.	I		

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Competency 4: Ensure completion of assigned actions to meet identified objectives

Description: Identify, analyze, and apply relevant situational information and evaluate actions to complete assignments safely and meet identified objectives. Complete actions within established timeframe.

Behavior 1: Administer and/or apply agency policy, contracts and agreements.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Monitor vehicle/operator operational periods. • Audit time and equipment records of drivers/vehicles to ensure they have not exceeded the standards set by the agency on which the incident has occurred. • Operators that have been found to exceed these standards will be relieved immediately. • Document.	I		

Behavior 2: Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Monitor food and sanitation conditions.	I		
2. Inspect potable water supplies. • Inspect potable water sources, hauling and storage containers. • Document any deficiencies identified and take corrective action.	I		
3. Monitor incident personal protective equipment needs.	I		

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4. Inspect incident facilities as appropriate. • Conduct a general inspection of the base and camp facilities soon after they become operational and follow up on a periodic basis throughout the incident for compliance to all health and safety standards. • Identify and document all unsafe conditions and provide this information to the Incident Commander or the Base/Camp Manager.	I		
5. Review and approve medical plan as appropriate. • Monitor plan to see that it addresses current status of incident.	I		
6. Ensure roads are inspected within the incident area. • Ensure that an inspection has been done on all roads that will be used for the transportation of personnel and equipment. • All roads must be of adequate width, grade, and maintenance condition to allow safe use by the vehicles being utilized on the incident. • Any roads that have been identified as unsafe for vehicle travel will be closed and monitored for unauthorized use.	I		
7. Monitor operational period lengths. • Identify personnel exceeding the work standards established by the agency responsible for the incident. • Recommend corrective action to incident commander. • Ensure work/rest guidelines are followed.	I		
8. Monitor incident personnel for general welfare. • Monitor personnel to determine if their needs are being met as related to food, water and rest. • Personnel identified as being high risk due to extreme fatigue or poor physical condition will be evaluated and discussed with Incident Commander, and agency representative for final resolution to problem.	I		

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9. Monitor fire crews for PPE use. • Visually check fire crew members preparing for duty to see that they are wearing or have all required PPE and other personal gear. • Line workers that lack the PPE will be supplied such equipment prior to being transported to the line.	I		

Behavior 3: Prepare clear and concise assessments regarding hazards, fire behavior, weather and other relevant events.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Develop ICS 215A, Incident Safety Analysis, planning matrix. • Complete ICS 215A for each operational period. • Discuss ICS 215A at operational briefings as appropriate.	I		
2. Conduct initial and ongoing assessments to gather information and determine incident safety needs.	I		

Behavior 4: Take appropriate action based on assessed risks.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Remove and identify tools and power equipment determined to be unsafe for use.	I		
2. Relieve immediately vehicles/operators that have exceeded operational period standards.	I		
3. Close any roads that have been identified as unsafe for vehicle travel and monitor for unauthorized use.	I		
4. Supply PPE to line workers that lack PPE prior to being transported to the line.	I		

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5. Initiate accident investigations within the incident area. • Initiate accident investigation team for those accidents that occur within the incident area. • Assure information, materials, the scene etc. are preserved to support a complete and thorough investigation of the accident. • Ensure that accident investigation report is completed and provided to Incident Commander and local agency • The investigation should not interfere with the primary duties of the Safety Officer.	I		

Behavior 5: Modify approach based on evaluation of incident situation.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Recognize limits of knowledge and seek advice or help on safety management as appropriate.	I		

Behavior 6: Anticipate, recognize and mitigate unsafe situations.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Identify potentially unsafe situations. • Monitor all incident activities to identify any potentially unsafe situations. • Take appropriate action by contacting the responsible supervisor for corrective action. • If necessary, take direct action. • Report to Incident Commander and General Staff any action affecting the Incident Action Plan.	I		
2. Identify those risks or hazards with the highest potential for serious accident or injury. • Identify those types of operations on an incident of this type that most frequently lead to serious injuries or fatalities. • Discuss with Incident Commander. • Identify actions needed to prevent an accident from taking place.	I		

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3. Exercise emergency authority to stop and prevent unsafe acts. • Use direct intervention to correct any extremely dangerous act which is being performed outside of agency regulations, policies, standards, and guidelines. • Discuss with Incident Commander and document action in ICS Form 214, Unit Log.	I		

Behavior 7: Follow established and safety procedures relevant to given assignment.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Perform assigned job duties in accordance with established safety procedures.	I		

Behavior 8: Ensure compliance with all legal and safety requirements relevant to air operations.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Monitor all air operations activities. • Review compliance with agency flight duty limitations. • Monitor to ensure that air safety requirements are being implemented and followed. • Document all identified serious hazards or unsafe conditions. • Corrective action will be implemented through the Incident Commander.	I		
2. Review aircraft incidents/accident reports. • Review on a daily basis all aircraft incident/accident reports. • Monitor to see that recommended corrective action is implemented.	I		

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Behavior 9: Ensure functionality of equipment

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Inspect hand tools and power equipment for unsafe conditions. • Review on a periodic basis the condition of hand tools being received on the incident and those being reconditioned to determine they are safe for use. • Tool and power equipment determined to be unsafe for use will be removed from use and identified as such.	I		
2. Ensure inspection of vehicles, mechanical equipment, and driver/operator qualifications are completed. • A periodic inspection of vehicles will be conducted to ensure they meet all mechanical and maintenance standards. • Ensure drivers/operators are properly trained and have a valid license to operate the vehicle/equipment assigned. • Deficiencies will be documented.	I		

Behavior 10: Plan for demobilization and ensure demobilization procedures are followed.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Receive demobilization instructions from supervisor. • Brief subordinate staff on demobilization procedures and responsibilities as appropriate. • Ensure that incident and agency demobilization procedures are followed. • If required, ICS Form 221 (Demobilization Check-Out) is completed and turned in to the appropriate person. • Ensure copies of 215A are included in documentation package.	I		

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Behavior 11: Transfer position duties while ensuring continuity of authority and knowledge and taking into account the increasing or decreasing incident complexity.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Determine with replacement time of transfer.	I		
2. Communicate transfer of command to operations and command staff.	I		
3. If necessary, coordinate with agencies about transfer of command back to local jurisdiction.	I		

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INSTRUCTIONS FOR COMPLETING THE EVALUATION RECORD

There are four separate blocks allowing evaluations to be made. These evaluations may be made on incidents, simulations in classroom, or in daily duties, depending on what the position task book indicates. This should be sufficient for qualification in the position if the individual is adequately prepared. If additional blocks are needed, a page can be copied from a blank task book and attached.

COMPLETE THESE ITEMS AT THE START OF THE EVALUATION PERIOD:

Evaluator's name, incident/office title, and agency: List the name of the Evaluator, his/her incident position or office title, and agency.

Evaluator's home unit address and phone: Self-explanatory

#: The number next to the evaluator's name in the upper left corner of the evaluation record identifies a particular incident or group of incidents. This number should be placed in the column labeled "Evaluation Record #" on the PTB for each task performed satisfactorily. This number will enable reviewers of the completed PTB to ascertain the qualifications of the different evaluators prior to making the appropriate sign-off on the PTB.

Location of Incident/Simulation: Identify the location where the tasks were performed by agency and office.

Incident Kind: Enter kind of incident; e.g., hazmat, wildland fire, structural fire, search and rescue, flood, tornado, etc.

COMPLETE THESE ITEMS AT THE END OF THE EVALUATION PERIOD:

Number and Type of Resources: Enter the number of resources and types assigned to the incident pertinent to the Trainee's task book position.

Duration: Enter inclusive dates during which the Trainee was evaluated. This block may indicate a span of time covering several small and similar incidents if the Trainee has been evaluated on that basis; e.g., several initial attack wildfires in similar fuel types.

Recommendation: Check as appropriate and/or make comments regarding the future needs for development of this trainee.

Date: List the date the record is being completed.

Evaluator's initials: Initial here to authenticate your recommendations and to allow for comparison with initials in the PTB.

Evaluator's relevant certification: List your certification relevant to the Trainee position you supervised.

Evaluation Record

TRAINEE NAME _____ TRAINEE POSITION _____

#1	Evaluator's name: Incident/office title & agency:			
Evaluator's home unit address & phone:				
Name and Location of Incident or Situation (agency & area)	Incident Kind (hazmat, tornado, flood, structural fire, wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	
			to	

The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above named Trainee. I recommend the following for further development of this Trainee.

_____ The individual has successfully performed all tasks for the position and should be considered for certification.
_____ The individual was not able to complete certain tasks (comments below) or additional guidance is required.
_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.
_____ The individual is severely deficient in the performance of tasks for the position and needs further training (both required & knowledge and skills needed) prior to additional assignment(s) as a Trainee.

Recommendations: _____

_____

Date: _____ Evaluator's initials: _____

Evaluator's relevant agency certification or rating:_____

#2	Evaluator's name: Incident/office title & agency:			
Evaluator's home unit address & phone:				
Name and Location of Incident or Situation (agency & area)	Incident Kind (hazmat, tornado, flood, structural fire, wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	

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Recommendations: _____

_____

Date: _____ Evaluator's initials: _____

Evaluator's relevant agency certification or rating:_____

Evaluation Record
(Continuation Sheet)

TRAINEE NAME _____ TRAINEE POSITION _____

#3	Evaluator's name: Incident/office title & agency:

Evaluator's home unit address & phone:

Name and Location of Incident or Situation (agency & area)	Incident Kind (hazmat, tornado, flood, structural fire, wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	
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Recommendations: _____

_____

Date: _____ Evaluator's initials: _____

Evaluator's relevant agency certification or rating:_____

#4	Evaluator's name: Incident/office title & agency:

Evaluator's home unit address & phone:

Name and Location of Incident or situation (agency & area)	Incident Kind (hazmat, tornado, flood, structural fire, wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	
			to	

The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above named Trainee. I recommend the following for further development of this Trainee.

_____ The individual has successfully performed all tasks for the position and should be considered for certification.
_____ The individual was not able to complete certain tasks (comments below) or additional guidance is required.
_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.
_____ The individual is severely deficient in the performance of tasks for the position and needs further training (both required & knowledge and skills needed) prior to additional assignment(s) as a Trainee.

Recommendations: _____

_____

Date: _____ Evaluator's initials: _____

Evaluator's relevant agency certification or rating:_____

APPENDIX III:
GLOSSARY OF ICS TERMS

GLOSSARY OF ICS TERMS

Action Plan
See Incident Action Plan.

Agency
An agency is a division of government with a specific function, or a nongovernmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance). (See Assisting Agency, Cooperating Agency, and Multi-agency.)

Agency Administrator or Executive
Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident.

Agency Dispatch
The agency or jurisdictional facility from which resources are allocated to incidents.

Agency Representative
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 Incident Liaison Officer.

Air Operations Branch Director
The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident.

Allocated Resources
Resources dispatched to an incident.

All-Risk
Any incident or event, natural or human-caused, that warrants action to protect life, property, environment, public health and safety and minimize disruption of governmental, social and economic activities.

Area Command
An organization established to:

1. oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or
2. to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set

overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.

Assigned Resources
Resources checked in and assigned work tasks on an incident.

Assignments
Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident Action Plan.

Assistant
Title for subordinates of the Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions.

Assisting Agency
An agency directly contributing tactical or service resources to another agency.

Available Resources
Incident-based resources which are ready for deployment.

Base
The location at which primary logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base.

Branch
The organizational level having functional or geographic responsibility for major parts of 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 or by functional name (e.g., medical, security, etc.).

Cache
A pre-determined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp
A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Chain of Command
A series of management positions in order of authority.

Check-In
The process whereby resources first report to an incident. Check-in locations include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, Helispots, and Division Supervisors (for direct line assignments).

Chief
The ICS title for individuals responsible for command of functional sections: Operations, Planning, Logistics, and Finance/Administration.

Clear Text
The use of plain English in radio communications transmissions. No Ten Codes or agency-specific codes are used when utilizing clear text.

Command
The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

Command Post
See Incident Command Post.

Command Staff
The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Communications Unit
An organizational unit in the Logistics Section responsible for providing communication services at an incident. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.

Compacts
Formal working agreements among agencies to obtain mutual aid.

Compensation/Claims Unit
Functional unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.

Complex
Two or more individual incidents located in the same general area which are assigned to a single Incident Commander or to Unified Command.

Cooperating Agency
An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., Red Cross, telephone company, etc.).

Coordination
The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or interagency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc.

Coordination Center
Term used to describe any 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. Cost sharing agreements are normally written but may also be oral between authorized agency or jurisdictional representatives at the incident.

Cost Unit
Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

County Emergency Board (CEB)
Every county or comparable subdivision of the United States, Puerto Rico, and the Virgin Islands is covered administratively by an organized USDA CEB. Note: CEB's parallel the Farm Service Agency (FSA) administrative combinations for County FSA Offices. CEB's are composed of representatives of USDA Agencies operating within their respective jurisdiction. The boards constitute the organization responsible for carrying out USDA's national security emergency functions.

Crew
See Single Resource.

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.

Demobilization Unit
Functional unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources.

Deputy
A fully qualified individual who, in the absence of a superior, could be delegated the

authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director
The ICS title for individuals responsible for supervision of a Branch.

Dispatch
The implementation of a command decision to move a resource or resources from one place to another.

DispatchCenter
A facility from which resources are ordered, mobilized, and assigned to an incident.

Division
Divisions are used to divide an incident into geographical areas of operation. A Division is located within the ICS organization between the Branch and the Task Force/Strike Team. (See Group.) Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.

Documentation Unit
Functional unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

Emergency Management Association Compact (EMAC)
The Emergency Management Association Compact is an interstate mutual aid agreement that allows states to assist one another in responding to all kinds of natural and man-made disasters. Information about EMAC can be found at www.emacweb.org.

Emergency Management Coordinator/Director
The individual within each political subdivision that has coordination responsibility for jurisdictional emergency management.

Emergency Medical Technician (EMT): A health-care specialist with particular skills and knowledge in pre-hospital emergency medicine.

Emergency Operations Center (EOC)
A pre-designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

Emergency Operations Plan
The plan that each jurisdiction has and maintains for responding to appropriate hazards.

Event
A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Facilities Unit
Functional unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

Field Operations Guide
A pocket-size manual of instructions on the application of the Incident Command System.

Finance/Administration Section
The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

Food Unit
Functional unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

Function
In ICS, function refers to the five major activities in the ICS, i.e., Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function.

General Staff
The group of incident management personnel reporting to the Incident Commander. They may each have a deputy, as needed. The General Staff consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Generic ICS
Refers to the description of ICS that is generally applicable to any kind of incident or event.

Ground Support Unit
Functional unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies.

Group
Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

Helibase
The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident base.

Helispot
Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

Hierarchy of Command
See Chain of Command.

Incident
An occurrence, either human caused or by natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources.

Incident Action Plan (IAP)
Contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The Plan may be oral or written. When written, the Plan may have a number of forms as attachments (e.g., traffic plan, safety plan, communications plan, map, etc.).

Incident Base
Location at the incident 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 collocated with the Base. There is only one Base per incident.

Incident Commander (IC)
The individual responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP)
The location at which the primary command functions are executed. The ICP may be collocated with the incident base or other incident facilities.

Incident Command System (ICS)
A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

Incident Communications Center
The location of the Communications Unit and the Message Center.

Incident Management Team
The Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives
Statements of guidance and direction necessary for the selection of appropriate strategy(s), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

Incident Support Organization
Includes any off-incident support provided to an incident. Examples would be Agency Dispatch centers, Airports, Mobilization Centers, etc.

Initial Action
The actions taken by resources which are the first to arrive at an incident.

Initial Response
Resources initially committed to an incident.

Jurisdiction
The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographical (e.g., city, county, State, or Federal boundary lines) or functional (e.g., police department, health department, etc.). (See Multijurisdiction.)

Jurisdictional Agency
The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Landing Zone
See Helispot.

Leader
The ICS title for an individual responsible for a Task Force, Strike Team, or functional unit.

Liaison Officer
A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Life-Safety
Refers to the joint consideration of both the life and physical well-being of individuals.

Logistics Section
The Section responsible for providing facilities, services, and materials for the incident.

Management by Objectives
In ICS, this is a top-down management activity which involves a three-step process to achieve the incident goal. The steps are: establishing the incident objectives, selection of appropriate strategy(s) to achieve the objectives, and the tactical direction associated with the selected strategy. Tactical direction includes: selection of tactics, selection of resources, resource assignments, and performance monitoring.

Managers
Individuals within ICS organizational units that are assigned specific managerial responsibilities, e.g., Staging Area Manager or Camp Manager.

Medical Unit
Functional unit within the Service Branch of the Logistics Section responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

MessageCenter
The Message Center is part of the Incident Communications Center and is collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status, and administrative and tactical traffic.

Mobilization
The process and procedures used by all organizations Federal, State, and local for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Center
An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

Multi-Agency Incident
An incident where one or more agencies assist a jurisdictional agency or agencies. May be single or unified command.

Multi-Agency Coordination (MAC)
A generalized term which describes the functions and activities of representatives of involved agencies and/or jurisdictions who come together to make decisions regarding the prioritizing of incidents, and the sharing and use of critical resources. The MAC organization is not a part of the on-scene ICS and is not involved in developing incident strategy or tactics.

Multi-Agency Coordination System (MACS)
The combination of personnel, facilities, equipment, procedures, and communications

integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multi-agency or multijurisdictional environment. A MAC Group functions within the MACS.

Multijurisdiction Incident
An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In ICS these incidents will be managed under Unified Command.

Mutual Aid Agreement
Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment.

National Interagency Incident Management System (NIIMS)
An NWCG-developed program consisting of five major subsystems which collectively provide a total systems approach to all-risk incident management. The subsystems are: The Incident Command System, Training, Qualifications and Certification, Supporting Technologies, and Publications Management.

Officer
The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Information.

Operational Period
The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

Operations Section
The Section responsible for all tactical operations at the incident. Includes Branches, Divisions and/or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas.

Out-Of-Service Resources
Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

Overhead Personnel
Personnel who are assigned to supervisory positions which include Incident Commander, Command Staff, General Staff, Directors, Supervisors, and Unit Leaders.

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. On larger incidents, the planning meeting is a major element in the development of the Incident Action Plan.

Planning Section
Responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of Incident Action Plans. The Section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. Includes the Situation, Resources, Documentation, and Demobilization Units, as well as Technical Specialists.

Procurement Unit
Functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

Public Information Officer
A member of the Command Staff responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. There is only one Public Information Officer per incident. The Public Information Officer may have assistants.

Recorders
Individuals within ICS organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration Units.

Reinforced Response
Those resources requested in addition to the initial response.

Reporting Locations
Location or facilities where incoming resources can check-in at the incident. (See Check-in.)

Resources
Personnel and equipment available, or potentially available, for assignment to incidents. Resources are described by kind and type, e.g., ground, water, air, etc., and may be used in tactical support or overhead capacities at an incident.

Resources Unit
Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

Safety Officer
A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

Section
That organization level with responsibility for a major functional area of the incident, e.g., Operations, Planning, Logistics, Finance/Administration. The Section is organizationally between Branch and Incident Commander.

Segment
A geographical area in which a task force/strike team leader or supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numbers.

Service Branch
A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical, and Food Units.

Single Resource
An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

Situation Unit
Functional unit within the Planning Section responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

Span of Control
A supervisory range of three to seven individuals, with the ratio of one-to-five being established as optimum.

Staging Area: Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. Staging Areas are managed by the Operations Section.

State Emergency Board (SEB)
USDA national security emergency programs, under direction from USDA national headquarters, are administered by a USDA SEB in each State and the Caribbean Area. The boards constitute the organization responsible for carrying out USDA's national security emergency functions.

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.

Supervisor
The ICS title for individuals responsible for command of a Division or Group.

Supply Unit
Functional unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

Support Branch
A Branch within the Logistics Section responsible for providing personnel, equipment, and supplies to support incident operations. Includes the Supply, Facilities, and Ground Support Units.

Supporting Materials
Refers to the several attachments that may be included with an Incident Action Plan, e.g., communications plan, map, safety plan, traffic plan, and medical plan.

Support Resources
Non-tactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections, or the Command Staff.

Tactical Direction
Direction given by the Operations Section Chief which includes the tactics required to implement the selected strategy, the selection and assignment of resources to carry out the tactics, directions for tactics implementation, and performance monitoring for each operational period.

Tactics
Deploying and directing resources on an incident to accomplish incident strategy and objectives.

Task Force
A combination of single resources assembled for a particular tactical need, with common communications and a leader.

Team
See Single Resource.

Technical Specialists
Personnel with special skills that can be used anywhere within the ICS organization.

Time Unit
Functional unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

Type
Refers to resource capability. A Type 1 resource provides a greater overall capability due

to power, size, capacity, etc., than would be found in a Type 2 resource. Resource typing provides managers with additional information in selecting the best resource for the task.

Unified Area Command
A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See Area Command and Unified Command.)

Unified Command
In ICS, Unified Command is a unified team effort which allows all agencies with responsibility for the incident, either geographical or functional, to assign an Incident Commander to the Unified Command. The Incident Commanders in the Unified Command establish a common set of incident objectives and strategies. This type of command structure is accomplished without losing or giving up agency authority, responsibility, or accountability.

Unit
The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command
The concept by which each person within an organization reports to one and only one designated person.