

## **Section II: Incident Management System (IMS)**

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### Introduction

In the wake of the World Trade Center and Pentagon attacks, terrorism has become a critical issue facing our community, emergency response teams, and local officials. Hazardous Materials (HazMat) releases, whether intentional or accidental, continue to be a concern as well. It is widely believed and accepted that the most effective way to manage an incident, particularly a large one, is through the use of an Incident Management System (IMS). With this in mind, the President signed [HSPD-5](#), which directed the Secretary of Homeland Security to develop and administer a *National Incident Management System*, or [NIMS](#). HSPD-5 also requires adoption of the NIMS by State, tribal, and local organizations as a condition for Federal preparedness assistance beginning in FY 2005. One of the key components of the NIMS is the Incident Command System (ICS).

The ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. A basic premise of ICS is that it is widely applicable. It is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government—Federal, State, local, and tribal—as well as by many private sector and nongovernmental organizations. ICS is also applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.

Acts of biological, chemical, radiological, and nuclear terrorism represent particular challenges for the traditional ICS structure. Events that are not site specific, are geographically dispersed, or evolve over longer periods of time will require extraordinary coordination between Federal, State, local, tribal, private sector, and nongovernmental organizations. An *area command* may need to be established to oversee the management of such incidents. (See [NIMS Appendix A, Tab 6.](#))

### Mission Statement

To develop a coordinated HazMat-Terrorism Incident Response Plan that ensures the highest degree of responder and public safety during an incident.

### Threat Analysis for Terrorism

The City of Helena and Lewis & Clark County have developed a Joint Counterterrorism Planning Task Force (JCTPTF), which addresses generic planning concerns. Represented in this group are Administrators from the Police Department, Fire Department, City and County Administrations, County DES, the State of Montana Department of Administration, and the Lewis & Clark Health Department. This multi-discipline group works together to address issues on Operations and Resources, Communications and Intelligence, Preparation and Training, and Policy Development.

Additionally, the City of Helena employs a Counter Terrorism Planner whose role, besides putting together and updating this annex, is to advise and assist local officials in matters concerning terrorism, threat assessment, protective measures, and implementation of emergency response plans to CBRNE incidents. At the request of the JCTPTF, the Counter Terrorism Planner developed a seven-tier local response guide to assist local government in establishing

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appropriate critical infrastructure security measures in response to the Department of Homeland Security Advisory System (HSAS) warnings and the assessed local threat, (see [Section IV: Local Response Levels Guide](#)). The guide outlines increasing levels of response to increasing levels of threat ranging from negligible all the way to incident response and recovery and is compatible with the FBI's four-tier threat level system.

This system is also designed to provide regular local [threat analysis](#) by interacting with the FBI Joint Terrorism Task Force (JTTF), the Montana Anti-Terrorism Advisory Council (ATAC), The Montana Division of Criminal Justice (DCI) Intelligence Section (444-3874), and other local law enforcement agencies to obtain accurate and timely intelligence for determining the appropriate response level in pre-incident conditions.

In the event of a suspected or suspicious incident, the appropriate responding agency will conduct the initial on-scene assessment of any received (or perceived) terrorist [threat](#) for credibility. For example, in the case of a suspicious package, local law enforcement will be dispatched to make the assessment for credibility. The officer(s) on scene may need to consult with outside resources (e.g. HazMat, FBI, DES, EOD, etc.) to make a final determination. If the incident is deemed a [credible threat](#), the Helena field office of the FBI must be notified at 443-3617. Depending on the nature and scope of the threat, other response agencies such as fire, State DES, and neighboring law enforcement agencies may also need to be notified.

When dealing with an articulated or suspected threat from a Potential Threat Element ([PTE](#)), FBI threat analysis evaluates three main areas:

1. Technical feasibility: is the threat technically feasible?
2. Operational practicality: is it operationally possible to accomplish?
3. Behavioral resolve: does the PTE possess the resolve to accomplish the threat?

In cases not involving an articulated threat or a known/suspected PTE, response agencies will need to consider a variety of factors in determining whether or not the threat is credible and may need to utilize a variety of resources to make this determination. One resource they may call upon is the local [Threat Analysis Group](#) (TAG). This group may aid in the determination of credible threat as well as assist in ongoing threat analysis should the incident be deemed credible.

[Section IV](#) contains a list of other resources that may aid in the task of obtaining threat analysis information prior to and during critical incidents.

### Concept of Operations

This annex and portions thereof will be implemented as appropriate in response to either a credible terrorist threat, or an actual terrorist or HazMat (CBRNE) incident.

The Incident Command System will be used by all responding fire, law enforcement, and emergency management organizations and will provide the incident with common terminology, modular organization, integrated communications, unified command structure, consolidated incident action plans, manageable span of control, and comprehensive resource management.

*(The term "law enforcement" will be used in this text to mean either or both Police and Sheriff's Departments depending on the situation and location. The term "local jurisdiction" will be used to mean Lewis & Clark County and all of the cities and towns that includes.*

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*Additionally, the various rural fire departments will likely play a major role in responding to a CBRNE incident. For reasons of simplicity, “Fire Department” will be used in a general sense in this text to represent the lead fire service agency. If an incident occurs outside of the jurisdiction of the Helena Fire Department, the lead fire services agency will be dependent upon current jurisdictional boundaries and the requirements of this plan will pertain to that particular lead agency in accordance with established Mutual Aid agreements and the existing Emergency Operations Plan.)*

To assure continuity of operations, it is important that the Incident Command Post (ICP) be established at a safe location and at a distance appropriate for response to a suspected or known terrorist incident. In addition, in severe incidents, response operations may last for very long periods and there may be more responder or leadership casualties due to secondary or tertiary attacks or events.

Because of all these considerations, as well as logistical control concerns, it is extremely important that the incident site and its perimeter be tightly controlled as soon as possible.

### Management

In accordance with Presidential Decision Directive 39, this plan reflects two new terms in the emergency management field:

**Crisis Management**-This term is the law enforcement response to the causes of terrorist incidents, terrorists and their weapons. It includes measures to identify, acquire and plan the use of resources needed to anticipate, isolate and prevent and/or resolve a threat or act of terrorism.

The federal government exercises lead authority and responsibility in crisis management. The federal crisis management effort is led by the Federal Bureau of Investigation (FBI) with assistance from other federal, state and local agencies as necessary.

**Consequence Management**-This term refers to the consequences of terrorism, the effects upon people, their property and their communities. It includes measures to protect public health and safety, restore essential government services and provide emergency relief to government, businesses and individuals affected by the consequences of terrorism.

While these two terms were initially introduced as two separate functions, HSPD-5 states that, with regard to domestic incidents, the United States Government will treat them as a single, integrated function and that the objective of the Federal government is to ensure that all levels of government have the capability to work efficiently and effectively together. That is our goal here in Lewis & Clark County as well. Therefore, HazMat or terrorism incidents occurring in our jurisdiction will be managed through the use of the ICS and will utilize the five major ICS functional areas of [Command](#), [Operations](#), [Planning](#), [Logistics](#), and [Finance & Administration](#) (see Table 2.1).

**Table 2.1 Incident Command System Major Activities**

<b><u>COMMAND</u></b> Sets objectives and priorities, has overall responsibility at the incident or event
<b><u>OPERATIONS</u></b> Conducts tactical operations to carry out the plan, develops the tactical

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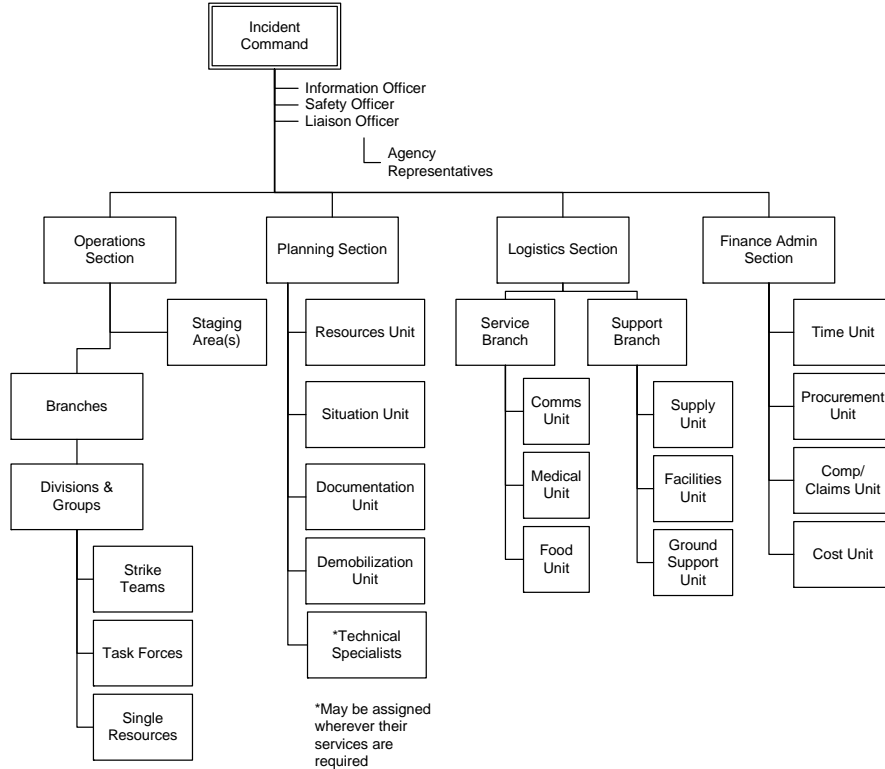
objectives, organization, and directs all resources
<b><u>PLANNING</u></b>
Develops the action plan to accomplish the objectives, collects and evaluates information, maintains resource status
<b><u>LOGISTICS</u></b>
Provides support to meet incident needs, provides resources and all other services needed to support the incident
<b><u>FINANCE &amp; ADMINISTRATION</u></b>
Monitors costs related to incident, provides accounting, procurement, time recording, and cost analyses

Additional information on management can be found in [Section I: Direction and Control](#).

Specific agency assignments and responsibilities are reflected in the [Local Agencies Responsibility Matrix](#) in Section IV.

### Organizational Structure

The organizational structure of the responders will follow the NIMS ICS structure which is similar to that outlined by [FIREScope](#) and the National Wildfire Coordination Group ([NWCG](#)).



**Figure 2.1 Incident Command System Organization**



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There is no “best” way to organize an incident. The organization should develop to meet the functions required. The characteristics of the incident and the management needs of the Incident Commander will determine what organization elements should be established. The incident organization may change over time to reflect the various phases of the incident.

Activation and staffing of the [Emergency Operations Center](#) will be in accordance with the County EOP and is discussed later in this section.

In addition to the staffing of the ICS and EOC, personnel from law enforcement and fire services may be assigned to the Federal Joint Operations Center (JOC) if it is activated and representatives are requested.

And finally, if the FBI activates its Incident Command Post, law enforcement will need to provide a representative (preferably a Sergeant or Lieutenant, minimum staffing-1 per shift).

### **Coordination of Disciplines**

Due to the small size of our community and the necessity of a close working relationship between agencies to handle incidents, it is assumed that any terrorism/CBRNE incident, regardless of location, will require a joint response and the implementation of mutual aid agreements. Unless otherwise noted or the situation dictates differently, the lead local agency (or agencies) for incidents of terrorism will be determined by federal or state law, current jurisdictional agreements and MOUs. The lead federal agency in any incident meeting the federal definition of [terrorism](#) will be the Federal Bureau of Investigation (FBI).

The Incident Command System will be used by all responding agencies to facilitate the management of the incident. A Unified Command will likely need to be established from the various agencies with responsibility for the incident. The Unified Command, in cooperation with the EOC, will facilitate coordination among agencies and disciplines.

Staffing in the 911 Communications Center will be supplemented as necessary to make notifications and expedite emergency response activities as needed.

Areas of special concern may be:

- Coordination with Health Care Facilities and Public Health. (*To include Mental Health/Psychological support personnel.*)
- Coordination with outside Public Safety Answering Points (PSAP) for law enforcement, fire and/or Emergency Medical Service activities
- Coordination with education and child care facilities
- Animal care issues, including care, shelter and possible public health concerns
- A contact number for family members of City/County employees to leave messages for their loved ones

### **Inclusion of Non-Profit Organizations and Private Businesses**

Many nongovernmental organizations (NGO), such as the American Red Cross, Olympus Technical Services, KMTX, and others are involved in the jurisdiction’s response planning through participation in the LEPC.

The EOC will contact the appropriate non-profit organizations and private businesses in the event of an incident that requires their inclusion.

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### Safety and Security

During a potential threat or actual event, employee safety and operational security will be key concerns for staff members in local government buildings. Safety and security procedures will also be needed for all command posts and other operational sites. Local Law Enforcement agencies will coordinate their efforts to ensure the safety and security of all government and incident response personnel.

If additional security assets are needed, they will be requested through mutual aid or obtained from outside sources such as private security firms.

### Public Information

The City of Helena/Lewis & Clark County are committed to a proactive public information program during a CBRNE/terrorist threat or actual event. In such circumstances, only one individual will be authorized to make any statements to the press on behalf of the local responders and that will be the appointed Public Information Officer ([PIO](#)).

Notification to citizens will be made as soon as possible via the automated Emergency Alert System (EAS), the “E 911” system, mobile PA systems, and local radio/TV broadcasts.

- **EAS (Emergency Alert System):** The Emergency Alert System has replaced the Emergency Broadcast System as the primary digitized warning system for a three county area, which are Lewis and Clark, Jefferson and Broadwater Counties. The system is designed to provide a 24-hour warning point to the public for emergencies and disasters. KMTX Radio Station (950 AM) is the primary station, with simulcast capability to the other participating local stations: KCAP, KBLL, KHKR and KTVH-TV. KMTX and the local dispatch center have generators, to enable broadcasting during power outages. This makes it essential for people to have battery-powered radios to receive these important messages during times of emergency.

At the earliest convenience, updates and important information will also be placed on the relevant City and County websites (Public Safety, Public Health, etc.). *For more on Public Information see the “Public Education and Emergency Information Annex” in the county EOP.*

### Information Sharing And Dissemination Between Responders

The threat of a terrorist act or actual terrorist event raises significant issues regarding information sharing and dissemination. Security and confidentiality concerns must be weighed against operational needs and public interest.

The notification of a potential terrorist threat and subsequent updates will be made verbally through the most secure form of landline available. Written confirmations of notification and updates will be used. Emergency response personnel will observe existing communications security procedures. **Sensitive information shall not be communicated by cell phone or unencrypted radio unless the situation makes it absolutely necessary to immediately save lives or property.**

The following systems may be used by the local jurisdiction to disseminate information:

- Health Alert Network (HAN) (Public Health)
- Secure Email (disaterhelp.gov)
- Encrypted Radios utilizing mutual aid channels such as:

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- **GOLD (153.905):** State Common Mutual Aid channel licensed for statewide inter-discipline use and intended as the primary communications channel between different services. All Montana public safety radio users should have access to the GOLD frequency.
- **SILVER (155.790):** State Law Enforcement Mutual Aid channel
- **RED (154.070):** State Fire Mutual Aid channel
- Other licensed frequencies utilized in accordance with the *State of Montana Mutual Aid and Common Frequencies* guide. (Also see the *Regional Response Radio Frequencies Manual* in Section IV)

The Lewis & Clark County EOC will have scheduled briefings for EOC Staff and other emergency response personnel. If the federal JOC, federal ICP, Incident Unified Command, or JIC are operational, the Lewis & Clark County EOC will coordinate briefing times, reporting approaches and news releases as much as possible with its state and federal counterparts. Each Field Briefing will include an update from the EOC.

### Incident Command

#### Authorization

Pursuant to [29 CFR 1910.120\(q\)\(3\)\(i\)](#), the senior emergency response official responding to a hazardous materials emergency shall become the individual in charge of a site-specific Incident Command System. All emergency responders and their communications shall be coordinated and controlled through the Incident Commander in charge of the incident, assisted by the senior official present for each agency.

*NOTE: The "senior official" at an emergency response is the most senior official on the site who has the responsibility for controlling the operations at the site. Initially it is the senior officer on the first-due piece of responding emergency apparatus to arrive on the incident scene. As officers that are more senior arrive (e.g., battalion chief, fire chief, senior law enforcement official), the position is passed up the line of authority, which has been previously established.*

[29 CFR 1910.120\(q\)\(6\)\(v\) A-F](#) states that Incident Commanders, who will assume control of the incident scene beyond the first responder awareness level, shall receive at least 24 hours of training equal to the first responder *operations level* ([29CFR 1910.120 \(q\)\(6\)\(ii\) A-F](#)) and in addition have competency in the following areas and the employer shall so certify:

- Know and be able to implement the employer's incident command system.
- Know how to implement the employer's emergency response plan.
- Know and understand the hazards and risks associated with employees working in chemical protective clothing.
- Know how to implement the local emergency response plan.
- Know of the state emergency response plan and of the Federal Regional Response Team.
- Know and understand the importance of decontamination procedures.

It is assumed that most terrorist incidents will involve hazardous substances of some kind therefore Fire/HazMat will initially assume incident command. If an incident does not immediately involve HazMat or fire/rescue operations, (*for example bomb threats, shootings, kidnapping/hostage taking, etc.*) Law Enforcement will likely take the lead.

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### Responsibility

Incident Command's responsibility is the overall management of the incident. On many incidents, the command activity is carried out by a single Incident Commander who is selected by qualifications and experience. However, a terrorism or HazMat incident will bring together a greater number and a wider variety of agencies than any other single incident. For this reason, a [Unified Command](#) should be considered because in virtually all cases, fire, law enforcement, and public health will have some statutory functional responsibility for incident mitigation.

Depending on incident factors, many other agencies may respond as well. The best method for ensuring effective information flow and coordination between the responding agencies at the scene of a multi-agency incident is through the use of a Unified Command and the establishment of a Unified Command Post. Each key response agency should provide an [agency representative](#) to remain at the command post who will have authority to speak for and commit agency resources.

Command and General Staff positions will be assigned by Incident Command as needed to maintain a manageable span of control (*3-7 resources, with 5 being optimal*).

### Incident Commander and Command Staff

A. **Incident Commander (IC)**: The Incident Commander is the person in charge at the incident, and must be fully qualified to manage the incident. The IC is responsible for establishing command of the incident, maintaining a size-up of the incident, and assessing three critical incident priorities.

1. Life Safety of the First Responders and the public.
2. Incident Stabilization.
3. Property and Environmental Conservation.

As incidents grow in size or become more complex, a more highly qualified Incident Commander may be assigned by the responsible jurisdiction or agency.

The Incident Commander may have one or more deputies from the same agency or from other agencies or jurisdictions. These deputies must have the same qualifications as the person for whom they work, as they must be ready to take over that position at any time.

#### *Responsibilities:*

- Assess the situation and/or obtain a briefing from the prior Incident Commander.
- Determine Incident Objectives and strategy.
- Establish the immediate priorities.
- Establish an Incident Command Post.
- Establish an appropriate organization.
- Ensure planning meetings are scheduled as required.
- Approve and authorize the implementation of an Incident Action Plan.
- Ensure that adequate safety measures are in place.
- Coordinate activity for all Command and General Staff.
- Coordinate with key people and officials.
- Approve requests for additional resources or for the release of resources.
- Keep agency administrator informed of incident status.
- Approve the use of trainees, volunteers, and auxiliary personnel.

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- Authorize release of information to the news media.
- Order the demobilization of the incident when appropriate.

### B. Command Staff

1. **Information Officer (IO):** Also called the *Public Information Office (PIO)*, The IO is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.

Only one Information Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdictional incidents. Command Staff Officers do not have deputies, but they may have assistants, and the assistants may also represent assisting agencies or jurisdictions.

#### *Responsibilities:*

Although some agencies have different policies and procedures relative to the handling of public information, the following are the major responsibilities of the Information Officer that would generally apply to any incident:

- Determine from the Incident Commander if there are any limits on information release.
  - Develop material for use in media briefings.
  - Obtain Incident Commander's approval of media releases.
  - Inform media and conduct media briefings.
  - Arrange for tours and other interviews or briefings that may be required.
  - Obtain media information that may be useful to incident planning.
  - Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.
  - Maintain Unit Log.
2. **Safety Officer:** Responsible for monitoring and assessing hazardous and unsafe operations of the incident. Develops measures for assuring personal safety. Exercises authority to stop or prevent unsafe actions on the incident through the designated lines of authority.

Only one Safety Officer will be assigned for each incident. The Safety Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. Safety assistants may have specific responsibilities such as air operations, hazardous materials, etc.

#### *Responsibilities:*

- Participate in planning meetings.
- Identify hazardous situations associated with the incident.
- Review the Incident Action Plan for safety implications.
- Exercise emergency authority to stop and prevent unsafe acts.
- Investigate accidents that have occurred within the incident area.
- Assign assistants as needed.
- Review and approve the medical plan.
- Maintain Unit Log.

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3. **Liaison Officer:** Incidents that are multi-jurisdictional, or have several agencies involved, may require the appointment of a Liaison Officer to the Command Staff.

The Liaison Officer is the point of contact for the personnel assigned to the incident by assisting or cooperating agencies. These are personnel other than those on direct tactical assignments or those involved in a Unified Command.

*Responsibilities:*

- Be a contact point for Agency Representatives.
- Maintain a list of assisting and cooperating agencies and Agency Representatives.
- Assist in establishing and coordinating interagency contacts.
- Keep agencies supporting the incident aware of incident status.
- Monitor incident operations to identify current or potential inter organizational problems.
- Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
- Maintain Unit Log.

4. **Agency Representatives:** In many large incidents, an agency or jurisdiction will send a representative to assist in coordination efforts.

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

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

*Responsibilities:*

- Ensure that all agency resources are properly checked-in at the incident.
- Obtain briefing from the Liaison Officer or Incident Commander.
- Inform assisting or cooperating agency personnel on the incident that the Agency Representative position for that agency has been filled.
- Attend briefings and planning meetings as required.
- Provide input on the use of agency resources unless resource technical specialists are assigned from the agency.
- Cooperate fully with the Incident Commander and the General Staff on agency involvement at the incident.
- Ensure the well being of agency personnel assigned to the incident.
- Advise the Liaison Officer of any special agency needs or requirements.
- Report to home agency dispatch or headquarters on a prearranged schedule.
- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- Ensure that all required agency forms, reports and documents are complete prior to departure.
- Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

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### Capitol Complex Response

The Montana Department of Administration, General Services Division (GSD) has been designated under the *State of Montana Continuity of Government Plan* as the lead State agency for liaison and coordination between the State of Montana and local emergency response agencies in the event of a terrorist attack against the State Capital Complex and any State-held buildings within Lewis & Clark County. In the event of a terrorist or HazMat incident at any of these properties, local responders will respond to manage the incident and will assume Incident Command on arrival. On-scene liaison will be provided by the [Agency Representative](#) from the GSD who will report directly to the Incident Commander. *(This agency representative will most likely be the Facilities Manager, Doug Olson 444-3060, or the Emergency Management Specialist, Lou Antonick 444-1462.)*

An [Interim Emergency Radio Communications Plan](#) has been developed to establish interim guidelines for emergency radio communications between the GSD and the City of Helena Fire Department using local radio frequencies. The purpose of this communications plan is to expedite information exchange between GSD, who will likely be first on the scene, and the responding agencies.

All releases of information pertaining to the incident and response operations at the Capitol Complex will be coordinated between the appointed GSD PIO and the Command Staff PIO and approved by the IC.

### General Staff Positions

The people who perform the major functions of Operations, Logistics, Planning, and Finance & Administration are designated as the General Staff

- A. **Operations Section Chief:** Responsible for the operational activities, resources, and assignments pertaining to the incident.
- B. **Planning Section Chief:** Responsible for gathering and analysis of all data regarding incident operations, assigning of resources, tactical operations and for conducting planning meetings.
- C. **Logistic Section Chief:** Responsible for providing facilities, services and materials in support of the incident.
- D. **Finance Section Chief:** Responsible for all financial and cost analysis for the incident.

Each of the General Staff may have one or more deputies, if necessary. The role of the deputy is flexible, but they should always be as qualified as the person they work for.

## Operations

The Incident Commander will determine the need for a separate Operations Section at an incident or event. Until Operations is established as a separate section, the IC will have direct control of tactical operations and resources.

When activating an Operations Section, the IC will assign an individual as the Operations Section Chief. The Operations Section Chief will develop and manage the Operations Section to accomplish the incident objectives. The Operations Section Chief will likely be either a Law



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Enforcement Officer or Fire Department Staff Member depending upon the situation, the location, and availability.

The Operations Section is responsible for the management of all operations directly applicable to the primary mission. The Operations Section Chief activates and supervises organizational elements in accordance with the Incident Action Plan (IAP) and directs its execution. The Operations Section Chief also directs the preparation of unit operational plans, requests or releases resources, makes expedient changes to the Incident Action Plan as necessary; and reports such to the Incident Commander.

### **Operations – Law Enforcement**

Law Enforcement will be the lead for crisis management, perimeter security, access control, traffic/crowd control, evacuations, notifications and safeguarding evidence. Crisis management activities may include investigation, tracking and maintaining scene integrity as well as locating and interviewing possible witnesses/suspects.

Law Enforcement will also assist with damage assessments, coroner issues such as fatalities management, and will request law enforcement mutual aid if needed to accomplish these functions.

### **Operations – Fire Services**

The Fire Department having jurisdiction will be the lead for fire response, hazardous material incidents and medical/rescue operations. The Fire Department may also be needed to provide support to other department's activities such as:

- Perimeter and access control
- Evacuation operations
- Collecting/Safeguarding evidence (e.g. Exclusion (Hot) Zone)
- Damage assessment and fatalities management

Potential areas of concern may include:

- Addressing environmental needs
- Detecting/monitoring/containing HazMat (esp. Chemical & Radiological materials)
- Implementing and monitoring decontamination procedures

The Fire Department will request mutual aid as needed to accomplish these functions.

### **Operations – Emergency Services Communications**

In the event of a terrorist attack that does not directly incapacitate the 911 Communications Center, on-duty dispatch personnel shall immediately alert tone, roll call, and check the safety of all on-duty field personnel from Law Enforcement, Fire, EMS, Public Works and Animal Services. In addition to responding to emergency requests, notifications should be made to Law Enforcement and Fire administrative personnel and, in the event of EOC activation, two (2) Administrative Dispatcher's should be recalled to report to the EOC. During regular business hours, Law Enforcement Records and Evidence personnel shall assist with the recall and notification of personnel.



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In the event of damage to the 911 Communications Center, due to a natural disaster, terrorism incident, equipment failure, or any other emergency that renders the radio and/or 9-1-1 telephone equipment inoperable, all field personnel should be instructed by any means available to move to the GOLD and/or BLUE/RED channels for coordination by EOC Communications staff. At least two (2) Public Safety Dispatcher's shall immediately respond to the EOC Communications Center to assume dispatch responsibility for local units.

### **Communication Links:**

- Telephone/facsimile lines.
- Wireless cellular telephones.
- Emergency Alert System.
- GOLD (153.905), BLUE (155.475), MAROON (154.280), BROWN (155.820) radio frequencies as available and appropriate.
- EOC to EOC radio.
- ARES radio systems.
- Field personnel (Runners) if other systems are unavailable.

### **Operations – Public Works**

The City and County Public Works Departments will serve as the leads for damage assessment. The Public Works Departments will be the representative for the inspection of local buildings, roadways, and other infrastructure assets.

Potential Public Works activities may include:

- Inspections and damage assessments of City/County/State Assets
- Alternate traffic route identification and implementation
- Temporary Repairs
- Assist with establishing outer perimeter through the delivery of barricades
- External equipment/asset acquisition and mobilization
- Debris removal and management

### **Operations – Utilities**

The City of Helena Public Works Department will serve as the representative for Utilities concerns and will communicate with the appropriate State, Federal or Private Industry agencies as needed.

Potential Utilities activities include:

- Inspection and repairs of Utilities assets
- Respond to the Command Post to terminate or re-route gas, water, electricity and wastewater in effected areas/buildings
- Environmental Issues
- Water Quality Issues

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- Restoring electrical power/gas/wastewater

### Operations – Community Services

The American Red Cross (442-0260) is the lead agency for care and shelter issues. In the event of an attack or incident, an ARC representative will report to the EOC to coordinate any needed support. The Salvation Army (442-8244 or 459-6955) and the Community Facilities Department may also assist with care and shelter issues.

Potential care and shelter issues are:

- Care and shelter facility security
- Potential mutual aid requirements
- Logistical requirements for care and shelter
- Care and shelter facilities as possible terrorist targets.

### Planning/Intelligence

The Planning/Intelligence Section is responsible for the collection, evaluation, dissemination and use of information about the development of the incident and the status of resources. Typically, there are four units within the Planning/Intelligence Section that can be activated as necessary:

1. **Resources Unit:** responsible for maintaining the status of all assigned resources at an incident.
2. **Situation Unit:** responsible for the collection, processing and organizing of all incident information. This unit may also prepare future projections of incident growth, maps and intelligence information.
3. **Documentation Unit:** responsible for the maintenance of accurate, up-to-date incident files. Duplication services will also be provided by this unit. Incident files will be stored indefinitely for legal, analytical, and historical purposes.
4. **Demobilization Unit:** responsible for developing the Incident Demobilization Plan. On large incidents, demobilization can be quite complex, requiring a separate planning activity. Note that not all agencies require specific demobilization instructions.

Additionally, certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical specialists may function within the Planning Section or be assigned wherever their services are required. Some examples of Technical Specialists include:

- GIS Operators
- Public Health advisors
- Fire/HazMat advisor
- Intelligence Analysts

The Planning/Intelligence Section will be headed by a Planning Section Chief who will be appointed by either the Incident Commander or the EOC director depending on the situation.

Planning Section Chief Responsibilities:

- Collect and process situation information about the incident.

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- Supervise preparation of the Incident Action Plan.
- Provide input to the Incident Commander and Operations Section Chief in preparing the Incident Action Plan.
- Reassign out-of-service personnel already on-site to ICS organizational positions as appropriate.
- Establish information requirements and reporting schedules for Planning Section units (e.g., Resources, Situation Units).
- Determine need for any specialized resources in support of the incident.
- If requested, assemble and disassemble strike teams and task forces not assigned to operations.
- Establish special information collection activities as necessary, e.g., weather, environmental, toxics, etc.
- Assemble information on alternative strategies.
- Provide periodic predictions on incident potential.
- Report any significant changes in incident status.
- Compile and display incident status information.
- Oversee preparation of Incident demobilization plan.
- Incorporate the incident traffic plan (from Ground Support) and other supporting plans into the Incident Action Plan.
- Maintain Unit Log.

### **Planning/Intelligence – Information & Intelligence Management**

The analysis and sharing of information and intelligence are important elements of ICS. In this context, intelligence includes not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e., surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, that may come from a variety of different sources. Traditionally, information and intelligence functions are located in the Planning Section. However, in exceptional situations, the IC may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the IC, who have proper clearance and a “need-to-know” to ensure that they support decision-making.

NIMS suggests that the intelligence and information function may be organized in any of the following ways:

#### **(a) Within the Command Staff.**

This option may be most appropriate in incidents with little need for tactical or classified intelligence and in which incident-related intelligence is provided by supporting Agency Representatives, through real-time reach-back capabilities.

#### **(b) As a Unit Within the Planning Section.**

This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the UC.

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### **(c) As a Branch Within the Operations Section.**

This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the UC.

### **(d) As a Separate General Staff Section.**

This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.

Regardless of how it is organized, the information and intelligence function is also responsible for developing, conducting, and managing information-related security plans and operations as directed by the IC. These can include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions. The information and intelligence function also has the responsibility for coordinating information and operational-security matters with public awareness activities that fall under the responsibility of the PIO, particularly where such public awareness activities may affect information or operations security.

Information and Intelligence functions in response to a CBRNE incident in Lewis & Clark County will be handled by a [Threat Analysis Group](#) (TAG) working under the Planning Section. Technical specialists from law enforcement, fire, public health, and other relevant agencies will be assigned to the TAG, which will be headed by the Helena Counter-Terrorism Planner. Unless otherwise directed by the IC, the TAG will be assigned to work in the Situation Unit if one is activated or it may stand alone.

In addition to its other roles, the TAG will also assess incoming intelligence concerning the incident to analyze threats created by the incident as well as any possible future threats related to, or as a result of, the ongoing incident.

Release of threat analysis information to the public will only be made by the Public Information Officer with the approval of either the Planning Section Chief or the Incident Commander.

### **Planning/Intelligence – Law Enforcement**

During these times of uncertainty, intelligence gathering as it pertains to public safety and law enforcement should be a routine occurrence. Timely and accurate intelligence gathering is crucial for the proper preparation and response to any critical incident. Local responders and officials will look to Law Enforcement to provide that intelligence.

It is important to remember that “*Information*” does not become “*Intelligence*” until it has been analyzed and evaluated for feasibility, credibility, relevancy, and reliability of the source. It is necessary, therefore, that local law enforcement agencies establish and maintain protocols and resources for the collection, processing, integration, analysis, evaluation, and interpretation of available threat information. If the Situation Unit is activated under the Planning Section, law enforcement will provide a representative, knowledgeable in threat analysis, to the TAG. Law enforcement will also provide support personnel to the Documentation Unit as necessary.

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### Planning/Intelligence – Fire Services

In addition to Law Enforcement, Fire Services support personnel will also provide staff for the documentation unit. The Fire Department will assign a technical specialist to the Planning/Intelligence group to assist with fire/rescue, hazardous materials, and medical information.

### Planning/Intelligence – Public Works

The City of Helena Public Works Department will be responsible for maintaining and updating City facilities information. Lewis & Clark County Public Works will be responsible for maintaining and updating County facilities information. Requests for aid or support by either agency will go through established Mutual Aid and/or MOU channels. The Public Works Departments will each assign a technical specialist to the Planning/Intelligence group to assist with threat and situation analysis.

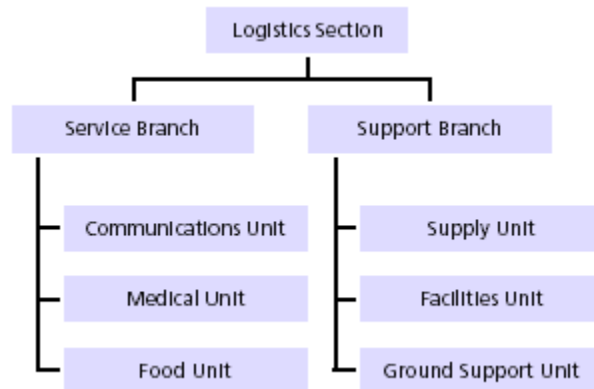
### Planning/Intelligence – Utilities

The City of Helena/Lewis & Clark County Public Works departments will be responsible for providing updated utilities information.

## Logistics

The Logistics Section will be responsible for meeting all support needs for the incident, including ordering resources through appropriate procurement authorities from off-incident locations. It will also provide and/or arrange for facilities, transportation, supplies, equipment maintenance and fueling, food service, communications, and medical services for incident personnel. During emergency operations, particular emphasis will be placed on maintaining the operational capabilities of local communications systems such as landline and cellular telephones and radio systems.

The Logistics Section will be led by a Section Chief who will be appointed by the IC/UC. The Logistics Section Chief may have a deputy. Having a deputy is encouraged when all six designated Logistics units are established at an incident site. When the incident is very large or requires a number of facilities with large numbers of equipment, the Logistics Section can be divided into two branches—the *Service Branch* and the *Support Branch*, each of which is headed by a Branch Director, who reports to the Logistics Section Chief.



**Figure 2.2 Logistics Section Organization**

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The Logistics Section Chief will determine the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit's duties will remain with the Logistics Section Chief.

### **Communications Unit**

The Communications Unit's major responsibility is effective communications planning for the ICS, especially in the context of a multiagency incident. This is critical for determining required radio nets, establishing interagency frequency assignments, and ensuring the interoperability and the optimal use of all assigned communications capabilities.

The Communications Unit is responsible for:

- planning the use of radio frequencies;
- establishing networks for command, tactical, support, and air units;
- setting up on-site telephone and public address equipment; and providing any required off-incident communication links.

Codes should not be used for radio communication; a clear spoken message—based on common terminology that avoids misunderstanding in complex and noisy situations—reduces the chances for error.

Radio networks for large incidents will normally be organized as follows:

#### **1. Command Net.**

Links together: incident command, command staff, section chiefs, branch directors, division, and group supervisors.

#### **2. Tactical Nets.**

Several tactical nets may be established to connect agencies, departments, geographical areas, or specific functional units. The determination of how nets are set up should be a joint planning, operations, and logistics function. The Communications Unit Leader will develop the overall plan.

#### **3. Support Net.**

A support net may be established primarily to handle changes in resource status but also to handle logistical requests and other non-tactical functions.

#### **4. Ground-to-Air Net.**

To coordinate ground-to-air traffic, either a specific tactical frequency may be designated, or regular tactical nets may be used. The Communications Unit Leader will make this determination after consulting with the Air Tactical Group Supervisor.

#### **5. Air-to-Air Nets.**

Air-to-air nets will be determined by the Air Tactical Group Supervisor and The Communications Unit Leader.

The Communications Unit will develop the Communications Plan (ICS 205) to make the most effective use of the communications equipment and facilities assigned to the incident. It will also be responsible for supervising and operating the incident communications center and installing, testing, distributing, recovering, maintaining and repairing all communications equipment assigned to incident personnel and on site.

### **Medical Unit**

The primary responsibilities of the Medical Unit will include the following:

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- develop the Incident Medical Plan (for incident personnel);
- develop procedures for handling any major medical emergency involving incident personnel;
- provide continuity of medical care, including vaccinations, vector control, occupational health, prophylaxis, and mental health services for incident personnel;
- provide transportation for injured incident personnel;
- ensure that incident personnel patients are tracked as they move from origin, to care facility, to final disposition;
- assist in processing all paperwork related to injuries or deaths of incident assigned personnel; and
- assist Coroner with mortuary affairs for incident personnel fatalities.

The Medical Unit is responsible for the effective and efficient provision of medical services to incident personnel. The Medical Unit Leader will develop a medical plan, which will, in turn, form part of the IAP. The medical plan should provide specific information on medical assistance capabilities at incident locations, potential hazardous areas or conditions, and off-incident medical assistance facilities and procedures for handling complex medical emergencies. The Medical Unit will also assist the Finance/Administration Section with the administrative requirements related to injury compensation, including obtaining written authorizations, billing forms, witness statements, administrative medical documents, and reimbursement as required. The Medical Unit will ensure patient privacy to the fullest extent possible.

**Note:** Patient care and medical services for those who are not incident response personnel are critical operational activities associated with a host of potential incident scenarios. As such, these activities are incorporated into the IAP as key considerations of the Plans and Operations Sections. These sections should be staffed accordingly with appropriately qualified Emergency Medical Services public health, medical personnel, technical experts, and other professional personnel, as required.

### **Food Unit**

The Food Unit determines food and water requirements; plans menus, orders food, provides cooking facilities, cooks, serves, maintains food service areas, and manages food security and safety concerns.

Efficient food service is important, but especially so for any extended incident. The Food Unit must be able to anticipate incident needs, both in terms of the number of people who will need to be fed and whether the type, location, or complexity of the incident indicates that there may be special food requirements. The unit must supply food needs for the entire incident, including all remote locations (i.e., camps and staging areas), as well as supply food service to operations personnel unable leave operational assignments. The Food Unit must interact closely with the following elements:

- Planning Section, to determine the number personnel that must be fed;
- Facilities Unit, to arrange food-service areas;
- Supply Unit, to order food;
- Ground Support Unit, to obtain ground transportation; and

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- Air Operations Branch Director, to obtain air transportation.

Careful planning and monitoring is required to ensure food safety before and during food service operations, including the assignment, as indicated, of public health professionals with expertise in environmental health and food safety.

**Note:** Feeding victims is a critical operational activity, which will be incorporated into the IAP. Feeding activities will normally be conducted by members of an appropriate nongovernmental organization, such as the American Red Cross or similar entities.

### Supply Unit

The Supply Unit orders, receives, stores, and processes all incident-related resources, personnel, and supplies.

Once established, the Supply Unit also has the basic responsibility for all off-incident ordering, including

- all tactical and support resources (including personnel)
- all expendable and nonexpendable supplies required for incident support.

The Supply Unit provides the support required to receive, process, store, and distribute all supply orders. The unit also handles tool operations, which include storing, disbursing, and servicing of all tools and portable, nonexpendable equipment.

### Facilities Unit

The Facilities Unit sets up, maintains, and demobilizes all facilities used in support of incident operations. The unit also provides facility maintenance and security services required to support incident operations.

The Facilities Unit sets up the ICP, incident base, and camps, as well as trailers and/or other forms of shelter for use in and around the incident area. The incident base and camps may often be established in areas having existing structures, which may be used in their entirety or only in part. The Facilities Unit also provides and sets up necessary personnel support facilities, including areas for

- food and water service;
- sleeping;
- sanitation and showers; and
- staging.

This unit also orders, through supply, such additional support items as portable toilets, shower facilities, and lighting units.

**Note:** Providing shelter for victims is a critical operational activity, which will be incorporated into the IAP. Sheltering will normally be conducted by appropriate nongovernmental organization staff, such as the American Red Cross or other similar entities.

### Ground Support Unit

The Ground Support Unit

- maintains and repairs primary tactical equipment, vehicles, and mobile ground support equipment;



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- records usage time for all ground equipment (including contract equipment) assigned to the incident;
- supplies fuel for all mobile equipment;
- provides transportation in support of incident operations (except aircraft); and
- develops and implements the Incident Traffic Plan.

In addition to its primary functions of maintaining and servicing vehicles and mobile equipment, the Ground Support Unit also maintains a transportation pool for major incidents. This pool consists of vehicles (e.g., staff cars, buses, pick-ups) that are suitable for transporting personnel. The Ground Support Unit also provides up-to-date information on the location and status of transportation vehicles to the Resources Unit.

### Agency Support Requirements

The Lewis & Clark County EOP states that each department or organization is responsible for providing the necessary administrative support for their personnel during disaster operations. Consideration should include the provision of equipment, supplies, transportation, meals and lodging. When the EOC is activated, the DES coordinator is responsible for obtaining supplies for the EOC.

Local agencies will provide input to the Logistics Section on their specific logistical support requirements as needed for the incident.

### Finance/Administration

When there is a specific need for financial, reimbursement (individual and agency or department), and/or administrative services to support incident management activities, a Finance/Administration Section will be established. Under the ICS, not all agencies will require such assistance. In large, complex scenarios involving significant funding originating from multiple sources, the Finance/Administrative Section is an essential part of the ICS. In addition to monitoring multiple sources of funds, the Section Chief must track and report to the IC the financial “burn rate” as the incident progresses. This allows the IC to forecast the need for additional funds before operations are affected negatively. This is particularly important if significant operational assets are under contract from the private sector. The Section Chief may also need to monitor cost expenditures to ensure that statutory rules that apply are met. Close coordination with the Planning Section and Logistics Section is also essential so that operational records can be reconciled with financial documents.

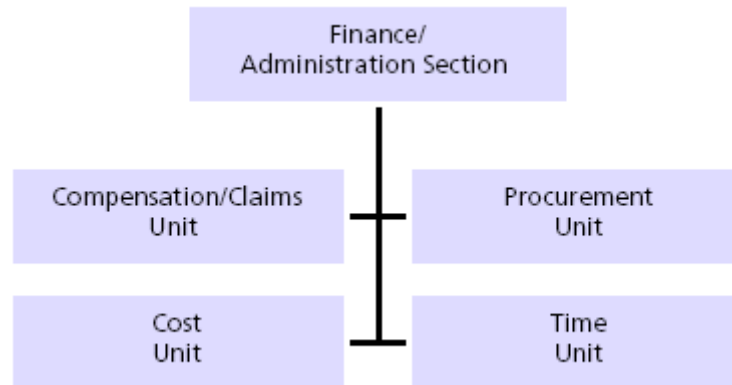
**Note:** In some cases, only one specific function may be required (e.g., cost analysis), which a technical specialist in the Planning Section could provide. Figure 2.3 illustrates the basic Finance/Administration Section organizational structure.

The Finance/Administration Section Chief will determine, given current and anticipated future requirements, the need for establishing specific subordinate units. In some of the functional areas (e.g., procurement), an actual unit need not be established if it would consist of only one person. In such a case, a procurement technical specialist would be assigned in the Planning Section instead. Because of the specialized nature of finance functions, the Section Chief should come from the agency that has the greatest requirement for this support. The Section Chief may have a deputy.

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Depending on the size of the incident and the jurisdictions involved, members of the Finance/Administrative Section could/should include personnel from:

- Responding Agencies (law enforcement, fire, EMS, etc.)
- City of Helena Administrative Services Department
- Lewis and Clark County Administrative and Financial Services Department
- State of Montana Department of Administration



**Figure 2.3 Finance and Administration Section Organization**

### **Compensation And Claims Unit.**

Under ICS, a single unit handles injury compensation and claims. The specific activities are, of course, varied and may not always be accomplished by the same person. The individual handling injury compensation ensures that all forms required by workers' compensation programs and local agencies are completed. This individual also maintains files on injuries and illnesses associated with the incident and ensures that all witness statements are obtained in writing. Since the Medical Unit may also perform certain of these tasks, close coordination between the Medical and Compensation and Claims Units is essential. The claims function handles investigations of all civil tort claims involving property associated with or involved in the incident. The Compensation and Claims Unit maintains logs on the claims, obtains witness statements, and documents investigations and agency follow-up requirements.

### **Procurement Unit.**

The Procurement Unit administers all financial matters pertaining to vendor contracts. This unit coordinates with local jurisdictions to identify sources for equipment, prepares and signs equipment rental agreements, and processes all administrative requirements associated with equipment rental and supply contracts.

**Note:** The Supply Unit in the Logistics Section may also be responsible for certain procurement activities so close coordination between these two units will be essential to avoid duplication of effort and unnecessary costs.

### **Cost Unit.**

The Cost Unit provides cost analysis data for the incident. This unit must ensure that equipment and personnel for which payment is required are properly identified, obtain and record all cost data, and analyze and prepare estimates of incident costs. The Cost Unit also provides input on

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cost estimates for resource use to the Planning Section. The Cost Unit must maintain accurate information on the actual costs of all assigned resources.

Each department or agency is responsible for maintaining adequate records of personnel costs in excess of normal operations and for providing that information to the Cost Unit. Extra costs, such as overtime, must be documented, if reimbursement is requested from either Montana's Disaster Fund or from the federal government in a Presidential Disaster Declaration.

### **Time Unit.**

The Time Unit is primarily responsible for ensuring proper daily recording of personnel time, in accordance with the policies of the relevant agencies. The Time Unit also ensures that the Logistics Section records or captures equipment usage time, through the Ground Support Unit for ground equipment and through the Air Operations Support Group for aircraft. If applicable (depending on the agencies involved), personnel time records will be collected and processed for each operational period. The unit leader may require the assistance of personnel familiar with the relevant policies of any affected agencies. These records must be verified, checked for accuracy, and posted according to existing policies. Excess hours worked must also be determined, for which separate logs must be maintained.

## **Emergency Operations Center**

The purpose of the EOC is to support field operations, provide resources and to bring chief decision-makers together to coordinate their response to an incident.

The Lewis and Clark County EOC is in the basement and first floor of the Law Enforcement Center at 221 Breckenridge Avenue. The EOC is designed to accommodate seventy-six (76) members of the EOC staff from public and private agencies in the county, Helena and East Helena. The basement and core of the first floor are hardened to provide a Protection Factor of "100" for radioactive fallout. Total EOC space is 6,120 sq. ft., which includes dispatch, records, civil division and the EOC Operations Room, which is 1,140 sq. ft. An emergency generator has a two-week fuel supply for the EOC and jail on the second floor of the building.

The dispatch center for law enforcement, fire and ambulance is on the first floor, with positions for three dispatchers. There is no communication between the center and the EOC Operations Room in the basement, except for telephone or messenger.

The Operations Room in the basement has outlets for 15 telephones and 8 radios. It serves as the coordination center for the EOC staff. Radios are available for direct communications with the sheriff's office, police department, city and county public works departments and the ambulance service. (see [Figure 2.4 EOC Layout](#))

The D.E.S. coordinator's office has a VHF, HF, and two meter (ham frequencies) radios and four 14 channel portable radios for the field. The three office radios will be operated by amateur radio operators.

### **Alternate EOC's:**

1. The Rocky Mountain Emergency Services Training Center, 3425 Skyway Dr. The first floor conference room and offices are available with two telephone lines and room for radios. Call Helena Airport Manager Ron Mercer, 442-2821 for access.

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2. The Civic Center, 340 Neill Ave., has an emergency generator. POC: Gery Carpenter 447-8484 or Diane Stavnes 447-8382.
3. The City County Building at 316 N. Park has conference rooms on the third floor that could be utilized if needed. POC: Tim Murry 447-8399.

### **Mobile Command Posts (MCP):**

1. Lewis & Clark Search and Rescue has a recreational vehicle that may be used as an MCP. POC: Mike McCarthy 447-8258
2. Lewis & Clark County Rural Fire Council. POC Dave Mason 431-2448.

The EOC will be activated with full or partial staffing when it is evident that the Incident Commander is in need of assistance or at the ICs request. The EOC may be activated by calling key officials on the alert list in the County EOP. The chief elected officials of each jurisdiction, city manager, police chief, fire chief, sheriff and D.E.S. coordinator are each authorized to activate the EOC.

Unless the Incident Command Post has been established at the EOC, the **EOC Manager** will be the DES Coordinator or his deputy and will report directly to the chief elected official of the affected jurisdiction. The EOC Manager will set up the EOC, activate it, and support its operations in accordance with the Lewis & Clark County EOP.

### **EOC – Law Enforcement**

Within the EOC, the Lewis & Clark County Sheriffs Office will assume the security function. The Sheriff's Office will also function as a conduit for crisis management issues. Potential areas that law enforcement may address include:

- Law enforcement Mutual Aid
- Evacuation (mass and spontaneous)
- Intelligence concerns
- Investigative guidelines
- Hostage situations
- Use of Force
- Bomb Procedures
- Facility and personnel procedures
- Use of Special Weapons and Tactics (SWAT) Team

### **EOC – Fire Services**

Potential areas the Fire Department may address include:

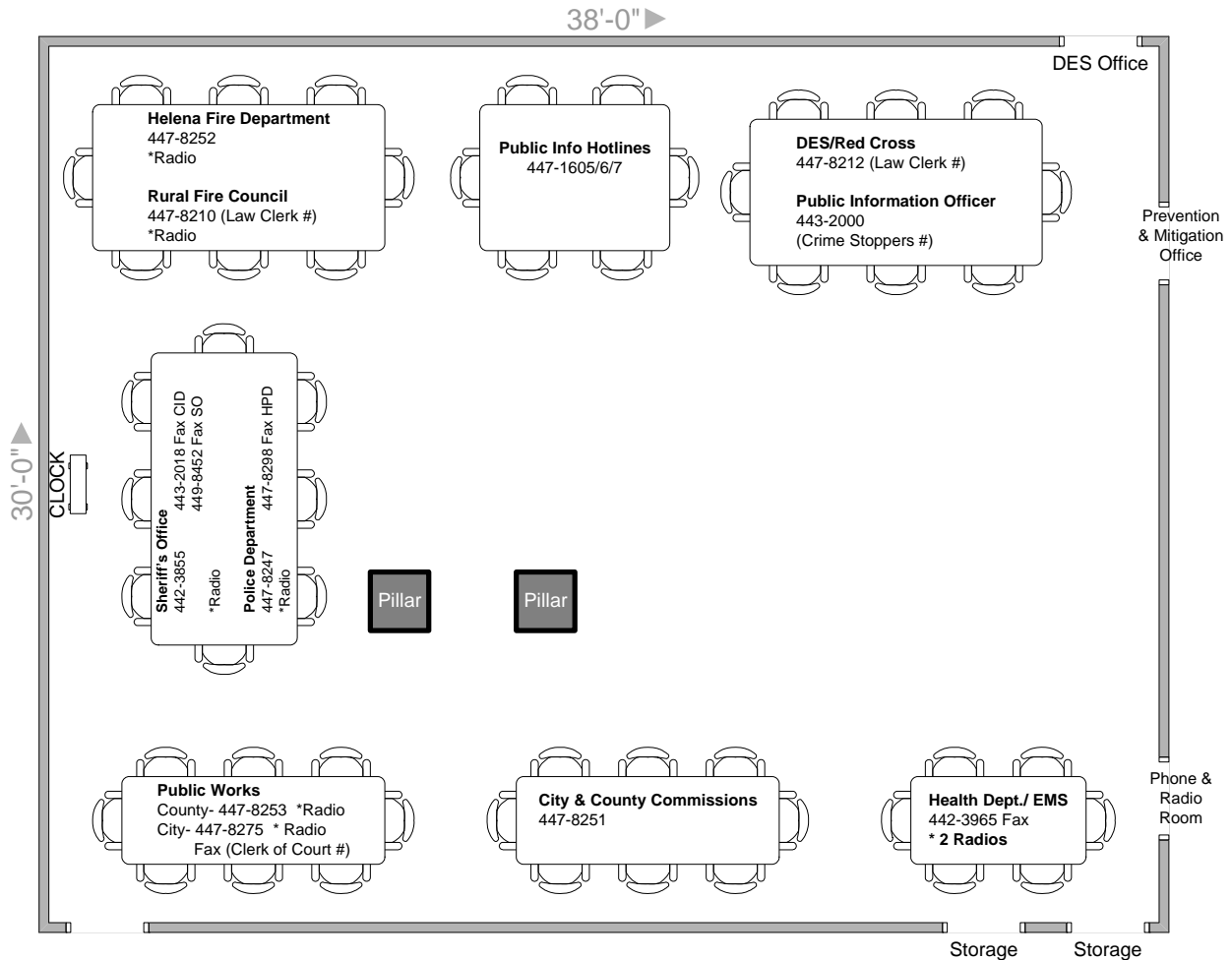
- Support to Crisis Management activities
- Fire and rescue mutual aid
- Support to hazardous materials operations
- Coordination with EMS, City/County Health and local hospital/clinics
- Evacuations (mass and spontaneous)
- Coordination with public works and utilities

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### EOC – Coroner

The Lewis & Clark County Coroner has sole authority over dead human bodies/remains and their disposal. In the event of a disaster or incident resulting in fatalities, the Coroner will report to the EOC to coordinate all fatalities management activities. Coroner functions include: “locate, identify, record, transport, and dispose of all dead human bodies/remains. Notify next of kin.” (see *Coroner’s Annex to EOP.*)

Coordination with both Fire/HazMat and Law Enforcement may be necessary in the case of contaminated remains and/or remains possessing evidentiary value.



**Figure 2.4 Lewis & Clark County EOC Operations Room Layout**

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### ICS Glossary

This ICS Glossary contains definitions of terms used in the Incident Command System (ICS) National Training Curriculum and in the NIMS. It does not contain terms or definitions related to specific resources for particular application areas and is not meant to be all-inclusive. For more definitions, see Section IV.

#### -A-

**Action Plan:** (See Incident Action Plan.)

**Agency:** A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). (NIMS)

**Agency Executive Or Administrator:** 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:** A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency. (NIMS)

**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.

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post. (NIMS)

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision-making. (NIMS)

**Assigned Resources:** Resources checked in and assigned work tasks on an incident.

**Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP. (NIMS)

**Assistant:** Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders. (NIMS)

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**Assisting Agency:** An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency. (NIMS)

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area. (NIMS)

### -B-

**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 geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area. (NIMS)

### -C-

**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 command, control, executive, or management positions in hierarchical order of authority. (NIMS)

**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site. (NIMS)

**Chief:** The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section). (NIMS)

**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, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority. (NIMS)

**Command Post:** (See Incident Command Post.)

**Command Staff:** In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed. (NIMS)

**Common Operating Picture:** A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence. (NIMS)



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**Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center. (NIMS)

**Compacts:** Formal working agreements among agencies to obtain mutual aid.

**Compensation Unit/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 that are assigned to a single Incident Commander or to Unified Command.

**Cooperating Agency:** An agency supplying assistance other than direct operational or support functions or resources to the incident management effort. (NIMS)

**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.

**Crew:** (See Single Resource.)

### -D-

**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, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can 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. (NIMS)

**Director:** The ICS title for individuals responsible for supervision of a Branch.

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**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another. (NIMS)

**Dispatch Center:** A facility from which resources are assigned to an incident.

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section. (NIMS)

**Documentation Unit:** Functional unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

### -E-

**Emergency:** Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States. (NIMS)

**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):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof. (NIMS)

**Emergency Operations Plan (EOP):** The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards. (NIMS)

**Emergency Public Information:** Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public. (NIMS)

**Emergency Response Provider:** Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as *Emergency Responder*. (NIMS)

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas. (NIMS)

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**Event:** A planned, nonemergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events. (NIMS)

### -F-

**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.

**Federal:** Have or pertaining to the Federal Government of the United States of America. (NIMS)

**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:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs. (NIMS)

### -G-

**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:

- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- 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:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See *Division*.) (NIMS)

### -H-

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome. (NIMS)

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**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.)

### -I-

**ICS National Training Curriculum:** A series of 17 training modules consisting of instructor guides, visuals, tests, and student materials. The modules cover all aspects of ICS operations. The modules can be intermixed to meet specific training needs.

**Incident:** An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response. (NIMS)

**Incident Action Plan:** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods. (NIMS)

**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 Command Post (ICP):** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light. (NIMS)

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations. (NIMS)

**Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. (NIMS)

**Incident Communications Center:** The location of the Communications Unit and the Message Center.

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**Incident Management Team (IMT):** The IC and appropriate Command and General Staff personnel assigned to an incident. (NIMS)

**Incident Objectives:** Statements of guidance and direction necessary for selecting 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 strategic and tactical alternatives. (NIMS)

**Incident Support Organization:** Includes any off-incident support provided to an incident. Examples would be Agency Dispatch centers, Airports, Mobilization Centers, etc.

**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 Information Officer per incident. The Information Officer may have assistants. Also known as the Public Information Officer or PIO.

**Initial Action:** The actions taken by those responders first to arrive at an incident site. (NIMS)

**Initial Response:** Resources initially committed to an incident. (NIMS)

**Intelligence Officer:** The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely. (NIMS)

### -J-

**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC. (NIMS)

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort. (NIMS)

**Jurisdiction:** A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines), or functional (e.g., law enforcement, public health). (NIMS)

**Jurisdictional Agency:** The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

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### -L-

**Landing Zone:** (See Helispot.)

**Leader:** The ICS title for an individual responsible for a Task Force, Strike Team, or functional unit.

**Liaison:** A form of communication for establishing and maintaining mutual understanding and cooperation. (NIMS)

**Liaison Officer:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. (NIMS)

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). (NIMS)

**Logistics:** Providing resources and other services to support incident management. (NIMS)

**Logistics Section:** The section responsible for providing facilities, services, and material support for the incident. (NIMS)

**Life-Safety:** Refers to the joint consideration of both the life and physical well being of individuals.

### -M-

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby. (NIMS)

**Managers:** Individuals within ICS organizational units that are assigned specific managerial responsibilities, e.g., Staging Area Manager or Camp Manager.

**Management by Objective:** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following:

1. Establishing overarching objectives;
2. Developing and issuing assignments, plans, procedures, and protocols;
3. Establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives;

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### 4. Documenting results to measure performance and facilitate corrective action. (NIMS)

**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.

**Message Center:** 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.

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury. (NIMS)

**Mobilization:** The process and procedures used by all organizations—Federal, State, local, and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident. (NIMS)

**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.

**Multiagency Coordination Entity:** A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities. (NIMS)

**Multiagency Coordination Systems (MACS):** Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS. (NIMS)

**Multijurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command. (NIMS)

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**Mutual-Aid Agreement:** Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner. (NIMS)

-N-

**National:** Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity. (NIMS)

**National Disaster Medical System:** A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan. (NIMS)

**National Incident Management System (NIMS):** A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources. (NIMS)

**National Response Plan:** A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan. (NIMS)

**National Wildfire Coordinating Group (NWCG):** A group formed under the direction of the Secretaries of the Interior and Agriculture to improve the coordination and effectiveness of wildland fire activities, and provide a forum to discuss, recommend appropriate action, or resolve issues and problems of substantive nature. The NWCG has been a primary supporter of ICS development and training.

**Nongovernmental Organization (NGO):** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. (NIMS)

-O-

**Officer:** The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Information.

**Operational Period:** The time scheduled for executing 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. (NIMS)



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**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups. (NIMS)

**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.

### -P-

**Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines. (NIMS)

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP). (NIMS)

**Planning Section:** Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident. (NIMS)

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management. (NIMS)

**Preparedness Organizations:** The groups and forums that provide interagency coordination for domestic incident management activities in a nonemergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area. (NIMS)

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice. (NIMS)

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**Private Sector:** Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO). (NIMS)

**Processes:** Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination. (NIMS)

**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 with incident-related information requirements. Also known as the Information Officer or IO. (NIMS)

**Publications Management:** The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved. (NIMS)

### -Q-

**Qualification and Certification:** This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness. (NIMS)

### -R-

**Radio Cache:** A supply of radios stored in a pre-determined location for assignment to incidents.

**Reception Area:** This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down. (NIMS)

**Recorders:** Individuals within ICS organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration Units.

**Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents. (NIMS)

**Recovery Plan:** A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area. (NIMS)

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**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 major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC. (NIMS)

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols. (NIMS)

**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs. (NIMS)

**Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice. (NIMS)

-S-

**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. (NIMS)

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command. (NIMS)

**Sector:** Term used in some applications to describe an organizational level similar to an ICS Division or Group. Sector is not a part of ICS terminology.

**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.

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**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:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.) (NIMS)

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas. (NIMS)

**State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). (NIMS)

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness. (NIMS)

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel. (NIMS)

**Strategy:** The general direction selected to accomplish incident objectives set by the IC. (NIMS)

**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.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include ortho-photo mapping, remote automatic weather stations, infrared technology, and communications, among various others. (NIMS)

**Support Resources:** Non-tactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections, or the Command Staff.

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### -T-

**Tactical Direction:** Direction given by the Operations Section Chief which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader. (NIMS)

**Team:** (See Single Resource.)

**Technical Assistance:** Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments). (NIMS)

**Technical Specialists:** Personnel with special skills that can be used anywhere within the ICS organization.

**Temporary Flight Restrictions (TFR):** Temporary airspace restrictions for non-emergency aircraft in the incident area. TFRs are established by the FAA to ensure aircraft safety, and are normally limited to a five-nautical-mile radius and 2000 feet in altitude.

**Threat:** An indication of possible violence, harm, or danger. (NIMS)

**Threat Analysis Group (TAG):** A group made up of technical specialists representing law enforcement, fire, public health and any other agency that may have relevant expertise in evaluating intelligence and performing threat analysis.

**Time Unit:** Functional unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities. (NIMS)

**Tribal:** Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians. (NIMS)

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications. (NIMS)

### -U-

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See *Area Command*.) (NIMS)

**Unified Command:** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or

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disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP. (NIMS)

**Unit:** The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity. (NIMS)

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective. (NIMS)

-V-

**Volunteer:** For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101. (NIMS)