

Washington County
Standard Operating Procedure
Incident Command

I. Introduction

The Incident Command System (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.

All levels of government may utilize ICS as well as the private sector and nongovernmental organizations.

ICS is applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.

A. Purpose

1. The Washington County Emergency Management Agency has developed the Washington County Standard ICS Procedures for the purpose of meeting the requirement of The National Incident Management System requiring that Field Command and Management functions be performed in accordance with a standard set of ICS organizations, doctrines, and procedures.
2. Standard ICS procedures ensure effective cross-jurisdictional coordination between multiple local ICS organizations responding to an incident covering a large geographical area.
3. This plan describes policies for implementing a standardized Incident Command System at major emergencies involving multiple agencies or multiple jurisdictions anywhere in Washington County.

II. Background

A. Description

The initial response to most domestic incidents is typically handled by local “911” dispatch centers, emergency responders within a single jurisdiction, and direct supporters of emergency responders. Most responses need to go no further. In other instances, incidents that begin with a single response discipline within a single jurisdiction may rapidly expand to multidiscipline, multi-jurisdictional incidents requiring significant additional resources and support.

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1. ICS is modular and scalable
2. ICS has interactive management components
3. ICS establishes common terminology, standards, and procedures
4. ICS incorporates measurable objectives
5. The implementation of the ICS should have the least possible disruption on existing systems and processes.
6. ICS should be user friendly and be applicable across a wide spectrum of emergency response and incident management disciplines.

B. Assumptions

1. When a single incident covers a large geographical area, multiple local ICS organizations may be required, needing effective cross-jurisdictional coordination.
2. There is a need for multi-agency ICS plans and procedures because a number of incidents could cross agency and jurisdictional lines.
3. ICS policies and procedures should be consistent with a standard national model.
4. When the Washington County EOC is operational, the EOC coordination group will fulfill the responsibilities of Planning, Logistics and Finance.
5. The Washington County Incident Command System as adopted will be used by all agencies during response, recovery, and mitigation operations.
6. Field command and management functions will be performed in accordance with the Washington County standard set of ICS procedures.

C. Philosophy

1. It is the intent to implement ICS in Washington County as a true multi-agency, multi-jurisdictional management system that fully integrates the activities of all agencies operating at the incident site. This will require all agencies to agree to use a standard system and to agree on fundamental issues concerning decision-making, command and control, terminology, and the use and supervision of resources.

D. Classes of Incidents

1. Class I – Routine, single site incident, which employs either Single or Unified Command.
2. Class II – Advanced multi-agency or multi-jurisdictional incident with a single site. Unified Command is employed at the site.

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3. Class III - Advanced multi-agency or multi-jurisdictional incident with multiple sites or with diffuse, area-wide impact. Unified area-wide Command is employed at the Washington County Emergency Operations Center.

E. Implementation

1. The Multiple Agency ICS plan will generally take effect with Class II and Class III incidents, including implementation of Unified Command and deployment of position specific personnel in key ICS positions.

III. ICS Organization

A. Functional Structure

1. The Washington County ICS organization will be comprised of five major functional area command, operations, planning, logistics, and finance and administration. (A sixth area, intelligence, may be established if required.)
2. The Incident Commander (IC) retains the flexibility to modify the organizational structure to align as necessary with the operating characteristics of specific jurisdictions or to accomplish the mission in the context of a particular hazard scenario.

B. Modular Extension

1. The Washington County ICS organizational structure is modular, extending to incorporate all elements necessary for the type, size, scope, and complexity of a given incident.
2. The Washington County IC structural organization builds from the top down; responsibility and performance begin with the incident command element and the IC. When the need arises, four separate sections can be used to organize staff. Each of these may have several subordinate units, or branches, depending on the management requirements of the incident.
3. The modular concept is based on the following considerations:
 - a. Developing the form of the organization to match the function or task to be performed.
 - b. Staffing only the functional elements that are required to perform the task.
 - c. Observing recommended span-of-control guidelines. The recommended span of control for Washington County is three to seven, with five being the optimum.
 - d. Performing the function of any non-activated organizational element at the next highest level.
 - e. Deactivating organizational elements no longer required.

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IV. Command

A. Incident Commander & Command Section

1. The Incident Commander is the highest-ranking officer of the first unit of the public safety agency (Sheriff, Police, Fire, E.M.S., etc.) arriving at the emergency having jurisdiction at the site. The Incident Commander is responsible for assuming authority as the on-scene commander until a chief or his/her designate arrives at the scene.
2. The Incident Commander has the overall responsibility for the management of the incident. Even if other functions are not filled, an Incident Commander will always be designated.
3. The Command Staff includes Incident Command, Public Information Officer, Liaison Officer, and Safety Officer.
4. The General Staff refers to the Section Chiefs of Operations, Planning, Logistics, and Finance/Administration.

B. Incident Command Responsibilities

1. Establishing a single Command Post (CP) and CP operations.
2. Establishing an overall incident management organization.
3. Identifying overall incident objectives.
4. Establishing and maintaining scene safety.
5. Conducting and leading planning meetings with Command and General Staff.
6. Developing a single, written, Incident Action Plan.
7. Appoint a Coordinator to the EOC who will act as liaison between the EOC and the Incident Command Post.
8. Incident Command will relay regular reports to the Coordinators at the EOC. The coordinators will provide regular reports to the Executive Group in the EOC and material and personnel support for responders.

C. Command Considerations

1. "Turf" issues are not trivial. Agencies have legal roles and responsibilities, which they cannot legitimately relinquish.
2. Unified Command requires equal partners.

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3. Incident Commanders must have strong “people” skills including the ability to diplomatically facilitate strategic decision-making and to assure coordination among all the players.
4. Incident Commanders must delegate tactical decision-making to the Operations Section.
5. Incident Commanders must focus on overall incident problems; they must not “fixate” on one part of the problem to the exclusion of others.

V. Command Structure

A. Single Command

1. The incident is contained within and affects a single political jurisdiction.
2. A single agency has the legal responsibility for managing the principle hazard of the incident.

B. Unified Command

1. Will be used in Class II incidents in which either of the following is true:
2. An incident involves multiple, uncontrolled hazards in which more than one agency has legal responsibility for managing the incident.
3. An incident is situated in more than one political jurisdiction.
4. In Unified Command, key agency commanders work together to jointly develop incident priorities, strategic goals, and integrated action plans. Unified Command does not call for abdication of authority or responsibility.
5. If members of Unified Command treat each other as equal partners and respect for the responsibilities and assets they bring to the table, conflict or indecisiveness will rarely result.
6. Responsibilities of members of Unified Command:
 - a. Assist other members of Unified Command in determining overall strategic objectives, priorities, and needed resources from the perspective of their discipline.
 - b. Determine objectives, priorities, and needed resources pertaining to their areas of responsibility.
 - c. Assuring that Incident Command responsibilities listed above are carried out.
 - d. To retain responsibility to stop actions which that agency’s ranking officers feels too dangerous to their personnel.

C. Lead Agency

1. In some cases, it may be necessary to identify a Lead Agency for one of the following reasons:

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- a. Rapidly developing emergency conditions require immediate action.
 - b. Members of Unified Command cannot agree on a general course of action.
 - c. Members of Unified Command fail to resolve conflict.
 - d. In these cases a member of Unified Command may call for establishing a Lead Agency. The Lead Agency will transfer between existing or new members of the Unified Command as the incident evolves.
2. Resorting to designating a Lead Agency generally represents a failure of the agency commanders to work together cooperatively. These incidents need reviewed by agency heads to determine why this situation developed and what can be done to prevent future occurrences.
 3. Determining the Lead Agency
 - a. Determining the Lead Agency is determined by the lead discipline based on the primary uncontrolled hazard. In the case of multiple hazards, the highest priority will take precedence.
 - b. Page 14: Figure 1 designates the Lead Discipline based on primary uncontrolled hazard.
 4. Responsibilities of the Lead Agency
 - a. Lead joint strategic decision-making process among the other members of the Unified Command.
 - b. Lead planning meeting and briefings (maybe rotated among other members of Unified Command).
 - c. Assure that time-critical decisions are made in time to implement them. He or She may make immediate decisions, without the consent of Unified Command when necessary.
 - d. Resolve disagreements or conflicts among Unified Command or other responding agencies.
 5. Limitations on the Lead Agency
 - a. The Lead Agency should only be designated when necessary; it should not be the “approach of choice”.
 - b. The Lead Agency should not use this authority to establish dominance over other key agencies or to limit their involvement in strategic decision-making.
 - c. The Lead Agency should be guided by the concerns of other members of the Unified Command in areas where they have a legal duty to act. The Lead Agency may not make operational decisions or direct the activities of other agencies when he or she does not have the legal authority to do so.
- D. Strategic Decision-making and Command Post Operations.
1. Strategic decision-making is often a process of facilitating group decision-making and coordination among agencies.
 2. Decisions need to involve all key agencies regardless of their apparent involvement of the incident.

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3. In any major incident, representatives from the jurisdictional Fire, EMS and Law Enforcement agencies should have representatives assigned to the Command Section at the command post either as part of Unified Command or as agency representatives. Other agencies may be asked to assign representatives if needed. Agency representatives who are not part of the Unified Command report to the Liaison Officer.
4. Incident Command should hold regular briefings involving the Command Section and General Staff. These briefings should entail reports from all key agencies operating at the scene and review by those agencies of Action Plans developed by Command and the Planning Section.

E. Area Command

1. In Class III incidents, Area Command will be established at the Washington County EOC. Area Command is responsible for developing area-wide incident objectives, response priorities, operational policies, resource priorities and requesting assistance from the state and federal governments.
2. The EOC will coordinate with the IC to establish area-wide incident objectives, identify response priorities, and allocate limited resources.
3. In Class III incidents chief executives such as County Commissioners, Township Trustees, or Mayors must make some strategic decisions. These decisions, such as government office closures, large-scale evacuations, and curfews, will be made in consultation with Unified Area Command at the EOC.

F. IC Location and Identification

1. Upon arrival on scene, the IC will establish an Incident Command Post (ICP) and a perimeter to control access to the scene. For HAZMAT incidents, the CP is upwind from the scene and is identified by a green flag or green flashing light. The CP is placed close to the scene but not so close as to be threatened by the hazard. The CP is also arranged so it can be moved on short notice should the nature of the incident change and require its relocation.

G. Transfer of Command

1. The IC may relinquish command to another qualified individual.
2. Transfer of command will be done face-to-face.
3. A complete briefing will be given to the relieving IC that captures all essential information for continuing safe and effective operations including:
 - a. The incident conditions (e.g., the current situation, objectives, priorities, hazards, resource needs, etc.)
 - b. The IAP and its current status
 - c. Safety considerations and concerns
 - d. Deployment and assignment of operating units and personnel

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- e. All staff and the EOC will be advised of the command change.

H. Command Staff

1. Public Information Officer (PIO)
 - a. The PIO represents and advises the Incident Command on all-public information matters relating to the incident.
 - b. The Incident Commander must approve all information released from the scene.
 - c. During Class III incidents the on scene PIO will work with the Washington County PIO to establish a Joint Information Center.
2. Liaison Officer
 - a. Will be the point of contact for representatives of other governmental agencies, non-governmental organizations, and/or private entities.
3. Safety Officer
 - a. The Safety Officer monitors overall safety at the incident and has the authority to stop operations he or she feels are dangerous.
 - b. Only one Safety Officer may be appointed, but depending on the complexity of the operation assistant Safety Officers may be appointed. In this case the IC will identify a Lead Safety Officer who will coordinate all safety activities.

VI. Operations Section

A. Responsibilities

1. The Operations Section will be responsible for managing the tactical operations at the incident site directed towards:
 - a. Reducing the immediate hazard
 - b. Saving lives and property
 - c. Establishing situation control
 - d. Restoring normal conditions

B. Operations Section Chief

1. The Operations Section Chief will directly manage all incident tactical activities and implement the Incident Action Plan (IAP).
2. The Operations Section Chief will report directly to the Incident Commander.
3. The Operations Section Chief may have one or more deputies who report directly to him.
4. Class II incidents requiring Unified Command will have a single Operations Section Chief designated from the agency responsible for managing the uncontrolled hazard. Figure 1 on page 14 will serve as a guide as to what discipline should provide the Operations Section Chief.

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5. Incident Command may designate the Operations Section Chief from other agencies if the situation warrants.

C. Incident Organization and Structure

1. Incident organization below the General Staff may take many forms depending on local procedures and the nature of the incident. Standard ICS models allow substantial latitude in organization terminology. The following will be standard procedures for Washington County:
 - a. The recommended span of control for Washington County is 3 to 7.
 - b. Each individual assigned to the incident will be assigned to only one supervisor, maintaining unity of command.

D. Branches: Major Functional or Management Elements.

1. Branches may be established when the number of Divisions and/or Groups exceeds the recommended span of control for the Section Chief.
2. Branches may be established to manage major functions such as evacuations, law enforcement, medical, etc.
3. Directors supervise branches.

E. Divisions: Geographical Elements in Operations

1. Dividing an area according to the natural separations of terrain or other prominent geographical features will create geographical divisions. Large areas will be designated by name (for example Central Division, 1st Street Division, etc.).
2. Letters of the alphabet beginning clockwise from the front of the building as determined by the address designates building sides.
3. Numbers corresponding with the building number scheme beginning with Division 1 as the ground floor or main level designates building floors. Levels below Division 1 are termed Subdivision 1, Subdivision 2, etc.
4. Divisions are lead by Supervisors.

F. Functional Groups

1. Area of activity will describe Functional Groups (e.g., rescue, evacuation, medical).
2. Groups are not limited to specific geographical areas.
3. Groups are lead by Supervisors.

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G. Resource Organization

1. Initially, in any incident, individual resources will report directly to the IC. As the incident grows in size or complexity, individual resources will be organized and employed in the following terms to facilitate incident management.
 - a. Single Resources: any resource may be deployed on an individual basis as needed.
 - b. Task Forces: will consist of any combination of resources put together to accomplish a specific mission. Task Forces will have a designated leader and operate with common communications.
 - c. Strike Teams: will consist of a set number of resources of the same kind and type and operate under a designated leader with common communications.
2. Personnel and equipment shall only respond when requested or when dispatched by appropriate authority.

VII. Planning Section

A. Responsibilities

1. The Planning Section Chief is responsible for overseeing all incident related data gathering and analysis regarding incident operations and assigned resources, developing alternatives for tactical operations, conducting planning meetings, preparing the Incident Action Plan for each operational period.
 - a. The Planning Section Chief will be from the jurisdiction with primary incident responsibility.
2. During Class III incidents, the Area Command will be at the EOC to coordinate this activity with the Incident Command Post (ICP).

B. Resource Management

1. Resources will be categorized by capability and capacity across disciplines and tracked continuously as to status.
2. Resources at an incident will be listed in one of three status conditions:
 - a. Assigned
 - b. Available
 - c. Out-of-service
3. The individual who changes the status of a resource is responsible for promptly informing the Resource Unit.
4. During Class III incidents, the Area Command at the EOC will coordinate Resource Management with the ICP.

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VIII. Logistics Section

A. Responsibilities

1. The Logistics Section will provide all support needs for the incident.
2. During Class III events, this function will be coordinated thru the Washington County EOC.

IX. Finance/Administration Section

A. Responsibilities

1. The Finance/Administration Section is comprised of a Time Unit, Procurement Unit, Compensation and Claims Unit, and a Cost Unit.
2. Normally this section will only be activated during Class III incidents and coordinated at the EOC.

X. Washington County Emergency Operations Center

A. Activation

1. The Washington County Operations Center may be activated by the Washington County Emergency Management Director or at the request of any government agency.
2. During Class I or Class II incidents the EOC may be activated if requested to act in a support role.

B. Overview

1. The Washington County EOC uses an ICS Structure to manage its response to incidents, which includes Command, Operations, Plans, Logistics, and Finance/Administration. The EOC becomes an Area Command during Class III incidents.
2. The EOC brings together representatives from all agencies involved in the incident, whether on-site or off-site. EOC representatives communicate with personnel in the field and feed information to the EOC Operations table during regular briefings.
3. The EOC can identify and mobilize resources not available at the scene through other government agencies, disaster relief organizations, and private businesses. Request for state or federal assistance must come thru the Washington County EOC.
4. The EOC is the coordination point for public information through off-site media.
5. The primary communication between the EOC and field incident sites should be with the Incident Commanders, particularly concerning response policies, incident objectives, and

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resource priorities. However, there may also be direct communications of a coordination nature, between compatible sections in the EOC.

6. The Operations Section at the EOC will need regular activity updates from Operations representatives in the field.

XI. ICS Training

A. Recommended ICS training for personnel in Washington County:

1. ICS-100: Introduction to ICS

Entry-level first responders (including firefighters, law enforcement officers, emergency medical services personnel, public works on-scene personnel, public health on-scene personnel and other emergency responders) and other emergency personnel that require an introduction to the basic components of the ICS.

2. ICS-200: Basic ICS

First line supervisors, single resource leaders, lead dispatchers, field supervisors, company officers and entry level positions (trainees) on Incident Management Teams and other emergency personnel that require a higher level of ICS training.

3. ICS-300: Intermediate ICS

Middle management, strike team leaders, task force leaders, unit leaders, division/group supervisors, branch directors, emergency managers and Multi-Agency Coordination System/Emergency Operations Center managers.

4. ICS-400: Advanced ICS

Command and general staff, agency administrators, department heads, emergency managers, area commanders and Multi-Agency Coordination System/Emergency Operations Center managers.

5. ICS-402: ICS Summary for Executives

Elected officials, senior executives, senior managers and agency administrators with policy responsibilities, but without specific ICS or Multi-Agency Coordination System function/roles or responsibilities.

6. IS-700: National Incident Management System

Entry-level first responders (including firefighters, law enforcement officers, emergency medical services personnel, public works on-scene personnel, public

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health on-scene personnel and other emergency responders) and other emergency personnel that require an introduction to the basic components of the ICS

7. IS-800: Federal Response Plan

Entry-level first responders (including firefighters, law enforcement officers, emergency medical services personnel, public works on-scene personnel, public health on-scene personnel and other emergency responders) and other emergency personnel that require an introduction to the basic components of the ICS.

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Lead Disciplines Chart

	Hazard Priorities*	Lead Discipline
1.	Civil disturbance, ongoing criminal episode, bomb device, bomb detonation	Law Enforcement
2.	Rescue (non-criminal)	Fire
3.	Uncontrolled or potential fire, explosion, or toxic material release	Fire
4.	Structural Collapse	Fire
5.	Mass Casualties	EMS
6.	Continuing damage to the environment	Fire
7.	Continuing property damage	Fire
8.	Criminal investigation – Mass fatalities	Law Enforcement
9.	Continuing utility or consumer service outage	Utility/Public Works
* Hazards are listed in decreasing order of priority.		

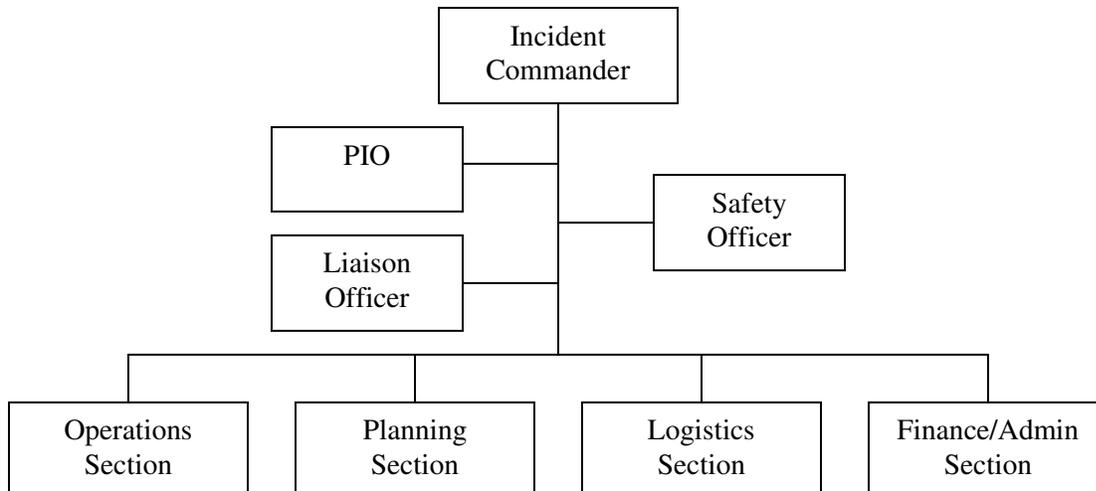
Figure 1

Once the Lead Discipline is determined, the jurisdictional agency responsible for that discipline is the Lead Agency.

In some cases the Lead Agency may not be apparent because of overlapping or concurrent political or organizational jurisdictions. In these cases the Lead Agency will be determined by:

- Pre-existing memorandum of understanding or mutually agreed upon plan.
- The first arriving appropriate agency.

ICS: Basic Functional Structure Chart



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Attachment 1

ICS GLOSSARY OF TERMS

A

Action Plan – (See Incident Action Plan.)

Agency – An agency is a division of government with a specific function, or a non-governmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance. Agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance).

Agency Representative – Individual assigned to an incident from an assisting or cooperating agency that has been delegated full authority to make decisions on all matters affecting that agency’s participation at the incident. Agency Representatives report to the Incident Liaison Officer.

Allocated Resources – Resources dispatched to an incident.

Ambulance – A ground vehicle providing patient transport capability, specified equipment capability, and personnel (basic life support or advanced life support ambulance, etc.).

Assigned Resources – Resources checked in and assigned work tasks at an incident.

Assignments – Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident Action Plan.

Assistant – Title for subordinates of the Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be used to supervise unit activities at camps.

Assisting Agency - An agency directly contributing suppression, rescue, support, or service resources to another agency.

Available Resources – Resources assigned to an incident and available for an assignment.

B

Base – The location where primary logistics functions are coordinated and administered (incident name or other designator will be added to the term “Base”). The Incident Command Post may be co-located with the base. There is only one base per incident.

Branch - The organizational level having functional/geographic responsibility for major segments of incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section.

C

Cache – A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

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Attachment 1- Continued

Camp - A geographic site, within the general incident area, separate from the Incident Base, equipped and staffed to provide food, water, and sleeping and sanitary facilities for incident personnel.

Casualty Collection Point (CCP) – Serves as a location near the incident site which provides areas to triage, treat, and transport victims in a multi-casualty incident.

Chain of Command – A series of management positions in order of authority.

Check-in – The process whereby resources first report to an incident. These locations include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, and Division Supervisors (for direct line assignments). Check-in takes place at only one location. Typically, the ICS Form 211 is completed there at that time.

Chief – Title for individuals responsible for command of the functional sections: Operations, Planning, Logistics, and Finance/Administration.

Clear Text – The use of plain English in radio communications transmissions. No “Ten” codes or agency-specific codes are used when using Clear Text.

Command – The act of directing, ordering, and/or controlling resource by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

Command Post (CP) – The location from which Command functions are executed. Usually co-located with the incident base. (See Incident Command Post.)

Command Staff – The Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Communications Unit – Functional unit within the Service branch of the Logistics Section. This unit is responsible for the incident communications plan, the installation and repair of communications equipment, and operation of the Incident Communications Center. Also may refer to a vehicle (trailer or mobile van) used to provide the major part of an Incident Communications Center.

Compacts – Formal working agreements among agencies to obtain mutual aid.

Company – Any piece of equipment having a full complement of personnel. The personnel, equipment, and vehicles providing a specific capability e.g., Engine Company, Truck Company, or Rescue Company.

Company Officer – The individual responsible for command of a Company. This designation is not specific to any particular fire department rank (may be a Firefighter, Lieutenant, Captain, or Chief Officer, if responsible for command of a single resource).

Compensation/Claims Unit – Functional unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries or fatalities at an incident.

Complex – Two or more individual incidents located in the same general area which is assigned to a single Incident Commander or to a Unified Command.

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Cooperating Agency – An agency supplying assistance other than direct suppression, rescue, support, or service functions to the incident control effort (e.g., Red Cross, law enforcement agency, or Telephone Company, etc.).

Coordination - The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority (for its decision) 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 inter-agency) does not in and of itself involve command dispatch actions. Personnel responsible for coordination may perform command or dispatch functions within limits established by specific agency delegations, procedures, legal authority, etc.

Cost sharing Agreement – 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 costs estimates, and recommending cost-saving measures.

Crew – A specific number of personnel assembled for an assignment such as search, ventilation, or hose line deployment and operations. The number of personnel in a crew should not exceed the recommended span-of-control (3-7). A crew operates under the direct supervision of a crew leader. (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.

Demobilization Unit – Functional unit within the Planning Section responsible for assuring orderly, safe, efficient demobilization of resources committed to an incident.

Deputy – A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position.

Director – Title for individuals responsible for command of a Branch.

Dispatch - The implementation of a command decision to move a resource or resources from one place to another.

Dispatch Center – A facility from which resources are directly assigned to an incident.

Division – The organizational level having responsibility for operations within a defined geographical area. The Division level is organizationally between Single resources, Task Force/ Strike Team and the Branch. Divisions are established when the number of resources exceeds the span-of-control of the Operations Chief.

Documentation Unit – The unit within the Planning Section responsible for collecting, recording and safeguarding all documents relevant to an incident.

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E

Emergency Management Coordinator/Director – The individual within each political subdivision that has coordination responsibility for jurisdictional emergency management.

Emergency Operations Center (EOC) – A pre-designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

Emergency Operations Plan – The plan that each jurisdiction has and maintains for responding to emergency incidents.

Engine – Any ground vehicle providing specified levels of pumping, water, and hose capacity, but with less than the specified level of personnel.

Engine Company - Any ground vehicle providing specified levels of pumping, water, hose capacity, and personnel.

F

Facilities Unit – The functional unit within the Support Branch of the Logistics Section, which provides the fixed facilities for an incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, and a formal Command Post.

Finance/Administration Section – Functional section responsible for all incident costs and financial considerations, which includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and the Cost Unit.

Fire Department – An organization providing rescue, fire suppression, and related activities. For the purpose of this courseware, the term “fire department” shall include any public, private, military, or fire brigade organization.

Food Unit – Functional unit within the Service Branch of the Logistics Section responsible for providing meals for personnel involved with an accident.

Function – Refers to one of the five major activities in the Incident Command System, i.e., Command, Operations, Planning, Logistics, and Finance/Administration.

G

General Staff – The group of incident management personnel comprised of: the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and the Finance/Administration Section Chief. This level is above the Branch/Division/Group level and reports directly to the Incident Commander.

Ground Support Unit – Functional unit within the Support Branch of the Logistics Section responsible for fueling, maintaining, and repairing vehicles and the transportation of personnel and supplies.

Group – Groups are established to divide the incident into functional areas of operation. The organizational level having responsibility for a specified functional assignment at an incident (ventilation, salvage, water supply, etc.). Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups are located between Branches and Resources in the Operations Section.

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H

I

Incident - An occurrence or event, either human-caused or natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and /or natural resources.

Incident Action Plan – A plan consisting of the strategic goals, tactical objectives, and support requirements for the incident. All incidents require an action plan. For simple incidents the action plan is not usually in written form, while large or complex incidents require the action plan to be documented in writing. When complete, the Incident Action Plan will have a number of attachments.

Incident Base - That location at which the primary logistics functions are coordinated and administered. (Incident name or other designator will be added to the term "Base.") The Incident Command Post may be co-located with the Base. There is only one Base per Incident.

Incident Commander (IC) – The fire department member or other designated individual responsible for the command of the emergency incident operations.

Incident Command Post (ICP) - The location at which the primary command functions are executed and usually co-located with the incident base.

Incident Command System (ICS) – The combination of facilities, equipment, personnel, procedures, and communications operating with a common organizational structure, with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.

Incident Communication Center – The location of the Communications Unit and the Message Center.

Incident Termination – The conclusion of emergency operations at the scene of an incident, usually the departure of the last resource from the scene.

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, but the Information Officer may have assistants.

Initial Action – The actions taken by resources which are the first to arrive at an incident.

Initial Response – The resources initially committed to an incident.

J

Jurisdiction – The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographical (e.g. city, county, State, or Federal boundary lines) or functional (e.g., police department, health department, etc.).

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

K

L

Ladder Company – See Truck Company

Leader – The individual responsible for command of a Task Force, Strike Team, or functional unit.

Liaison – The coordination of activities between the fire department and other agencies.

Liaison Officer – A member of the Command Staff responsible for coordinating with representatives from assisting and cooperating agencies.

Logistics Section – The section responsible for providing facilities, services, and materials for the incident, which includes the Communications Unit, Medical Unit, and Food Unit, within the Service Branch; and the Supply Unit, Facilities Unit, and Ground Support Unit, within the Support Branch.

M

Managers – An individual within the ICS organization who is assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Medical Unit – The 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. This unit does not provide treatment for civilians. Rehab is a function of the Medical Unit.

Message Center - The message center is part of the Incident Communications Center and is co-located or placed adjacent to it. It receives records, and routes information about resources reporting to the incident, resource status, and administration and tactical traffic.

Mobilization – The process and procedures used by all organizations – Federal, State, and local, for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Center - An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

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

Mutual Aid Agreement – Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request by furnishing personnel and equipment.

N

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National Interagency Incident Management System (NIIMS) – A program developed by the National Wildfire Coordinating Group consisting of five major subsystems which collectively provide a total systems approach to all-risk incident management. The subsystems are: the Incident Command System; Training; Qualifications and Certification; Supporting Technologies; and Publications Management.

Non-fire emergencies – medical emergencies, HAZMAT incidents, floods, tornados, hurricanes, earthquakes, etc.

O

Officer – A supervisory position in most emergency service departments. Within the ICS, this includes: the Command Staff positions of Safety, Liaison, and Information.

Operational Period – The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

Operations Section – The Section responsible for all tactical operations at the incident. Includes Branches, Divisions and/or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas.

Out-of-Service Resources – Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

Overhead Personnel - Personnel who are assigned to supervisory positions which include Incident Commander, Command Staff, General Staff, Directors, Supervisors and Unit Leaders.

P

Planning Meeting – A meeting, held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations and for service and support planning. In larger incidents, the planning meeting is a major element in the development of the Incident Action Plan.

Planning Section – Responsible for the collection, evaluation, and dissemination of tactical information related to the incident, and for the preparation and documentation of Incident Action Plans. The Planning Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident. Includes the Situation, Resource, Documentation, and Demobilization Units, as well as Technical Specialists.

Procurement Unit – A functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

Q

R

Resource Status Unit (RESTAT) – The unit within the Planning Section responsible for recording the status, and accounting of resources committed to incident and evaluation of: (1) resources currently committed to incident, (2) the impact that additional responding resources will have on incident, and (3) anticipated resource needs.

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Resources- All personnel and major items of equipment available, or potentially available, for assignment to incident tasks on which status is maintained. Resources are described by kind and type.

Resources Unit – Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. The Resources Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and the anticipated resource needs.

Rehabilitation (Rehab) – The function and location which includes medical evaluation and treatment, food and fluid replenishment, and relief from extreme climatic conditions for emergency responders, according to the circumstances of the incident.

RESTAT - An acronym for the Resources Status Unit - a unit within the Planning Section responsible for tracking resources assigned to an incident.

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. The Safety Officer may have assistants.

Section – The organizational level having functional responsibility for primary segments of incident operations, such as: Operations, Planning, Logistics, and Finance/Administration. This section level is organizationally between branch and the Incident Commander.

Section Chief – Title that refers to a member of the General Staff (Planning Section Chief, Operations Section Chief, Finance Section Chief, and Logistics Section Chief).

Service Branch – A branch within the Logistics Section responsible for service activities at the incident. Its components include the Communications Unit, Medical Unit, and Food Unit.

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 at an incident.

SITSTAT – An acronym for the Situation Status Unit - a unit within the Planning Section responsible for keeping track of incident events as it progresses, reporting to the Planning Section Chief.

Span of Control – the number of individuals one supervisor can effectively manage. The supervisory ratio of from three to seven individuals, with five-to-one being optimum.

Staging – A specific function where resources are assembled in an area at or near the incident scene to await instructions or assignments.

Staging Area – The location where incident personnel and equipment are assigned on an immediately available status. Staging areas are managed by the Operations Section.

Standard Operating Procedures – An organizational directive that establishes a standard course of action.

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Strategic Goals – The overall plan that will be used to control the incident. Strategic goals are broad in nature and are achieved by the completion of tactical objectives.

Strike Team – Up to five of the same kind or type of resource, with common communications and a leader.

Supervisor – The individual who is responsible for command of a Division or Group.

Supply Unit – The functional unit within the Support Branch of the Logistics Section responsible for ordering the equipment and supplies required for incident operations.

Supporting 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.

T

Tactical Objectives – The specific operations that must be accomplished to achieve the strategic goals. Tactical objectives must be specific and measurable, and are usually accomplished at the Division or Group level.

Task Force – A group of any type or kind of resource, with communications and a leader, temporarily assembled for a specific mission (not to exceed five resources).

Team – (See Single Resource.)

Technical Specialists – Personnel with special skills who are activated only when needed. Technical specialists may be needed in the areas of fire behavior, water resources, environmental concerns, resource use, and training. Technical Specialists report initially to the Planning Section but may be assigned anywhere within the ICS organizational structure as needed.

Time Unit – A functional unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

Truck Company – A ground vehicle providing an aerial ladder or other aerial device and specified portable ladders, equipment capability, and personnel (also known as ladder, aerial, tower, etc.).

Type – Refers to resource capability. A Type 1 resource provides a greater overall capability because of power, size, capacity, etc., than would be found in a Type 2 resource. Resource typing provides managers with additional information in selecting the best resource for the task.

U

Unified Command – A standard method to coordinate the command of an incident when multiple agencies have jurisdiction.

Unity of Command – The concept by which each person within an organization reports to only one designated person.

Unit – The organizational element having functional responsibility for a specific incident's Planning, Logistics, or Finance/Administrative activity.

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V

W

Water Tender – Any ground vehicle capable of transporting specified quantities of water.

X

Y

Z

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Attachment 2

Acronyms

ALS	Advanced Life Support
DOC	Department Operations Center
EMAC	Emergency Management Area Command
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FOG	Field Operations Guide
GIS	Geographic Information System
HAZMAT	Hazardous Materials
HSPD-5	Homeland Security Presidential Directive
IAP	Incident Action Plan
IC	Incident Command
ICP	Incident Command Post
ICS	Incident Command System
IC or UC	Incident Commander of Unified Commander
IMT	Incident Management Team
JIS	Joint Information System
JIC	Joint Information Center
LNO	Liaison Officer
NDMS	National Disaster Medical System
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRP	National Response Plan
POLREP	Pollution Report
PIO	Public Information Officer
PVO	Private Volunteer Organization
R&D	Research and Development
RESTAT	Resource Status
ROSS	Resource Ordering and Status System
SDO	Standard Development Organizations
SITREP	Situation Report
SO	Safety Officer
SOP	Standard Operating Procedure
UC	Unified Command
US&R	Urban Search & Rescue

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Incident Briefing Form

INCIDENT BRIEFING	1. Incident Name	2. Date	3. Time
4. Map Sketch			
5. Current Organization			
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;"> <p>Incident Commander</p> <div style="border: 1px solid black; width: 150px; height: 25px; margin: 0 auto;"></div> </div> <div style="text-align: center;"> <p>Safety Officer</p> <div style="border: 1px solid black; width: 150px; height: 20px; margin: 0 auto;"></div> </div> </div> <div style="display: flex; justify-content: center; align-items: center; margin-top: 5px;"> <div style="text-align: center;"> <p>Liaison Officer or Agency Rep</p> <div style="border: 1px solid black; width: 150px; height: 20px; margin: 0 auto;"></div> </div> <div style="text-align: center;"> <p>Information Officer</p> <div style="border: 1px solid black; width: 150px; height: 20px; margin: 0 auto;"></div> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;"> <p>Planning</p> <div style="border: 1px solid black; width: 100px; height: 30px; margin: 0 auto;"></div> </div> <div style="text-align: center;"> <p>Operations</p> <div style="border: 1px solid black; width: 100px; height: 30px; margin: 0 auto;"></div> </div> <div style="text-align: center;"> <p>Logistics</p> <div style="border: 1px solid black; width: 100px; height: 30px; margin: 0 auto;"></div> </div> <div style="text-align: center;"> <p>Finance</p> <div style="border: 1px solid black; width: 100px; height: 30px; margin: 0 auto;"></div> </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 15%;"> <p>Div</p> </div> <div style="width: 20%;"> <p>Div _____</p> </div> <div style="width: 20%;"> <p>Div _____</p> </div> <div style="width: 20%;"> <p>Div _____</p> </div> <div style="width: 20%; text-align: right;"> <p>Air</p> <p>Air Operations _____</p> <p>Air Support _____</p> <p>Air Attack _____</p> </div> </div>			
Page 1 of	6. Prepared by (Name and Position)		

Washington County
Standard Operating Procedure
Incident Command

Incident Objectives Form

INCIDENT OBJECTIVES	1. Incident Name	2. Date	3. Time																		
4. Operational Period																					
5. General Control Objectives for the Incident (include alternatives)																					
6. Weather Forecast for Period																					
7. General Safety Message																					
8. Attachments (mark if attached)																					
<table><tr><td><input type="checkbox"/></td><td>Organization List – ICS 203</td><td><input type="checkbox"/></td><td>Medical Plan – ICS 206</td><td><input type="checkbox"/></td><td>Other</td></tr><tr><td><input type="checkbox"/></td><td>Div. Assignment List – ICS 204</td><td><input type="checkbox"/></td><td>Incident Map</td><td></td><td></td></tr><tr><td><input type="checkbox"/></td><td>Communications Plan – ICS 205</td><td><input type="checkbox"/></td><td>Traffic Plan</td><td></td><td></td></tr></table>				<input type="checkbox"/>	Organization List – ICS 203	<input type="checkbox"/>	Medical Plan – ICS 206	<input type="checkbox"/>	Other	<input type="checkbox"/>	Div. Assignment List – ICS 204	<input type="checkbox"/>	Incident Map			<input type="checkbox"/>	Communications Plan – ICS 205	<input type="checkbox"/>	Traffic Plan		
<input type="checkbox"/>	Organization List – ICS 203	<input type="checkbox"/>	Medical Plan – ICS 206	<input type="checkbox"/>	Other																
<input type="checkbox"/>	Div. Assignment List – ICS 204	<input type="checkbox"/>	Incident Map																		
<input type="checkbox"/>	Communications Plan – ICS 205	<input type="checkbox"/>	Traffic Plan																		
Page 1 of	6. Prepared by (Name and Position)																				

Washington County
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Incident Command

Medical Plan Form

MEDICAL PLAN	1. Incident Name	2. Date Prepared	3. Time Prepared	4. Operations Period			
5. Incident Medical Aid Station							
Medical Aid Stations	Location			Paramedics Yes No			
6. Transportation							
A. Ambulance Services							
Name	Address	Phone	Paramedics Yes No				
B. Incident Ambulances							
Name	Location			Paramedics Yes No			
7. Hospitals							
Name	Address	Travel Time Air Ground		Phone	Helipad Yes No	Burn Center Yes No	
8. Medical Emergency Procedures							
Prepared By (Medical Unit Leader)				Received By (Safety Officer)			

Washington County
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Incident Command

Organization Assignment List Form

ORGANIZATION ASSIGNMENT LIST		Position	Name	
		9.	Operation Section	
1. Incident Name		Chief		
		Deputy		
2. Date	3. Time	a. Branch 1 – Division/Groups		
		Branch Director		
4. Operational Period		Deputy		
		Division/Group		
Position	Name	Division/Group		
5.	Incident Commander and Staff		Division/Group	
Incident Commander			Division/Group	
Deputy			Division/Group	
Safety Officer			b. Branch II – Division/Group	
Information Officer			Branch Director	
Liaison Officer			Deputy	
6. Agency Representative			Division/Group	
Agency	Name		Division/Group	
			c. Branch III – Division/Group	
			Branch Director	
7. Planning Section			Deputy	
Chief			Division/Group	
Deputy			Division/Group	
Resource Unit			Division/Group	
Situation Unit			Division/Group	
Decontamination Unit			Division/Group	
Demobilization Unit			d. Air Operations Branch	
Technical Specialist			Branch Director	
Human Resources			Air Attach Supervisor	
Training			Air Support Supervisor	
			Helicopter Coordinator	
			Air Tanker Coordinator	
			10. Finance Section	
			Chief	
8. Logistics Section			Deputy	
Chief			Time Unit	
Deputy			Procurement Unit	
Supply Unit			Compensation/Claims Unit	
Facilities Unit			Cost Unit	
Ground Support Unit				
Communications Unit			Prepared by (Resource Unit Leader)	
Medical Unit				
Security Unit				
Food Unit				