

INCIDENT COMMAND SYSTEM

S430 Operations Section Chief - ALL RISK



**INSTRUCTOR
GUIDE**

**FIRST EDITION
JUNE 1999**



INCIDENT COMMAND SYSTEM

S430 OPERATIONS SECTION CHIEF – ALL RISK

Instructor Guide



published by

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TABLE OF CONTENTS

CERTIFICATION STATEMENT.....	iv
ACKNOWLEDGMENTS.....	v
COURSE STRUCTURE.....	vii
INSTRUCTOR REQUIREMENTS.....	x
INSTRUCTOR PREREQUISITES.....	x
TRAINEE TARGET GROUP.....	x
TRAINEE PREREQUISITES.....	x
CLASS REQUIREMENTS AND SPACE.....	xi
EQUIPMENT:.....	xi
MATERIALS:.....	xi
INTRODUCTION TO THE MANUAL.....	xiii
INSTRUCTOR GUIDE.....	xiii
COURSE OUTLINE.....	xv
CALENDAR OF EVENTS.....	xvii
UNIT 1 – COURSE INTRODUCTION	
1: Course Introduction.....	1-1
2: Operations Section Chief Role & Responsibilities.....	1-2
UNIT 2 – PLANNING	
1: Management Cycle.....	2-1
2: Information Gathering.....	2-2
3: Strategy and Planning.....	2-3
4: Structure Protection Planning.....	2-4
5: Demobilization Planning.....	2-5
UNIT 3 – SUPERVISION	
1: Supervision and Communication.....	3-1
2: Managing and Adjusting the Operation Section.....	3-2
3: Risk Assessment and Safety Management.....	3-3

UNIT 4 – COORDINATION

1: Personnel Interaction4-1

APPENDIX A – COPIES OF SLIDES

APPENDIX B - INSTRUCTOR EXAMS WITH ANSWERS

APPENDIX C - STUDENT EXAMS (ready to copy)

APPENDIX D – BLANK ICS FORMS

APPENDIX E – HANDOUTS

APPENDIX F – SCENARIO EXERCISES

CERTIFICATION STATEMENT

On behalf of

FIRESCOPE

The following training material meets the minimum standards prescribed for courses developed under FIRESCOPE to meet California needs for "ALL RISK" ICS position specific training. This course is accredited by the State Board of Fire Services and approved by the FIRESCOPE Board of Directors. The curriculum is based upon NWCG training material. Agencies participating in and desiring certification from NWCG should utilize the NWCG training materials. Instructors are encouraged to use and blend specific local policies and procedures in presenting this course. The instruction is certified for interagency use and is known as:

OPERATIONS SECTION CHIEF S-430

Certified at Level I

FIRESCOPE ALL RISK Version

ACKNOWLEDGMENTS

The CDF/State Fire Training Curriculum Development Division coordinated the development of the material contained in this guide.

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COURSE STRUCTURE

Operations Section Chief, S-430 ALL RISK, is a 32 hour course designed to meet the training needs of an Operations Section Chief to manage ALL RISK incidents.

The course is designed to be presented in a lecture/discussion format with group exercises. This course meets all requirements of the FIRESCOPE ALL RISK Qualifications System for the position of Operations Section Chief.

For an individual to become fully qualified as an Operations Section Chief, the individual should also meet the standards set forth in the Wildland Fire Qualifications Subsystem, 310-1.

The Wildland Fire Qualifications Subsystem, 310-1, provides guidance and a national fire standard for establishing minimum training, skills, knowledge, experience, and physical fitness requirements for the participating agencies of the NWCG.

Along with the NWCG requirements, the FIRESCOPE Task Force Subgroup recommends for an Operations Section Chief to be qualified as "ALL RISK" within California, he or she meet the following minimum training pre-requisites:

- I-400, Advanced I.C.S., is required before taking S-430 and
- Must be Division/Group Supervisor I-339 qualified and
- Command or other General Staff position training and experience is highly recommended shortly before or after successfully completing S-430 ALL RISK.

This course has been developed by an interagency development group and is based upon NWCG curriculum from the National Interagency Fire Center, National Fire and Aviation Training Support Group, under authority of the National Wildfire Coordinating Group.

Material for an "ALL RISK" course approved by FIRESCOPE is available through CDF/OSFM State Fire Training.

This course identifies the basic S-430 Operations Section Chief fundamentals. Currently, some local government agencies in California are using a certification and qualification system. Position Task Books are supplied as reference material for this course, however, they are not required for CDF/OSFM State Fire Training certification.

Additional copies of this publication may be ordered from:

The California Department of Forestry and Fire Protection
Office of the State Fire Marshal (Training)
P.O. Box 944246, Sacramento, CA 94244-2460

Or

Office of Emergency Services
Document Control
2524 Mulberry Street
Riverside, CA 92501

- CDF/State Fire Training (916) 445-8500
- OES (FIRESCOPE) (909) 782-4174
- OES (FAX) (909) 782-4239

This section contains instructions and information essential in making an effective presentation. This section should be read thoroughly prior to the course presentation. These instructions are specific for this course, Operations Section Chief, S-430 ALL RISK.

Description of the Performance—Based System

The FIRESCOPE ALL RISK Qualifications System is a "performance-based" qualifications system. In this system, the primary criteria for qualification is individual performance as observed by an evaluator using approved standards. This system differs from previous qualifications systems which have been "training based." Training-based systems use the completion of training courses or a passing score on an examination as a primary criteria for qualification.

A performance based system has two advantages over a training-based system:

1. Qualification is based upon real performance, as measured on the job, versus perceived performance, as measured by an examination or classroom activities.

The components of the FIRESCOPE ALL RISK qualifications system are as follows:

FIRESCOPE ALL RISK POSITION TASK BOOK

Position Task Books (PTB) contain all critical tasks which are required to perform the job. PTB's have been designed in a format which will allow documentation of a trainee's ability to perform each task. Successful completion of all tasks required of the position, as determined by an evaluator, will be the basis for recommending certification.

IMPORTANT NOTE: Training requirements include completion of all required training courses prior to certification of a PTB. Use of the suggested training courses or job aids is recommended to prepare the trainee to perform in the position.

Training Courses and Job Aids provide the specific skills and knowledge required to perform tasks as prescribed in the PTB.

Agency Certification is issued by departments and agencies that certify by FIREScope standards that the individual is qualified to perform in a specified position.

A Job Aid is provided for reference and course study.

2. Responsibilities

The department or agency is responsible for selecting qualified trainees, initiation and proper use of task books, and certification of trainees.

INSTRUCTOR REQUIREMENTS

INSTRUCTOR PREREQUISITES

This course needs to be presented by individuals fully qualified as Operations Section Chief, who have several years of experience in the position of Operations Section Chief.

NOTE: The ideal situation for presentation of this course is to have several well-qualified Operations Section Chiefs from different agencies. Instructors should have an ALL RISK background. A team teaching format is recommended.

The instructors must be good facilitators and demonstrate good instructional skills. It is highly recommended that these individuals have attended instructor training courses as defined and established by CDF/OSFM State Fire Training Instructor Qualifications Guidelines.

TRAINEE TARGET GROUP

This course is intended for individuals who have shown an interest, demonstrated the necessary skills, and met all the prerequisites, including established minimum training, skills, knowledge, experience, and physical fitness requirements for the position of Operations Section Chief ALL RISK.

TRAINEE PREREQUISITES

Along with the NWCG Requirements, the FIRESCOPE Board of Directors recommends for an Operations Section Chief to be qualified as "ALL RISK" within California, he or she meet the following minimum training pre-requisites:

- I-400, Advanced I.C.S., is required before taking S-430 and
- Must be Division/Group Supervisor I-339 qualified and
- Command and General Staff I-420 is highly recommended after receiving S-430.

EVALUATION

The instructor will evaluate the individual trainees as they participate as part of the group in working through exercises. A set of criteria should be made up by each individual instructor to accomplish this task. This criteria should include:

1. Participation by each individual in the group
2. Goal oriented methods of reaching the objective of the exercise
3. Knowledge of subject matter
4. Verbalizing and cooperative sharing of ideas
5. Development and discussion of alternatives
6. Demonstration of leadership vs. passive participation

The course has a final examination covering all units. A passing grade is 80%.

CLASS REQUIREMENTS AND SPACE

The characteristics of the classroom and support facilities have a great impact on the learning environment and the instructor's success or failure. For this course it is advisable for the instructor to adhere as closely as possible to the following guidelines.

EQUIPMENT:

- (1) Computer and audiovisual equipment to present PowerPoint® presentations
- (2) Appropriate video equipment and screen
- (3) Overhead projector if not using PowerPoint

Note: If you're not using PowerPoint you will need to copy Appendix A to overhead transparency sheets

MATERIALS:

The following materials should be obtained to successfully conduct this course. Materials are obtained from the California Department of Forestry & Fire Protection/Office of the State Fire Marshal Training, P.O. Box 944246, Sacramento, CA 94244-2460 and/or (Office of Emergency Services, Document Control, 2524 Mulberry Street, Riverside, CA 92501)

- CDF/State Fire Training (916) 445-8500
- OES (FIRESCOPE) (909) 782-4174
- OES (FAX) (909) 782-4239

- (1) Instructor Guide
- (2) Video
- (3) Selected Wall Mount Size ICS Forms and regular ICS Forms:

- a. ICS 201 Incident Briefing
- b. ICS 202 Incident Objectives
- c. ICS 203 Organizational Assignment List
- d. ICS 204 Division Assignment List
- e. ICS 215 Operational Planning Worksheet (Include Wall Mount)
- f. ICS 215A LCES Analysis of Tactical Applications (Include Wall Mount)
- g. ICS 215G Operational Planning Worksheet (generic) (Include Wall Mount)
- h. ICS 215W Operational Planning Worksheet (wildland) (Include Wall Mount)
- i. ICS 215M Incident Resource Projection Matrix (Draft)
- j. ICS 220 Air Operations Summary Worksheet

- (4) Student Manual for each student
- (5) S-430 ALL RISK pocket size Job Aid Reference Guide
- (6) Each student to bring a Field Operations Guide ICS 420-1 for use during the course

- (7) J-430, Job Aid Reference Document
- (8) Operations Section Chief Position Task Book (PTB)
- (4) Whiteboard, Flip chart, office supplies

Suggested Student Reference in the NWCG Fireline Handbook, NWCG 410-1 is available through NWCG.

INTRODUCTION TO THE MANUAL

This publication is intended to serve as an instructor guide and includes lesson plans, a slide index, student activities, and quizzes. Suggested application methods have been identified throughout the lessons for you to use during your presentation.

INSTRUCTOR GUIDE

Material on these pages is intended to serve as an outline of instruction in lesson plan form. For each topic identified in the course outline, a lesson plan has been developed that contains: a time frame, level of instruction, behavioral objective, materials needed, references, preparation statement, and lesson content.

- **TIME FRAME:** The estimated duration required for in-class presentation.
- **LEVEL OF INSTRUCTION:** Identifies the instructional level which the material was designed to fulfill. Obviously, you have the latitude to increase the level based on available time, local conditions, and the students' apperceptive base.
- **BEHAVIORAL OBJECTIVE:** The behavioral objective is a statement of the student's performance desired at the end of instruction. You must ensure that enough information is given in the presentation and/or activities to enable the student to perform according to the goal.
- **MATERIALS NEEDED:** This should be a complete list of everything you will need to present the lesson, including visual aids, quizzes, and so on.
- **REFERENCES:** These are the specific references the curriculum development team utilized when developing the lesson plan. In addition, references may be listed as additional study aids for instructors to enhance the lesson -- books, manuals, bulletins, scripts, visual aid utilization plans and the like.
- **PREPARATION:** The motivational statements in this section connect the student with the lesson plan topic through examples or illustrations relating to their occupation, injury, and even mortality. You may modify this section to better fit your students' environment.
- **LESSON CONTENT:** Includes information utilized in the four-step method of instruction.

TECHNICAL LESSON PLANS

Presentation	Application
Everything you say or display	Everything the student participates in
Content	Questions
Notes	Classroom Exercises
	Audiovisual Cues

MANIPULATIVE LESSON PLANS

Operations	Key Points
Actions to be performed	The "how" or tricks of the trade
	Safety practices

APPENDIX A – Slide Index

- Each of these slides are included (printed three to a page) in the student manual or student supplement. These slides are also available as a PowerPoint® presentation on CD-ROM from State Fire Training
- The information within the course is designed for presentation with minimal use of commercially or locally developed films, slides, and videos. This does not mean you are prohibited from using audio/visual aids during the course. You are encouraged to use any audio/visual that will assist in the presentation of material and attainment of performance goals.

APPENDIX B – Instructor Exams

- Course exams with answer keys.

APPENDIX C – Student Exams

- Course exam masters to copy for your students. Keep these in good condition to use for future classes. Collect these exams after they have been graded and discussed in class. Do not let the students keep them since you will be using the same exams for your next class.

APPENDIX D – Blank ICS Forms

APPENDIX E – Handouts

APPENDIX F – Scenario Exercises

Additional appendices may be added as necessary to meet minimum course requirements.

State Fire Training gladly accepts your
comments and suggestions for future
enhancements or revisions to this document.

Please forward to:

CDF/State Fire Training

Curriculum Development Division

4501 State Highway 104

lone, California 95640-9705

COURSE OUTLINE

COURSE TITLE: INCIDENT COMMAND SYSTEM
S-430 Operations Section Chief – ALL RISK

COURSE OBJECTIVES: To...

- a. Describe the job of the Operations Section Chief as it applies to planning, supervision and coordination.
- b. Enable the student to assess incident assignments and determine immediate needs and actions.
- c. Enable the student to prepare for and participate in strategy meetings.
- d. Enable the student to prepare for and participate in planning meetings to develop the Incident Action Plan.
- e. Enable the student to assist in the development, approval and implementation of the Demobilization Plan.
- f. Enable the student to participate in an Operational Period Briefing.
- g. Enable the student to manage and adjust the operations organization.
- h. Provide the student with a an understanding of why and when tactics may need to be adjusted.
- i. Describe the role of the OSC in risk assessment and safety management.
- j. Demonstrate how to successfully coordinate internal relations.
- k. Demonstrate how to successfully coordinate external relations.

COURSE CONTENT:32:00 HOURS

UNIT 1: COURSE INTRODUCTION

- 1. Course Introduction 1:00
- 2. Operations Section Chief Role & Responsibilities 2:00

UNIT 2: PLANNING

1.	Management Cycle	2:00
2.	Information Gathering.....	1:00
3.	Strategy and Planning	2:00
4.	Structure Protection Planning.....	2:00
5.	Demobilization Planning.....	0:30

UNIT 3: SUPERVISION

1.	Supervision and Communication.....	2:00
2.	Managing and Adjusting the Operations.....	2:00
3.	Risk Assessment and Safety Management.....	1:00

UNIT 4: COORDINATION

1.	Personnel Interaction	7:00
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CALENDAR OF EVENTS

SCHEDULE

Day One

Date: _____

Topics: Welcome and Introduction
OSC Roles & Responsibilities
Management Cycle

Day Two

Date: _____

Topics: Management Cycle (con't)
Information Gathering
Strategy and Planning
Structure Protection Planning
Demobilization
Optional Night Session
Fire Fatality Case Studies

Day Three

Date: _____

Topics: Supervision and Communications
Managing and Adjusting the Operations Section
Risk Assessment and Safety
Nance Exercise
Optional Night Session
Multimedia Interactive 215

Video: Nance Canyon Fire

Day Four

Date: _____

Topic: Nance Exercise (con't)
Personnel Interaction
Internal/External Relations
Cajon Exercise
Review for Final

Video: Cajon Pass Train Derailment

Day Five

Date: _____

Topic: Cajon Exercise (con't)
Job Aide/Task Books
Final Exam
Wrap Up and Critique



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

COURSE INTRODUCTION

TOPIC: COURSE INTRODUCTION

TIME FRAME: 1 Hour

LEVEL OF INSTRUCTION: Level I

BEHAVIORAL OBJECTIVE:

Condition: A written examination

Behavior: Students will be introduced, student expectations will be identified and discussed, and course objectives will be presented. Use of Job Aid and Position Task Book will be explained.

Standard: With a minimum 80% accuracy according to the information contained in S-430 Operations Section Chief, ALL RISK, FIRESCOPE, May 1999

MATERIALS NEEDED:

- Overhead/slide projector/PowerPoint
- Easel
- Marking pens
- Operations Section Chief Position Task Book (PTB)
- ICS 420-1 Field Operations Guide
- Slide 1-1-1
- OSC Student Manual Text
- J-430 Job Aid Reference Document
- Video (optional)

REFERENCES:

- S-430 Operations Section Chief, ALL RISK, FIRESCOPE, May 1999, Unit 1

PREPARATION:

Having students get acquainted and express their expectations of the course will make a smooth transition into the presentation of the course content.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

COURSE INTRODUCTION

PRESENTATION

APPLICATION

I. INTRODUCTIONS

A. Instructors

1. Brief background

B. Students

1. Self introductions
2. Experiences
3. Why be an Operations Section Chief?
4. Student expectations for the course

C. Discuss examination grading standards and expectations for participation in group exercises

II. INTRODUCTION VIDEO

NOTE: Show Video to emphasize resource coordination, incident complexity, and cost of a large or complex incident

III. COURSE OBJECTIVE

- #### A. Given a specific ALL RISK Incident situation; perform the role of an Operations Section Chief as it applies to planning, supervision, and coordination

VIDEO
(Instructor option)

**SL 1-1-1
(COURSE
OBJECTIVES)**

IV. BACKGROUND OF "ALL RISK" CURRICULUM

- #### A. Diverse cadre of course developers with strong background as OSC's



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

COURSE INTRODUCTION

PRESENTATION	APPLICATION
<p>B. Rewrite of NWCG curriculum to satisfy California's ALL RISK needs</p> <ol style="list-style-type: none">1. California's document is meant to be specific to our needs, if a pure wildland flavor is desirable use NWCG's curriculum <p>V. POSITION TASK BOOK (PTB)</p> <p>A. Document completion of critical tasks required of the position as observed by an evaluator</p> <p>B. Individual departments must individually adopt PTB as their training standard</p> <ol style="list-style-type: none">1. Integral part of "performanced based" system adopted by the federal agencies <p>C. To be issued a PTB, the training course for that position must be successfully completed</p> <p>VI. J-430 JOB AID REFERENCE DOCUMENT</p> <p>A. Designed to compliment the PTB</p> <p>B. On-the-job reference guide</p> <p>C. ALL RISK document</p> <p>NOTE: At this time, hand out PTB's and job aids to students</p>	



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

COURSE INTRODUCTION

SUMMARY:

In this unit, students were given an opportunity to introduce themselves and express their expectations for the course. The use of the Job Aid and Position Task Book was discussed. The course objective was discussed and historical background was shared.

EVALUATION:

A written examination given at the end of the course which will require a minimum score of 80% for successful completion.

ASSIGNMENT:

None



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

COURSE INTRODUCTION

TOPIC: OPERATIONS SECTION CHIEF ROLE & RESPONSIBILITIES

TIME FRAME: 2 Hours

LEVEL OF INSTRUCTION: Level II

BEHAVIORAL OBJECTIVE:

Condition: A written examination

Behavior: The student will confirm a knowledge of the Operations Section Chief's roles and responsibilities as they apply to planning, supervision and coordination

Standard: With a minimum 80% accuracy according to the information contained in S-430 Operations Section Chief, ALL RISK, FIRESCOPE, May 1999

MATERIALS NEEDED:

- Overhead projector/slide projector/PowerPoint
- Operations Section Chief Position Task Book (PTB)
- ICS 420-1 Field Operations Guide
- Slides 1-2-1 through 1-2-9
- OSC Student Manual
- J-430 Job Aid Reference Document

REFERENCES:

- S-430 Operations Section Chief, ALL RISK, FIRESCOPE, May 1999, Unit 1



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

COURSE INTRODUCTION

PREPARATION:

The Operations Section Chief is responsible for tactically executing the Incident Action Plan (IAP) in a safe and effective manner. In accomplishing tactics, the OSC mitigates or controls the emergency and is accomplishing the primary mission of emergency response. The OSC must be a leader, manager, coordinator, and very importantly, an excellent planner. Effective and respected leadership of emergency workers is a primary role of the OSC. The best OSC's will lead by positive example and be a team player. Workers will follow that example and be motivated by the Chief. Additionally, the OSC must effectively manage and coordinate all kinds of resources often numbering into the hundreds. Lastly, the OSC must not only supervise or lead emergency workers, but must plan tactical activities for future operational periods. The job is very complex and demanding. In addition, the OSC must be a frugal, cost-effective manager of costly taxpayer supported resources.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

OPERATIONS SECTION CHIEF
ROLE & RESPONSIBILITIES

PRESENTATION	APPLICATION
<p>E. OSC is responsible for:</p> <ol style="list-style-type: none">1. Tactics employed on the incident2. Gather information and formulate the Tactical Plan for the IAP for each Operational Period3. Supervision<ol style="list-style-type: none">a) Branch Directorsb) Division/Group Supervisorsc) Air Operations Organizationd) Staging arease) Deputy OSC4. Coordination with<ol style="list-style-type: none">a) Command andb) General staffc) Subordinatesd) Agency Representativese) Resources Advisorsf) Local Officialsg) Mediah) Publici) Technical Specialistsj) Training Specialists <p>III. KEY ELEMENTS OF THE OPERATIONS SECTION CHIEF'S POSITION</p>	



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

OPERATIONS SECTION CHIEF
ROLE & RESPONSIBILITIES

PRESENTATION	APPLICATION
<p>A. Obtain and assemble information and materials</p> <ol style="list-style-type: none">1. Clipboards, checklist, forms, etc.2. Create a management and personal kit<ol style="list-style-type: none">a) The kits are assembled and prepared prior to receiving an assignmentb) The kit contains critical itemsc) Function during the first 48 hoursd) Easily transportablee) Within agency weight limitation <p>NOTE: Discuss weight limitations i.e., Federal policy, USAR, and manifesting</p> <p>B. Provide for the safety and welfare of assigned resources during the entire period of supervision</p> <ol style="list-style-type: none">1. Standard Fire Orders2. LCES3. Watch Out Situations4. Local Agency Policy <p>C. Establish and maintain positive interpersonal and interagency working relationships</p>	<p>SL 1-2-5 THROUGH SL 1-2-10 (KEY ELEMENTS OF OSC'S POSITION)</p> <p>Ask students for examples of kit contents</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

OPERATIONS SECTION CHIEF
ROLE & RESPONSIBILITIES

PRESENTATION	APPLICATION
<p>NOTE: Discuss role of Human Resource Specialist</p> <ul style="list-style-type: none">D. Obtain complete information from Communications Center upon initial activationE. Gather information necessary to assess incident assignment and determine immediate needs and actionsF. Obtain a briefing from the Agency Administrator or outgoing Incident Commander. Receive Incident Commander's ICS Form 201 Incident Briefing.<ul style="list-style-type: none">1. ICS 201 information needs to be shared among all functionsG. Obtain a briefing from your Incident Commander. This should be one-on-one or in an Incident Management Team Strategy MeetingH. Collect information from the outgoing Operations Section Chief, Initial Incident Commander or other personnel responsible for previous incident managementI. Prepare for Planning Meetings<ul style="list-style-type: none">1. Utilize ICS 215's and meet time framesJ. Evaluate and monitor the current situationK. Personally observe and review current operations to update tactics for the next Operational Period Planning MeetingL. Regularly evaluate resource status and tactical needs to determine if resource assignments are appropriate<ul style="list-style-type: none">1. Update "T" card status by keeping Resource Unit advisedM. Participate in preparation of the Incident Action Plan	



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

OPERATIONS SECTION CHIEF
ROLE & RESPONSIBILITIES

PRESENTATION	APPLICATION
<p>N. Present the Operations portion of the briefing, particularly emphasizing any changes from the written Incident Action Plan</p> <ol style="list-style-type: none">1. Review IAP and safety points - highlight changes <p>O. Interact and coordinate with all team members and functions</p> <p>P. Supervise and adjust operations organization and tactics as necessary, based on changes in incident situation and resource status</p> <ol style="list-style-type: none">1. Consider Contingency Plan <p>Q. Coordinate with other Operations Section Chiefs for shift changes and relief</p> <p>R. Evaluate the overall effectiveness of the Incident Action Plan and adjust as necessary</p> <p>S. Include technical information to plan/organize tactical operations</p> <p>T. Update the Incident Commander on current accomplishments and/or problems</p> <ol style="list-style-type: none">1. Keep IC informed. No surprises <p>U. Complete a Unit Log, ICS Form 214, for each Operational Period</p> <p>V. Report and record special events, i.e., incidents, accidents, political contacts</p> <p>W. Ensure that all personnel and equipment time records are complete and have been submitted to the Finance/Administration as required</p>	



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

OPERATIONS SECTION CHIEF
ROLE & RESPONSIBILITIES

SUMMARY:

In this unit you were presented with the unit objectives; knowledge of the OSC's roles and responsibilities as they apply to Planning, Supervision and Coordination. Introductions of Instructors and students were made and students described their expectations of the class. You were told of the requirements to successfully pass the course; 80% minimum score on the written exam and active participation in the group exercises. Responsibilities of the OSC were discussed to include; developing a work kit, providing for the safety and welfare of the resources assigned, evaluating resource status, team interaction, and demobilization.

EVALUATION:

A written examination given at the end of the course which will require a minimum score of 80% for successful completion.

ASSIGNMENT:

None



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

PLANNING

TOPIC: MANAGEMENT CYCLE

TIME FRAME: 2 Hours

LEVEL OF INSTRUCTION: Level II

BEHAVIORAL OBJECTIVE:

Condition: A written final examination

Behavior: The student will confirm a knowledge of the Management Cycle as it pertains to planning

Standard: With a minimum 80% accuracy according to the information contained in S-430 Operations Section Chief, ALL RISK, Unit 2, Management Cycle

MATERIALS NEEDED:

- Overhead/Slide projector/PowerPoint
- Slides 2-1-1 through 2-1-14
- Handouts 2-1-1 through 2-1-3
- ICS 420-1 Field Operations Guide
- Easel
- Marking Pens
- Operations Section Chief Position Task Book (PTB)
- OSC Student Manual
- J-430 Job Aid Reference Document

REFERENCES:

- S-430 Operations Section Chief, ALL RISK

PREPARATION:

The Management Cycle is a key process that the Operations Section Chief must develop if he/she is to be a successful planner. We will compare various operational period schedules and how they relate to the planning process.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGEMENT CYCLE

PRESENTATION

APPLICATION

I. UNIT OBJECTIVES

- A. Understand how the management cycle is applied to the OSC's job
- B. Understand the OSC's role in resource planning
- C. Gather information necessary to assess incident assignments and determine immediate needs and actions
- D. Prepare for and participate in strategy meetings
- E. Develop the tactical portion of the Incident Action Plan. Reason: OSC develops more tactical objectives in developing a total tactical plan
- F. Assist in the development, approval and implementation of the Demobilization Plan

**SL 2-1-1 THROUGH
SL 2-1-2
(UNIT OBJECTIVES)**

**SL 2-1-3
(THE MANAGEMENT
CYCLE)**

II. THE MANAGEMENT CYCLE

- A. A thought process used in problem solving
- B. Should happen quite rapidly as a mental exercise
- C. Used as a step by step checklist
- D. Once familiar the steps become automatic
- E. The six components of the Management Cycle are:



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGEMENT CYCLE

PRESENTATION

APPLICATION

1. Planning
2. Organizing
3. Staffing
4. Directing
5. Controlling
6. Evaluating

III. PLANNING

- A. Determining the objectives and deciding which resources should be utilized in the most effective and economical manner to achieve those objectives
- B. It is a mental process of evaluating the situation and meshing the resources in a realistic way to achieve the desired goal
- C. The elements of planning are:

1. Objectives: The strategy statement as laid out by the Incident Commander on the ICS Form 201 Incident Briefing or ICS Form 202 Incident Objectives

**SL 2-1-4
(MANAGEMENT
CYCLE WHEEL)**

**SL 2-1-5
(ELEMENTS OF
PLANNING)**



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGEMENT CYCLE

PRESENTATION

APPLICATION

2. Policies: Within the Incident Command System, policies are contained in the Field Operations Guide and in the Position Manuals of the various functions of the Incident Command System organization. Agency policies also need to be addressed and adhered to.
 3. Procedures: The procedures that are to be followed are outlined during the training for the Incident Command System functions as well as during basic training that has been received by all fire and emergency personnel
 4. Tactics: The methods or tasks that are used to accomplish objectives
- D. The importance of Planning to the Incident Command System
1. Planning is vital during the initial course of action. It will directly affect the final outcome of the incident
 2. The strategic control points that will be discussed later in the Management Cycle are established during the planning process
- E. Planning for resources
1. The three types to consider are:
 - a) Ground resources

Ask students for examples of All Risk resources

**SL 2-1-6
(TYPES OF
OPERATIONS
RESOURCES)**



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGEMENT CYCLE

PRESENTATION	APPLICATION
<p>b) Air</p> <p>c) Staging</p> <p>IV. ORGANIZING</p> <p>A. Organizing is a structured method whereby managers bring together essential resources and incorporate them into a formalized relationship</p> <p>B. The organization established in the Incident Command System is the mechanism for grouping activities together</p> <p>1. It establishes relationships between functions</p>	<p>SL 2-1-7 (ORGANIZING)</p> <p>Example of All Risk IAP's if available</p>
<p>V. STAFFING</p> <p>A. The assignment of resources to identified organizational needs</p> <p>1. Personnel staffing</p> <p>a) Personnel are evaluated according to their experience, education and other pertinent information for assignment into individual functions in the Incident Command System</p> <p>b) The ICS Qualification System establishes minimum standards of qualification. There is no guarantee of success, only an indication of training and experience</p>	<p>SL 2-1-8 (STAFFING)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGEMENT CYCLE

PRESENTATION	APPLICATION
<ul style="list-style-type: none">c) Use the most qualified people in lead positions <p>2. Apparatus staffing</p> <ul style="list-style-type: none">a) Apparatus are the basic functional units used to identify tasks in emergency operations. <p>NOTE: Discuss resources used in All Risk incidents Refer to ICS 420-1, page 11-2</p> <ul style="list-style-type: none">1) Examples are engines, hand crews, helicopters, ambulances, USAR, water craft, sand bagging machinery, and confined space equipmentb) Apparatus should be evaluated on the capabilities of the crew and the apparatus to accomplish the assigned task, not the experience of the crew leader	
<p>VI. DIRECTING</p> <ul style="list-style-type: none">A. Guiding, communicating and supervising the efforts of subordinates toward the attainment of specified objectivesB. An important part of directing subordinates is motivation<ul style="list-style-type: none">1. Positive motivation implicitly promises some kind of a reward at the end of a taskExamples: certificates of appreciation, pins, patches<ul style="list-style-type: none">2. Negative motivation implicitly promises some sort of a punishment if the task or assignment is not completed	<p>SL 2-1-9 (DIRECTING)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGEMENT CYCLE

PRESENTATION	APPLICATION
<p>Examples: poor performance rating, unsatisfactory demob from incident</p> <p>C. Leadership styles</p> <ol style="list-style-type: none">1. Autocratic. It is a one-way street with information flowing downhill2. Laissez-faire is a go-your-own-way system that relies on all members of the organization working towards a common goal and moving in the proper direction3. Democratic or participative management. Is where objectives and organization are established at the top with information constantly flowing up from the bottom as to progress and needs. These needs are then addressed by top management with information then flowing back down the chain4. Delegation<ol style="list-style-type: none">a) Assign the divisions of labor. More specifically, do not tie up the top end of the organization with the intimate details that are required to accomplish an individual task.b) Delegation uses the knowledge of others. It facilitates timely completion of tasks without unnecessary delay, and enhances training and personal developmentc) It provides a more meaningful work environment	



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGEMENT CYCLE

PRESENTATION

APPLICATION

VII. CONTROLLING

- A. Evaluating the performance of an organization or its components by applying the necessary corrections to make sure that the performance constantly supports the established objectives
- B. Steps in establishing control
 - 1. Establish standards of performance, generally based on accepted norms
 - 2. Compare the actual results with the established standards
 - 3. Make adjustments as necessary
- C. Strategic control points
 - 1. IC sets as Incident Objectives
 - 2. In each operation there are certain critical points that must be achieved in order to have an effective operation. These are called strategic control points
 - 3. An example: In a structure fire, it is necessary to locate, confine, and extinguish the fire. The strategic control points in this example would be
 - a) Locate the source of the fire
 - b) Confine the fire to its source area

**SL 2-1-10
(CONTROLLING)**

Reference ICS 420-1,
page 6-2, Position
Checklist OSC
Position Task Book



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGEMENT CYCLE

PRESENTATION

APPLICATION

c) Extinguish the fire

D. Tactical control points

1. Tactical control points are used by the OSC to compare actual tactical accomplishments to planned tactical activities
2. They are simple evaluation thresholds as defined by the OSC that alert the OSC when tactical activities meet, or fail to meet, expectations
 - a) Examples of not meeting expectations might include delays in implementing air tactics, providing air supply at a confined space emergency, failure to find victims at an USAR incident, etc.
 - b) Examples of exceeding expectations might be excess resources
3. OSC's should continually develop and analyze tactical control points

VIII. EVALUATING

- A. Determining whether the existing plan is adequate based on a comparison of planned objectives and actual incident results
- B. It must be done objectively
 1. Evaluation should always judge the effectiveness of the objectives for the plan that are in force during the incident, whether it be the fire protection plan, the police protection plan or the emergency medical plan

**SL 2-1-11
(EVALUATING)**



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGEMENT CYCLE

PRESENTATION

APPLICATION

2. Evaluation should use current accepted standards. Heroics should be considered the exception and not the rule in performance at emergencies

IX. ESTABLISH OPERATIONAL PERIOD SCHEDULE

Refer to page ____
Student Manual
ICS 420-1, page 6-23
(Planning Cycle)

**SL 2-1-12
(12 HR.
OPERATIONAL
PERIOD WHEEL)**

- A. Discuss 12 hour operational period

**SL 2-1-13
(12 HR.
OPERATIONAL
PERIOD BAR
GRAPH)**

NOTE: Keep discussion to a minimum
Discussion point
Policy and Procedures vary with Departments

**SL 2-1-14
(24 HRS.
OPERATIONAL
PERIOD WHEEL)**

- B. Discuss 24 hour operational period

**SL 2-1-15
(24 HR.
OPERATIONAL
PERIOD BAR
GRAPH)**

1. Work, rest, and fatigue study



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGEMENT CYCLE

PRESENTATION

APPLICATION

C. Discuss variations in operational periods

1. High rise
2. USAR
3. Confined space
4. Swift water
5. HazMat

**HO 2-1-1
(12 Hr. Operational
Period)**

**HO 2-1-2
(24 Hr. Operational
Period)**

NOTE: Explain and discuss 12 and 24 hour operational shifts and their application to ALL RISK incidents

**HO 2-1-3
(WORK, REST, AND
FATIGUE STUDY)**



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGEMENT CYCLE

SUMMARY:

In this section we have learned how the Management Cycle is necessary for the planning process to occur. We have identified how each component relates to an ICS ALL RISK incident. We have compared various operational periods for the benefits of each

EVALUATION:

A written examination given at the end of the course which will require a minimum score of 80% for successful completion.

ASSIGNMENT:

Review and memorize the six components of the Management Cycle.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

PLANNING

TOPIC: INFORMATION GATHERING

TIME FRAME: 1 Hour

LEVEL OF INSTRUCTION: Level II

BEHAVIORAL OBJECTIVE:

Condition: A written examination

Behavior: The student will confirm a knowledge of how to gather information necessary to perform as an Operations Section Chief and develop a tactical plan necessary to manage an incident

Standard: With a minimum 80% accuracy according to the information contained in S-430 Operations Section Chief, ALL RISK, FIRESCOPE, May 1999

MATERIALS NEEDED:

- WFSA and Agency Administrator Briefing (Blank)
- VCR, monitor
- Overhead/slide projector/PowerPoint
- ICS 420-I Field Operations Guide
- Slides 2-2-1 through 2-2-6
- Handouts 2-2-1 through 2-2-3
- Video: Agency Administrator Briefing
- OSC Job Aid
- Easel
- Marking pens
- Operations Section Chief Position Task Book (PTB)
- OSC Student Manual Text
- J-430 Job Aid Reference Document

REFERENCES:

- Wildland Fire Situation Analysis Program



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

PLANNING

PREPARATION:

It is important that the Operations Section Chief gather all available information. There are numerous sources of information available to assist the OSC in developing a mental picture of an escalating incident. Having the best information available will enable the OSC to organize a successful tactical plan.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

INFORMATION GATHERING

PRESENTATION

APPLICATION

I. INFORMATION GATHERING

- A. Information gathering is essential to your success as an Operations Section Chief
1. You must have a mental "picture" of the development of the incident
 2. Incident conditions like predicted weather, enable you to forecast the future development of the incident
 3. Based on the Agency Administrator Briefing, current conditions and your "prediction," you develop a plan of action
 4. Based on the plan of action, you may order additional resources
 - a) Ensure orders are placed through a single ordering point
 5. You must plan ahead. If the Operations Section Chief can't or won't plan ahead, the team will be playing catch-up throughout the incident. This is a formula for failure
 6. Information is a two way flow
 - a) Situation Unit Leader debriefs Division Supervisors
 - b) Division and OSC debrief each other

SL 2-2-1 (INFORMATION GATHERING)

Reference: J-430 Pg.
28
(Debriefing Form)



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

INFORMATION GATHERING

PRESENTATION

APPLICATION

B. There are many sources of information necessary for initial incident assessment, such as:

1. Agency Administrator Briefing – The Agency Administrator is: A Chief Executive Officer (or designee) of the agency or jurisdiction that has responsibility for the incident

a) Incident Commander is responsible and reports to the Agency Administrator

**SL 2-2-2
(SOURCES OF
INFORMATION)**

**SL 2-2-3
(IC REPORTS TO
AGENCY
ADMINISTRATOR)**

NOTE: Definition from ICS 420-1, page 12-1

- b) This is your best opportunity for information transfer. This briefing becomes your marching orders
- c) You will develop your information—gathering methods as your experience grows
- d) You may not get all the information you desire from the briefing
 - 1) Agency administrators, such as mayor, city manager, fire chief, public works director, etc. may not have all of the information that is required
 - 2) May be hurried, disorganized
 - 3) Ask for reference to someone who can answer your question(s)



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

INFORMATION GATHERING

PRESENTATION	APPLICATION
<p>4) Much of the information in the briefing won't be specific to the Operations Section, but will still be useful to you</p> <p>2. Debriefing of the Initial Attack Incident Commander or current team using ICS Form 201 Incident Briefing</p> <p>3. Technical Specialists</p> <p>a) Answer: Recommended they report to Plans</p> <p>NOTE: Discuss the use of "Incident Transition Forms" including the Wildland Fire Situation Analysis</p> <p>b) Record information on ICS 214 (Unit Log)</p> <p>1) Information contained on the ICS 214 is subject to the "Freedom of Information Act"</p> <p>NOTE: Hand out Wildland Fire Situation Analysis (WFSA) for NANCE (scenario #1). Discuss 10 minutes. Hand out Delegation of Authority for NANCE. Discuss for 10 minutes. Have the students keep them for future use</p> <p>HO 2-2-1 (WFSA)NANCE</p> <p>HO 2-2-2 HO(Delegation of Authority) NANCE</p> <p>HO 2-2-3 (Blank Agency Administrator Briefing)</p> <p>4. Critical information is contained in the Wildland Fire Situation Analysis (WFSA) a Federal specific form and the Delegation of Authority. These are used by agencies for planning and</p>	<p>Who do they work for?</p> <p>Show Agency Administrator Briefing Video (12.47 min.)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

INFORMATION GATHERING

PRESENTATION	APPLICATION
<p>cost estimation. Make sure you are familiar with both</p> <ol style="list-style-type: none">5. Ask questions of the Agency Administrator's staff who are usually present at the briefing <p>C. Debriefing of the Initial Attack Incident Commander (IAIC) or current team</p> <ol style="list-style-type: none">1. Be aware of the situation. IAIC/team may be tired, rushed or resentful. Treat with respect and sensitivity to the situation and you will receive the full benefit of their knowledge and experience2. Make the debriefing as concise as possible. Discuss the history of the incident3. Get a good briefing and understanding of incident objectives (strategy). These will be your marching orders<ol style="list-style-type: none">a) Current tactics and resource concerns4. The IAIC should provide the OSC with a completed ICS Form 201	
<p>NOTE: Review ICS Form 201</p> <p>D. Incident Commander Briefing</p> <ol style="list-style-type: none">1. This is an important step in information gathering2. The IC will set immediate priorities, make assignments, identify deficiencies in the incident intelligence, set time frames for meetings and set broad strategic objectives3. Establish operational period schedule	<p>SL 2-2-4 (IC BRIEFING)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

INFORMATION GATHERING

PRESENTATION

APPLICATION

6. Briefing from Planning, Finance, Administration, and Logistics Sections personnel



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

INFORMATION GATHERING

SUMMARY:

This unit discussed the manner in which information pertaining to the incident is gathered. The need to have a mental picture of the development of the incident was identified. Utilizing information from the Agency administrator, Initial Attack IC, local dispatch center, local agency personnel and reconnaissance will enable you to organize a tactical plan for the incident.

EVALUATION:

A written examination will be given at the end of the course which will require a minimum score of 80% for successful completion.

ASSIGNMENT:

None



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

PLANNING

TOPIC: STRATEGY AND PLANNING

TIME FRAME: 2 Hour

LEVEL OF INSTRUCTION: Level II

BEHAVIORAL OBJECTIVE:

Condition: A written examination

Behavior: The student will confirm a knowledge of how to incorporate information in to the planning process to develop the IAP

Standard: With a minimum 80% accuracy according to the information contained in S-430 Operations Section Chief , Unit 2

MATERIALS NEEDED:

- Overhead/slide projector/PowerPoint
- ICS 420-1 Field Operations Guide
- Slides 2-3-1 through 2-3-8
- Handouts: 2-3-1 through 2-3-2
- Easel
- Marking pens
- Operations Section Chief Position Task Book (PTB)
- OSC Student Manual Text
- J-430 Job Aid Reference Document
- Scenario Exercise 2-3-1

REFERENCES:

- S-430 Operations Section Chief ALL RISK
- ICS 420-1

PREPARATION:

An effective Operations Section Chief must understand how to gather information necessary for the development of the Incident Action Plan. This unit describes how the OSC develops information and processes it through the plans meeting for development of the IAP



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRATEGY AND PLANNING

I. STRATEGY MEETINGS

A. What is strategy

NOTE: Give a couple of examples of strategy you have worked with and/or developed

1. Strategy is the overall objectives for managing the incident given the direction(s) from the Agency Administrator/IC

B. What is a Strategy Meeting?

1. This is when discussion and agreement on the Incident Objectives for management of the incident occurs
2. By its nature, the plan will be broad rather than specific. It is necessary to hold a Strategy Meeting prior to a Planning Meeting
3. The plan must reflect the priorities and constraints developed by the IC
4. The initial Strategy Meeting should be held after initial information gathering, Agency Administrator's Briefing, and IAIC Debriefing
5. On Federal jurisdiction, wildland incidents the WFSA will assist in determining the strategy for the initial and subsequent IAP's

C. Additional Strategy Meetings may be held throughout the course of the incident

1. Some teams hold one prior to every Planning Meeting. During the meetings, the team will review the incident objectives

**SL 2-3-1
(DEFINITION OF
STRATEGY)**



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRATEGY AND PLANNING

2. Other teams hold them on an as-needed basis
 3. Meetings must be held when a significant change is anticipated in the current strategy
 4. Strategy Meetings may be combined with Planning Meetings.
 5. IC will determine the frequency of strategy meetings
- D. The Operations Section Chief's role in the Strategy Meeting

1. Must be well prepared
 - a) Will have the Agency Administrator's directions
 - b) Will have the IAIC/current team's debriefing information
 - c) Will have information from other sources including recon and local sources
 - d) Will have updates from operational personnel
2. Present a summary of the current situation to the team
 - a) Time of day
 - b) Weather
 - c) Transportation routes
 - d) Occupancies

**SL 2-3-2
(OSC ROLE IN
STRATEGY
MEETING)**



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRATEGY AND PLANNING

- e) Other agencies needed
 - f) Resource availability
 - g) Specialized resources
 - h) Facilities
 - i) Anticipated problems
 - j) Safety issues
 - k) Expected duration of the incident
 - 1) Many of these items, such as duration, final size, etc., will be educated guesses based on the information on hand at the time
3. May present alternative(s)
4. After initial Strategy Meeting, OSC role may consist simply of a summary of current activities and any anticipated changes
- E. Other Command and General Staff Members will verify as to whether they can support the Incident Objectives developed from initial Strategy Meetings
- 1. Finance/Administration may identify that the anticipated costs will significantly exceed the Agency Administrator's directives
 - 2. Logistics needs to be able to support the type and amount of resources you require
- F. The Incident Commander will approve the final decision on the proposed strategy



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRATEGY AND PLANNING

II. PLANNING MEETINGS

- A. 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
 - 1. Held for each planned Operational Period
- B. Operations Section Chief's role in the Planning Meeting and development of the Incident Action Plan
 - 1. Be prepared
 - 2. Be on time
- C. What is the definition of Planning?

ANSWER:

- 1. Ordered sequence of events over a specific time period to meet the objectives of the incident
- D. The Incident Action Plan (IAP) is the "playbook" for the Operational Period. The IAP is the framework to the successful functioning of the Operational Period

**SL 2-3-3
(DEF. OF PLANNING
MTG.)**

**SL 2-3-4
(DEFINITION OF
PLANNING)**



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRATEGY AND PLANNING

1. The Planning Meeting is conducted by the Plans Chief and attended by Command and General Staff, Agency Administrator, Resource Unit Leader, Situation Unit Leader, Communication Unit Leader, Technical Specialists, Agency Representatives, and other invited participants
- E. The Operations Section Chief must be fully prepared for the Planning Meeting

SL 2-3-5 (OSC'S ROLE PRIOR TO PLANNING MEETING)

1. Must ensure, through the IC, that Incident Objectives are still valid. Obtain a copy of the Incident Objectives, (ICS Form 202) for the next Operational Period and validate it by discussion with Incident Staff
 - a) The OSC must complete ICS Form 215 or ICS 215G and ICS 215A at least 1 hour BEFORE Planning Meeting
 - 1) ICS 215A is completed in conjunction with Safety Officer
2. Must have current situation and resource status information from Branch Directors and Division/Group Supervisors; and on more complex incidents, Branch Directors, Air Tactical Group Supervisor, Air Operations Branch Director.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRATEGY AND PLANNING

**SL 2-3-6
(OSC MAY BE
ASKED TO
PRESENT)**

- a) Current location/status of resources
- b) Accomplishments – current and anticipated at Operational Period change
- c) OSC is responsible for tactical control points , establishing Division and Branch boundaries
- d) Identify new helispots, drop points, line location, and perimeters
- e) Safety concerns
- f) Recommended resource needs for next Operational Period
 - 1) Numbers and types of resources
 - 2) Values needing protection or attention
- g) Need for Technical Specialist
- h) Need for Unified Command
3. It is critical that this information be current
 - a) Insure that Division/Group Supervisors and Branch personnel know they will be expected to provide this information and when it is required
4. Obtain current and predicted weather forecasts
5. Planning Section will provide current incident status



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRATEGY AND PLANNING

- F. The Operations Section Chief summarizes the current situation for the Incident Management Team
1. Observed incident conditions
 2. Status of Branches, Divisions and Groups
 3. Significant accomplishments
 4. Problems encountered in meeting objectives
 5. Significant events
 6. Safety concerns
- G. The Operations Section Chief will work with the Planning Section to finalize the Operational Planning Worksheet, ICS Form 215W or 215G
- H. The following are the major elements of the Operational Planning Worksheet, ICS Form 215, that the Operations Section Chief is responsible for:
1. Establishing division boundaries and functional groups (branch boundaries on more complex incidents)
 - a) Natural barriers and breaks
 - b) Specific functional areas
 - c) Clockwise from point of origin in alphabetic order
 2. Identify staging areas

HO 2-3-1

Hand out example of completed 215W

**SL 2-3-7
(ICS 215W)**



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRATEGY AND PLANNING

3. Identify helispots
4. Identify resource needs to meet Incident Objectives
 - a) Specify kind: engines, dozers, hand crews, USAR Teams, HazMat companies, swift water equipment
 - b) Specify type: Type I Strike Team, Type II Strike Team, Task Forces, etc. if applicable
 - c) Specify amount of resources by Branches, Divisions, and Groups
 - d) Supervisory or overhead needs
5. Transportation needs and type
 - a) 1 hour to fly a 20 person crew
6. Drop off/pick up points and times
7. Work assignments (tactics). Pay attention to cost effectiveness, safety and environmental impacts when making assignments
 - a) Tactical objectives
 - b) Expected standards and limitations
 - c) Specialty tools/equipment needed
 - d) Specialized skills and experience needed

Ask students what other types could be used

Reference ICS 420-1,
Page 11-3



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRATEGY AND PLANNING

8. Special instructions: These may be specific to one Division/Group or applicable to all divisions. Special safety information and/or messages to be contained on the particular Division/Group ICS Form 204 under the Special Instructions Block
9. Keep assignments clear, concise and achievable
10. Keep changes from previous IAP to a minimum
 - a) The reason for this is that it maintains continuity and familiarity by using the same resources in the same division or area
- I. It is imperative to have the Logistics Section Chief present at all Planning Meetings
 1. The Logistics Section Chief should have updates on resource orders
 2. The Logistics Section Chief can have critical information, such as road conditions, and equipment availability
- J. Other requirements of the Operations Section Chief are to ensure completion of the Incident Action Plan including:
 1. Completion of Air Operations Summary Worksheet, ICS Form 220. This is usually done by the Air Operations Branch Director or the Air Support Group Supervisor

Reference J-430
Pg. 44 (ICS 220)



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRATEGY AND PLANNING

NOTE: OSC completes ICS 220 if Air Ops Branch Director is not staffed

2. Work with the Safety Officer to complete the Incident Safety Analysis (LCES), ICS Form 215A
 - a) LCES, hazardous conditions and safety concerns are analyzed and mitigated on the ICS 215A
 - b) Once hazards are identified, ensure that mitigation measures are identified and documented on ICS 204, Division Assignment Lists
 - 1) Responsibility of Planning Section
 - c) If hazards cannot be mitigated, adjust tactics

Ask students who completes the ICS 220 if this position is not filled?

**SL 2-3-8
(LCES)**

**HO 2-3-2
(BLANK 215A)**

**SL 2-3-9
(BLANK 215A)**

Hand out ICS Form 215A with discussion on how the form is to be filled out and used



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRATEGY AND PLANNING

K. Review the OSC's responsibilities for the development of the IAP

**SL 2-3-10
(REVIEW OSC
RESPONSIBILITIES
FOR THE
DEVELOPMENT OF
THE IAP)**

L. The Operational Section Chief must monitor the IAP for accuracy, efficiency and effectiveness

**SL 2-3-11
OSC MONITORS IAP
FOR)**

1. Review and correct IAP prior to Operational Period Briefing
2. Make verbal corrections during Operational Period Briefing
3. Provide input to the Planning Section to assist in developing a better product. Division Supervisors must debrief with the Planning Section
4. Utilize a corrected copy of the IAP to build IAP for the next Operational Period
 - a) Will save the OSC and Planning Section time and effort

NOTE: Have students go to Nance Exercise; Exercise Scenario No. 2-3-1. Allow 4 - 5 hours for completion of this exercise

Scenario Exercise
2-3-1 (Nance)



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRATEGY AND PLANNING

SUMMARY:

The critical elements of information gathering, initial strategy meeting and planning meetings are the foundation for an accurate and effective Incident Action Plan.

EVALUATION:

A written final examination will be given at the end of the course which will require a minimum score of 80% for successful completion. Students will demonstrate the ability to perform as an Operations Section Chief in a Planning Meeting and Operational Briefing.

ASSIGNMENT:

None



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

PLANNING

TOPIC: STRUCTURE PROTECTION PLANNING

TIME FRAME: 2 Hours

LEVEL OF INSTRUCTION: Level II

BEHAVIORAL OBJECTIVE:

Condition: Successful participation in development of a structure protection plan as part of a group exercise.

Behavior: The student will confirm a knowledge of the need and process to develop a formal structure protection plan for a wildland incident.

Standard: Demonstrates active participation in group exercise

MATERIALS NEEDED:

- Overhead/slide projector/PowerPoint
- Scenario Exercise 2-4-1
- Slides 2-4-1 through 2-4-29
- Easel
- Marking pens
- Operations Section Chief Position Task Book (PTB)
- ICS 420-1 Field Operations Guide
- OSC Student Manual Text
- J-430 Job Aid Reference Document
- Handouts 2-4-1 through 2-4-2

REFERENCES:

- S-430 Operations Section Chief, ALL RISK, FIRESCOPE, May 1999, Unit 1

PREPARATION:

As urbanization expands into wildland areas, the need for structure protection planning on the part of the OSC is essential.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRUCTURE PROTECTION
PLANNING

PRESENTATION

APPLICATION

I. INTRODUCTION

- A. The continued movement of residents from the urbanized communities to the outskirts of towns creates an increasing wildland urban interface problem for the Operations Section Chief during fires.

II. MODES OF OPERATION

- A. Immediate attention, (short preparation time) – you arrive and the situation is already occurring or will occur within one operational period
- B. Planned event – a structure threat is anticipated and you have one or more operational periods to prepare for the fire to arrive at the location of the threat

III. STRUCTURE PROTECTION OPERATION

- A. Each incident will be different
 - 1. Relatively small size – fire threatening or advancing towards one to five houses in an isolated interface situation
 - 2. Large scale event – fire threatening or advancing on an entire subdivision or community
 - 3. Anywhere in between – unlimited possibilities
 - a) Remain flexible
 - b) Think “outside the box”
- B. Find and meet local cooperators

**SL 2-4-1
(TWO MODES OF
OPERATION)**



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRUCTURE PROTECTION
PLANNING

PRESENTATION	APPLICATION
<ol style="list-style-type: none">1. Fire Departments/Fire Districts - do they have any pre-plans already completed? Many agencies have pre-planned for this event. If so, utilize them as a foundation for the plan2. Law Enforcement - they are responsible for evacuation unless there are other local agreements in place relinquishing that responsibility3. Utilities - most have some form of emergency plan in place. You need to support these plans. Turning power off to an electrically pumped water system can have negative affects on suppression efforts	<p>SL 2-4-2 (FIND AND MEET COOPERATORS)</p>
<p>C. Survey the area(s) of concern</p> <ol style="list-style-type: none">1. If the local fire department/district can, utilize one of their personnel as an escort or driver. Now is not the time to get lost<ol style="list-style-type: none">a) Bird dogs2. Get copies of all locally produced maps or the mapping system they utilize.3. Survey areas that may be threatened<ol style="list-style-type: none">a) May be the entire neighborhood or community, but only a portion of itb) Concentrate on that area - keeping in mind spot fire potential	<p>SL 2-4-3 (SURVEY AREAS OF CONCERN)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRUCTURE PROTECTION
PLANNING

PRESENTATION	APPLICATION
<p>6. Determine trigger mechanism</p> <ul style="list-style-type: none">a) If the fire reached "this point" then the probability is great enough that action must be initiated for safe and effective operations to occurb) Determined by amount of resources needed, time needed to obtain them, get them into position, rate of spread, etc. <p>7. Required resources</p> <ul style="list-style-type: none">a) Review the amount of available resources required to protect the values at riskb) Plan for additional needs such as: interior fires, staging, water supply and reliefc) Use the ICS 215 to break into manageable divisions or functional groups. If more than one group or division is required for structure protection, strongly consider assigning a Structure Protection Branch Director <p>E. Develop Structure Protection Plan(s) based on the Threat Analysis that was developed</p> <p>1. Suggested format:</p> <ul style="list-style-type: none">a) Problem Statement	<p>SL 2-4-6 (STRUCTURE PROTECTION PLAN FORMAT)</p> <p>HO 2-4-1 (Structure Protection)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRUCTURE PROTECTION
PLANNING

PRESENTATION	APPLICATION
<ul style="list-style-type: none">b) Objectives of planc) Pre-suppression actionsd) Tacticse) Tactical Guidelines (if appropriate)f) Appendices<ul style="list-style-type: none">1) Maps2) Triage guides3) Search marking system4) Safe refuge areas5) Escape routes6) Evacuation routes <p>2. Steps to develop</p> <ul style="list-style-type: none">a) Don't forget to get other agencies input and buy off on responsibilities and actions<ul style="list-style-type: none">1) Law enforcement2) Local agencies3) Other expertise availableb) Problem Statement_- covers overall problem faced. An introduction and description of what may/is expected to occur. Orients the readerc) Objectives of plan_- Covers overall plan. What/how/why/when you intend to accomplish. Orients the reader and gives them the big picture of the strategy	



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRUCTURE PROTECTION
PLANNING

PRESENTATION	APPLICATION
<ul style="list-style-type: none">d) Pre-suppression actions_- lists available, permissible steps that can be taken during the preparation phase. Certain areas may have restrictions, legal or otherwise that may guide your actionse) Tactics - Though you shouldn't have to give a class in tactics, each area may have specifics that need to be covered. Local experts, propositioned overhead, and other agencies may have helpful materialf) Tactical Guidelines (if appropriate)- May be needed depending on expertise of local and mutual aid resources. Be prepared for personnel inexperienced in the "art" of structure protection<ul style="list-style-type: none">1) Utilize Fireline Handbook supplements provided2) Use short bullet hints and tipsg) Appendices - should include:<ul style="list-style-type: none">1) Maps - again, use the existing system if possible2) Triage guides - if needed or already in existence3) Consider the system used by USAR, which employs symbols that indicate status of a structure4) Consider sensitivity in regard to terminology used to describe indefensible structures. Avoid terms such as losers, write-offs, hopeless, etc.	



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRUCTURE PROTECTION
PLANNING

PRESENTATION	APPLICATION
<p>3. Obtain IC approval as to form and content</p> <p>a) By it's existence, a structure protection plan can become very political and potentially controversial, especially where triage is concerned</p> <p>b) Don't surprise your team - you need each others support</p> <p>F. Advise the Incident Management Team of potential scenarios and timetables</p> <p>1. Finance - cost, claims, comp</p> <p>2. Logistics - parking, support, feeding, personnel rehab, traffic, etc.</p> <p>3. Plans – resource status, situation status, and potential demob</p> <p>4. Command staff - impact to Information Officer, Liaison Officer and Safety Officer</p>	<p>SL 2-4-7 (INDEFENSIBLE TERMINOLOGY)</p> <p>SL 2-4-8 (OBTAIN IC APPROVAL)</p> <p>SL 2-4-9 (INVOLVE FINANCE)</p> <p>SL 2-4-10 (INVOLVE LOGISTICS)</p> <p>SL 2-4-11 (INVOLVE PLANS)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRUCTURE PROTECTION
PLANNING

PRESENTATION	APPLICATION
<ul style="list-style-type: none">d) Agree on trigger points2. Research and pre-script the notification process & channels to request additional resources<ul style="list-style-type: none">a) Who, What, Where, How and Whyb) Review with the involved Communication Centersc) Long response times would indicate that early notification to Fire and Rescue Mutual Aid Coordinator should be planned<ul style="list-style-type: none">1) Planning and coordination needs to be a high priorityI. Media – coordination with the Information Officer1. The "structures threatened" condition will place your fire as a top priority for news media coverage. Expect to be deluged with:<ul style="list-style-type: none">a) Media personnel and equipmentb) Parking congestionc) Unsupervised and unprotected media personnel infiltrating all portions of your incidentd) Media helicopters violate incident air spacee) General confusion	<p>SL 2-4-15 (MEDIA COORDINATOR)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

STRUCTURE PROTECTION
PLANNING

PRESENTATION	APPLICATION
<p>e) Utilize Liaison Officer and Agency Representatives to assist</p> <p>f) Provide them opportunity for input in development of incident plans</p> <p>NOTE: Hand out structure protection Scenario 2-4-1.</p> <p>Slides 2-4-18 through 2-4-29 are included with Scenario 2-4-1</p> <p>NOTE: Upon completion of unit, hand out examples of existing structure protection plans or pre-plans if available</p>	



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

PLANNING

TOPIC: DEMOBILIZATION PLANNING

TIME FRAME: 30 Minutes

LEVEL of INSTRUCTION: Level II

BEHAVIORAL OBJECTIVE:

Condition: A written final examination at end of course

Behavior: The student will confirm a knowledge of the Operations Section Chief's roles and responsibilities for demobilization

Standard: With a minimum 80% accuracy according to the information contained in S-430 Operations Section Chief, ALL RISK, FIRESCOPE, May 1999

MATERIALS NEEDED:

- ICS 420-1 Field Operations Guide
- Overhead/slide projector/PowerPoint
- Slides 2-5-1 through 2-5-4
- Handout: 2-5-1
- J-430 Job Aid Reference Document
- Easel
- Marking pens
- Operations Section Chief Position Task Book (PTB)
- OSC Student Manual Text

REFERENCES:

PREPARATION:

Demobilization planning occurs throughout an incident. It is important for the OSC to understand the demobilization process and provide input for the Demobilization Plan.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

DEMOBILIZATION PLANNING

PRESENTATION	APPLICATION
<p>I. DEMOBILIZATION</p> <p>A. Demobilization will occur throughout the incident and in accordance with the Demobilization Plan</p> <p>B. Resources may be demobilized prior to the completion of the incident for a variety of reasons</p> <ol style="list-style-type: none">1. Examples: excess to the needs of Operations Section, cost of resource outweighs the benefits, out of service, etc. <p>C. Demobilization procedures and priorities need to be understood by Command and General Staff early in the incident</p> <p>D. The OSC must plan ahead for demobilization. This allows adequate notice and ensures an orderly, efficient demobilization</p> <p>E. The Incident Management Team obtains jurisdictional agency input on demobilization</p> <ol style="list-style-type: none">1. Status the incident should be left in?2. Type of incident structure desired to exist after the team's departure?3. The jurisdictional agency often needs input from the team on these issues4. These issues should be discussed with the jurisdictional agency early in the incident	<p>SL 2-5-1 (DEMOBILIZATION)</p> <p>Ask students to identify these reasons</p> <p>Ask students what input might the local jurisdiction provide?</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

DEMOBILIZATION PLANNING

PRESENTATION

APPLICATION

- F. The OSC must develop an Incident Resource Projection Matrix forecasting future resource needs based on Operational Period

1. The Incident Resource Projection Matrix is updated with every subsequent Operational Period. The Matrix clearly allows the projection of needed resources allowing the OSC to determine what and how many other resources are excess to operational needs

NOTE: Review ICS Resource Projection Matrix Form and example, HO 02-07-S430, used in Nance exercise

II. INCIDENT RESOURCE PROJECTION MATRIX – ICS 215M

- A. The Incident Resource Projection Matrix, ICS Form 215M, is used to project resource needs by Operational Period. It is valuable to use during mobilization, continued static operations and during demobilization. The form is designed to be a Resource Projection Matrix that provides a general idea of critical resources (like kind and type) needed by Operational Period
- B. Steps to use the Incident Resource Projection Matrix, ICS Form 215M
1. Complete the incident information on the top of the form
 2. Determine what are critical resource kinds and types and enter. One resource kind and type per line, in the critical resource column

**HO 2-5-1
(ICS 215M EXAMPLE
& INSTRUCTIONS)**



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

DEMOBILIZATION PLANNING

PRESENTATION	APPLICATION
<ol style="list-style-type: none">3. Determine the length of Operational Period and enter the same information with one Operational Period per column4. Estimate the number of critical resources needed per Operational Period and enter under the appropriate Operational Period date and time5. Update the form every Operational Period by revising critical resource needs6. When nearing the demobilization phase of an incident, use the form to estimate critically needed operational resources. Those resources in addition to those needed for future Operational Periods can be listed and their identifications given to the Demobilization Unit Leader for consideration for release	
<p>III. THE DEMOBILIZATION PLAN</p> <ol style="list-style-type: none">A. This plan will be developed by the Planning Section and approved by the ICB. Will identify procedures for demobilization as well as local, regional and national prioritiesC. These priorities should not be considered demands. Try to meet them, realizing that the situation on the incident may preclude following the priorities 100% of the time	<p>SL 2-5-2 (DEMOBILIZATION PLAN)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

DEMOBILIZATION PLANNING

PRESENTATION

APPLICATION

IV. THE OPERATIONS SECTION CHIEF'S RESPONSIBILITIES FOR DEMOBILIZATION

SL 2-5-3 (OSC'S RESPONSIBILITIES FOR DEMOBILIZATION)

- A. The OSC provides input for the Demobilization Plan
 - 1. The OSC advises the Planning Section of excess resources to be released. Releases should be identified at least one Operational Period in advance
- B. Identify resources available for release by
 - 1. Name/type
 - 2. Quantity
 - 3. Time/date available for release. Posted in base and include in the IAP
- C. Review the Demobilization Plan for accuracy daily
- D. OSC can cancel/delay demobilization if the situation changes
- E. Ensure that your subordinates are informed of and follow the demobilization procedures
 - 1. Ensure that all paperwork, such as personnel evaluations, equipment time records, personnel time records, accident reports, mechanical inspections are complete and accurate
 - 2. Return all incident loaned equipment



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

DEMOBILIZATION PLANNING

PRESENTATION	APPLICATION
<p data-bbox="345 359 1062 428">3. Follow demobilization instructions as outlined in ICS Form 221, Demobilization Checkout</p> <p data-bbox="196 464 1036 533">NOTE: Discuss with students the different return points for paperwork, i.e., ICS and agency-specific forms</p> <p data-bbox="196 569 792 600">V. PLANNING FOR DEMOBILIZATION</p> <p data-bbox="269 772 1045 877">A. Consider demobilizing resources from out of the area that will require contract carriers for their transportation – will save money in air carrier cost</p> <p data-bbox="345 915 1073 984">1. Discuss “banding” of resources from the same geographical area</p> <p data-bbox="269 1020 1052 1089">B. Demobilize the most expensive excess equipment and resources first</p> <p data-bbox="345 1125 1008 1157">1. ICS Type I resources are more expensive</p> <p data-bbox="345 1192 1062 1262">2. If you are getting good performance from less expensive equipment</p> <p data-bbox="345 1297 1057 1367">3. Demobilization can occur at locations other than base, i.e., demob centers, staging areas</p> <p data-bbox="269 1402 792 1434">C. Consider condition of personnel</p> <p data-bbox="345 1470 915 1501">1. Consider agency policy and MOU’s</p> <p data-bbox="345 1537 1000 1606">2. Consider length of time on assignment(s) before release</p> <p data-bbox="345 1642 915 1673">3. Consider fatigue and special needs</p> <p data-bbox="345 1709 764 1740">4. Consider last rest period</p> <p data-bbox="269 1776 1062 1845">D. Obtain input from other agencies regarding release of their resources by Agency Representatives</p>	<p data-bbox="1183 632 1435 737">SL 2-5-4 (PLANNING FOR DEMOB)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

DEMOBILIZATION PLANNING

SUMMARY:

Remember that good planning efforts for demobilization will insure orderly, efficient and cost effective release of resources assigned to your incident. It is essential that the OSC understand this critical element of incident management.

EVALUATION:

A written examination and competent performance in exercises as observed by instructor cadre.

ASSIGNMENT:

None



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SUPERVISION

TOPIC: SUPERVISION AND COMMUNICATION

TIME FRAME: 2 Hours

LEVEL OF INSTRUCTION: Level II

BEHAVIORAL OBJECTIVE:

Condition: A written examination

Behavior: The student will demonstrate knowledge of principles of supervision, delegation, and organization as it relates to the Operations Section Chief

Standard: With a minimum 80% accuracy according to the information contained in S-430 Operations Section Chief, ALL RISK, Unit 3 Supervision

MATERIALS NEEDED:

- Easel
- Slide projector/overhead/PowerPoint
- VCR
- Monitor
- Slides 3-1-1 through 3-1-11
- OSC Student Manual
- Operations Section Chief Position Task Book (PTB)
- ICS 420-1 Field Operations Guide
- J-430 Job Aid Reference Document

REFERENCES:

- S-430 Operations Section Chief, Job Aid ICS 420-1

PREPARATION:

It is the Operations Section Chief's responsibility to present the critical information necessary for a successful tactical operation. This is done at the Operational Period Briefing. This topic will present you with those skills necessary to conduct the "briefings".



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SUPERVISION AND
COMMUNICATION

PRESENTATION

APPLICATION

I. UNIT OBJECTIVES

- A. Demonstrate the OSC's role in the Operational Period Briefing
- B. Describe how to manage and adjust the operations organization
- C. Describe why and when tactics may need to be adjusted
- D. Describe the role of the OSC in risk assessment and safety management

II. SUPERVISORY ELEMENTS

NOTE: Ask students for definition of a supervisor

A. Supervisor

- 1. Any individual, regardless of the job description or title, having authority, in the interest of the employer, to direct human resources
- 2. Must communicate instructions and expectations well
 - a) In briefings
 - b) One-on-one (should interview Division/Group Supervisors for specialized experience, etc.)

**SL 3-1-1
(UNIT OBJECTIVES)**

**SL 3-1-2
(DEFINITION OF
SUPERVISION)**

**SL 3-1-3
(INSTRUCTIONS &
EXPECTATIONS)**



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SUPERVISION AND
COMMUNICATION

PRESENTATION	APPLICATION
<ul style="list-style-type: none">c) Request feedbackd) Follow-up by clarifying instructions where problems existe) Provide honest performance evaluations at the end of assignments <p>3. Must delegate effectively</p> <ul style="list-style-type: none">a) Empower subordinates by explaining what you want and expect. You must then give them the latitude to do the job. Let them know that you will hold them accountable for getting their job done in accordance with the IAPb) Listen to and use your people. You are not in this alonec) Assign personnel according to their ICS qualifications, experience, and ability	<p>SL 3-1-4 (EFFECTIVE DELEGATION)</p>
<p>III. OPERATIONAL PERIOD BRIEFING</p> <p>A. Physical Arrangements (Logistics Section)</p> <ul style="list-style-type: none">1. Away from noise such as generators, and traffic2. Plenty of light for people to see IAP, maps, and presenters3. P.A. system that can be easily heard by all	<p>SL 3-1-5 (PHYSICAL ARRANGEMENTS)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SUPERVISION AND
COMMUNICATION

PRESENTATION	APPLICATION
<ul style="list-style-type: none">4. Space to post maps where everyone can see them5. Elevated platform so speaker can be seen from back rows <p>B. IAP and maps (Planning Section)</p> <ul style="list-style-type: none">1. Provide adequate copies of IAP2. See that IAP is handed out in organized fashion so that critical positions get their copies<ul style="list-style-type: none">a) Down to Strike Team Leader level3. Display a large map of the fire showing division boundaries, active perimeter, incident facilities, staging areas, etc.4. Post a copies of current IAP at the Incident Base	<p>SL 3-1-6 (IAP'S & MAPS)</p>
<p>C. Preparation and Presentation (Operations Section Chief)</p> <ul style="list-style-type: none">1. Review IAP ahead of time for errors/omissions. Using a different colored ink pen than the IAP print, correct all errors, omissions and list changes.<ul style="list-style-type: none">a) Using a different colored pen will allow the OSC to ensure complete and accurate briefing including changes2. Be on time; keep your portion of the briefing moving	<p>SL 3-1-7 (PREPARATION & PRESENTATION)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SUPERVISION AND
COMMUNICATION

PRESENTATION	APPLICATION
<ul style="list-style-type: none">3. Speak in a clear voice with adequate volume4. Repeat questions from the group so that everyone can hear them5. Avoid disruption of briefing; turn off radios and hold one-on-one discussions until after the briefing, etc. <p>IV. OPERATIONAL PERIOD BRIEFING OUTLINE</p> <ul style="list-style-type: none">A. Planning Section Chief facilitates the operational briefing, as well as, all formal meetings in ICS<ul style="list-style-type: none">1. PSC distributes Incident Action PlansB. Situation update<ul style="list-style-type: none">1. Presented by previous operational period OSC and/or Situation Unit LeaderC. Incoming Operations Section Chief briefly covers activities for the planned Operational Period<ul style="list-style-type: none">1. Give general overall assignments by Division/Group2. Have Division/Group Supervisors raise hand so they can be recognized3. Allow an opportunity for questions	<p>SL 3-1-8 (PSC FACILITATES)</p> <p>SL 3-1-9 (SITUATION UPDATE)</p> <p>SL 3-1-10 (WHAT OSC COVERS)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SUPERVISION AND
COMMUNICATION

PRESENTATION	APPLICATION
<ul style="list-style-type: none">4. Finish with positive, motivating comments5. Designate sites for later Branch/Division sub-briefingsD. Planning Section Chief introduces the following personnel to comment<ul style="list-style-type: none">1. They should keep it short and to the point; don't read what is already written in the IAP, just give a quick oral summary<ul style="list-style-type: none">a) Meteorologistb) Fire Behavior Analyst(s)(wildland fires)c) Safety Officerd) Communications Unit Leadere) Air Operations Branch Director<ul style="list-style-type: none">1) OSC is responsible if no AOBD assignedf) Medical Unit Leaderg) Technical SpecialistsE. Give General Staff members a chance to comment<ul style="list-style-type: none">1. Planning, Finance/Administration and Logistics, or sometimes one of their subfunctions, such as Ground Support or Supply may need to make a comment to the groupF. Closing comments by IC	



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SUPERVISION AND
COMMUNICATION

PRESENTATION

APPLICATION

G. Specific Branch/Division Operations sub-briefing

1. Done after Operational Briefing specifically for subordinate personnel
2. Specific directions given
3. Specific questions answered
4. Advise of expected timelines for input, etc.

**SL 3-1-11
(SUB-BRIEFING)**

Video: Operational
Briefing Video

NOTE: Divide class into groups of 4 or 5 and have each group discuss the characteristics of the good or bad briefings they have seen in the past. Have each group identify what actions by the OSC, or others, had made those briefings good or bad. Have each group summarize findings for the entire class.

Allow 15 minutes for discussion



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SUPERVISION AND
COMMUNICATION

SUMMARY:

Topic 1 described those roles, responsibilities and skills necessary for an Operations Section Chief to prepare for and present his/her portion of an Operational Period Briefing. It also discussed the importance of being a strong leader and supervision.

EVALUATION:

Participation in a short group discussion and a written examination given at the end of the course, which will require a minimum score of 80% for successful completion.

ASSIGNMENT:

None



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SUPERVISION

TOPIC: MANAGING AND ADJUSTING THE OPERATIONS SECTION

TIME FRAME: 2 Hours

LEVEL OF INSTRUCTION: Level II

BEHAVIORAL OBJECTIVE:

Condition: A written examination

Behavior: The student will confirm a knowledge of how to manage and adjust the Operations Section

Standard: With a minimum 80% accuracy according to the information contained in S-430 Operations Section Chief, ALL RISK

MATERIALS NEEDED:

- Slides 3-2-1 through 3-2-8
- Easel/Flip chart paper
- Slide projector/viewgraphs/PowerPoint
- Marking pens
- Operations Section Chief Position Task Book (PTB)
- ICS 420-1 Field Operations Guide
- OSC Student Manual Text
- J-430 Job Aid Reference Document

REFERENCES:

PREPARATION:

To be an effective Operations Section Chief, it is necessary to manage all components which comprise the Operations Section. This includes Branches, Groups, Divisions, Air Operations, and Staging. The ability to adjust tactics and make changes on short notice is essential.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGING AND ADJUSTING
THE OPERATIONS SECTION

PRESENTATION	APPLICATION
<p>I. MULTIPLE OPERATIONS SECTION CHIEFS</p> <p>A. Organizational options for using two to three OSCs</p> <ol style="list-style-type: none">1. Both OSCs work for IC as equals2. Stress team work <p>NOTE: Ask the class what other options they have worked with and how well they worked.</p> <ol style="list-style-type: none">3. Other options are sometimes used on complex incidents or incidents not staffed for a night operational period<ol style="list-style-type: none">a) One OSC does planning and coordination while the other does field supervision4. Under Unified Command, a Deputy OSC from another agency may be utilized<ol style="list-style-type: none">a) Only one OSC initiates and implements the IAP5. Trainee positions are desirable but must be approved by the IC and the responsible agency<ol style="list-style-type: none">a) Some agencies have automatic trainee requirements6. Use a Deputy OSC position to reduce the span of control, to better manage the workload, or for special assignments, i.e. contingency planning	<p>SL 3-2-1 MULTIPLE OPERATIONS SECTION CHIEFS)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGING AND ADJUSTING
THE OPERATIONS SECTION

PRESENTATION	APPLICATION
<ul style="list-style-type: none">a) Various aspects of the OSC's job can be delegated to the Deputy OSC. These include: monitoring, supervision of air operations, incident planning or supervision of highly technical Divisions/Groups/Branches where closer supervision is requiredb) Some Federal Agencies use a 3rd OSC for planning/coordination between Plans and Operations<ul style="list-style-type: none">1) This position is usually referred to as "Planning Ops"	
II. CONTINGENCY PLANNING	
<ul style="list-style-type: none">A. Remember when ordering to staff all operational periods, i.e., 12 hour or 24 hour, depending on needsB. Check on back orders for overhead, and "fill or kill" orders to avoid resources showing up that are no longer needed.<ul style="list-style-type: none">1. This will aid the Operations Section in managing costs during the incidentC. Start planning for demobilization before resources become excess<ul style="list-style-type: none">1. Utilize ICS 215MD. Utilization and staffing of Staging Areas	<p>SL 3-2-2 (PLANNING TIPS)</p>
III. STAGING AREAS	
	<p>SL 3-2-3 (DEFINITION OF STAGING AREA)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGING AND ADJUSTING
THE OPERATIONS SECTION

PRESENTATION	APPLICATION
<p>A. Defined: Forward location for temporary resource positioning. Resources on maximum 3 minute availability</p> <ul style="list-style-type: none">a) Assign a Staging Area Managerb) The OSC controls all resources assigned to stagingc) Set minimum resource levels (drawdown levels) with Staging Area Managerd) Order replacement resources when the drawdown levels are reachede) There may be multiple staging areas on the incident <p>NOTE: Ask the class: How are these named and identified? How are they determined?</p> <ul style="list-style-type: none">1) Named after the incident or a geographic location2) Determined based on incident needsf) Staging Area Manager is responsible for staging area logistics	<p>SL 3-2-4 (STAGING AREAS)</p>
<p>IV. AIR OPERATIONS</p> <p>1. Organization</p> <p>The key positions in the Air Operation organization</p>	<p>SL 3-2-5 (AIR OPS. ORG. CHART)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGING AND ADJUSTING
THE OPERATIONS SECTION

PRESENTATION	APPLICATION
<p>a) Air Operations Branch Director (AOBD)</p> <ol style="list-style-type: none">1) Reports directly to OSC. Evaluates risk2) OSC must always consider pilot duty hour limitations<ul style="list-style-type: none">• CDF air tankers can fly 7 hours a day• Federal air tankers can fly 8 hours a day• 10/14 rule = pilots can only be on duty 14 hours a day with 10 hours away from the base for rest3) Manages agency restrictions as related to aircraft usage4) Implements and manages air tactics, and air resources5) Ground based, normally will not be flying6) Constant communications with OSC7) Prepares ICS Form 220, Air Operations Summary Worksheet8) Maintains contact with local dispatch or Communication Center <p>b) Air Tactical Group Supervisor</p> <p>c) Air Tanker/Fixed Wing Coordinator</p>	<p>SL 3-2-6 (AOBD)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGING AND ADJUSTING
THE OPERATIONS SECTION

PRESENTATION	APPLICATION
<p>d) Copter Coordinator</p> <p>e) Air Support Group Supervisor</p> <p>f) Helibase Manager</p> <p>V. ADJUSTING TACTICS</p> <p>A. The OSC must constantly compare actual accomplishments vs. planned tactical activities. In some cases, conditions may change so dramatically that strategic objectives are compromised</p> <ol style="list-style-type: none">1. In this situation, the OSC must evaluate the change and communicate with the IC to seek revised incident objectives2. In other cases, changes may occur but stay within the overall parameters of the current incident objectives. In this case, the OSC may need to adjust tactical objectives by changing work assignments or relocating resources <p>B. Need for adjustment</p> <ol style="list-style-type: none">1. Sudden change in weather2. Present tactics not working3. Incident safety4. Resource availability and capability5. Political or social events6. Significant events such as injuries7. Costs <p>C. Implementation of adjustments</p>	<p>SL 3-2-7 (NEED FOR ADJUSTMENT)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGING AND ADJUSTING
THE OPERATIONS SECTION

PRESENTATION	APPLICATION
<p>1. Timing is important.</p> <ul style="list-style-type: none">a) The window of opportunity is very short. If you don't act quickly, the opportunity may be lost.<ul style="list-style-type: none">1) Example - burning conditions moderate and you have a good chance of holding a burnout from natural barriers rather than building line for two days. Or can you evacuate residences before a levee breaks? <p>NOTE: Question: Have you ever had to change tactics after starting an assignment?</p> <p>2. Changes may be necessary on short notice. Once some activities start, it is difficult to change your objectives. (Example - once a major burnout is under way, it becomes almost impossible to change tactics. The decision has to be made before the burnout starts.)</p> <p>D. Making adjustments</p> <p>1. Don't hesitate to change if adjustments are needed. Tendency is to stay with the present plan. If adjustments are really necessary, the OSC will have to overcome resistance to change</p> <ul style="list-style-type: none">a) Compare actual tactical accomplishments vs. planned activities (using tactical control point).<ul style="list-style-type: none">1) Critical for OSC to make this comparison	<p>SL 3-2-8 (MAKING ADJUSTMENTS)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGING AND ADJUSTING
THE OPERATIONS SECTION

PRESENTATION	APPLICATION
<ul style="list-style-type: none">b) If operations are OK, continue on coursec) If operations are off course, adjust tactics <p>2. Involve others in decision making</p> <ul style="list-style-type: none">a) Examples: Branch directors, Division Supervisors, AOBD, other line personnel, Technical Specialists <p>3. Clear with the IC in advance of any changes of objectives</p> <p>4. Make sure all incident personnel are notified of the change</p> <p>5. Monitor the changes that were made</p> <p>6. Always have a <u>contingency plan</u></p> <ul style="list-style-type: none">a) Developed during planning process and updated each operating period	



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

MANAGING AND ADJUSTING
THE OPERATIONS SECTION

SUMMARY:

In this topic, you learned how important it is for the OSC to be able to make adjustments to the Operations Section. These adjustments, if made at the right time, is the difference between success and failure of the incident.

EVALUATION:

A written final examination will be given at the end of the course which will require a minimum score of 80% for successful completion.

ASSIGNMENT:

None



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SUPERVISION

TOPIC: RISK ASSESSMENT AND SAFETY MANAGEMENT

TIME FRAME: 1 Hour

LEVEL OF INSTRUCTION: Level II

BEHAVIORAL OBJECTIVE:

Condition: A written examination

Behavior: The student will confirm a knowledge of risk assessment and safety management as it pertains to the Operations Section Chief's position

Standard: With a minimum 80% accuracy according to the information contained in S-430 Operations Section Chief, ALL RISK

MATERIALS NEEDED:

- Overhead/Slide projector/PowerPoint
- Scenario Exercise 3-1
- Slides 3-3-1 through 3-3-5
- ICS 420-1 Field Operations Guide
- J-430 Job Aid Reference Document
- Easel
- Marking pens
- Operations Section Chief Position Task Book (PTB)
- OSC Student Manual Text

REFERENCES:

- S-430 Operations Section Chief, ALL RISK, FIRESCOPE May 1999, Unit 3

PREPARATION:

To be effective, the Operations Section Chief must have a strong personal commitment to safety and hazard mitigation. Attention to the Fire Orders, Watch Out Situations, LCES, Common Denominators, and Industry Standards is essential.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

RISK ASSESSMENT AND
SAFETY MANAGEMENT

PRESENTATION

APPLICATION

I. RISK ASSESSMENT AND SAFETY MANAGEMENT

A. The OSC's responsibility is to ensure that safety is a high priority. Hazards must be identified and mitigated to the fullest extent possible so that risks are minimized

1. "Safety is everyone's business", not just Safety Officer
2. Are the incident objectives safely attainable?
3. Analyze hazards and develop ways to neutralize them as a standard part of the planning process. Incident Safety Analysis (LCES), ICS Form 215A, and local forms and checklists
4. Utilize safety elements outlined in the Field Operations Guide and other publications

NOTE: Ask students for examples of established safety guidelines

- a) Ten Standard Firefighting Orders
- b) Eighteen "Watch Out" situations
- c) Common Denominators

NOTE: Ask students if they are aware a, b, c above are inside the front cover of the ICS 420-1 F.O.G. and the NWCG Fireline Handbook

**SL 3-3-1
(OSC'S
RESPONSIBILITY)**

**SL 3-3-2
(SAFETY
GUIDELINES)**



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

RISK ASSESSMENT AND
SAFETY MANAGEMENT

PRESENTATION	APPLICATION
<ol style="list-style-type: none">1. Stress safety in briefings and one-on-one2. Listen to and take immediate action to address safety concerns from incident personnel3. Make sure your subordinates understand their responsibility for safety4. Visit all divisions and incident facilities personally5. Set the example by wearing appropriate Personal Protective Equipment6. Never take anything for granted. Act on anything that feels or appears hazardous7. Consider personnel welfare needs<ol style="list-style-type: none">a) Foodb) Liquidsc) Restd) Critical incident stress debriefinge) Rehab	<p>SL 3-3-5 (OSC SAFETY EXAMPLES)</p>

NOTE: Scenario Exercise 3-3-1 S-430



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

RISK ASSESSMENT AND
SAFETY MANAGEMENT

SUMMARY:

The topic covers the OSC responsibilities to Risk Assessment and Safety Management. Attention to these guidelines will greatly enhance your ability to manage a safe incident.

EVALUATION:

A written final examination will be given at the end of the course which will require a minimum score of 80% for successful completion.

ASSIGNMENT:

None



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

COORDINATION

TOPIC: PERSONNEL INTERACTION

TIME FRAME: 2 Hours – Lecture
5 Hours – Exercises

LEVEL OF INSTRUCTION: Level II

BEHAVIORAL OBJECTIVE:

Condition: A written examination

Behavior: The student will demonstrate knowledge of the Operations Section Chief's role in developing and maintaining relations with people internal and external to the Fire Organization

Standard: With a minimum 80% accuracy according to the information contained in S-430 Operations Section Chief, Chapter 4, FIRESCOPE, May 1999

MATERIALS NEEDED:

- Overhead projector/slide projector/PowerPoint
- SL 4-1-1 through 4-1-6
- Scenario Exercises 4-1-1 through 4-1-6
- Easel
- Marking pens
- Operations Section Chief Position Task Book (PTB)
- ICS 420-1 Field Operations Guide
- OSC Student Manual Text
- J-430 Job Aid Reference Document

REFERENCES:

- S-430 Operations Section Chief, ALL RISK

PREPARATION:

Developing and maintaining relations with people internal and external to the incident organization is important. The OSC is the focal point for activities on large and complex incidents. You, as an OSC, will need to master the skills necessary to successfully address and resolve many types of coordination activities. The following information will help you understand the cooperation needed for a successful operation.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

PERSONNEL INTERACTION

PRESENTATION	APPLICATION
<ul style="list-style-type: none"> 3. High profile political issue 4. Any event that changes incident objectives C. As an Operations Section Chief, your successful performance depends upon developing good relationships with other functions. It is imperative that you and your subordinates maintain positive working relationships with other sections D. Coordinating with other functions to achieve good communications and coordination. Establish procedures with other team members before the operational period begins <ul style="list-style-type: none"> 1. Determine how requests from Branch Directors and Division Supervisors will be filled and delivered. Review and adjust as necessary <ul style="list-style-type: none"> a) Be clear on delegations to subordinates 2. Establish air operation priorities for crew deployment, supplies, water drops, medivac, recon, and support early. Let all sections know your priorities. 3. Coordinate with the Finance/Administration Section with procedures to ensure that all necessary paperwork is complete and submitted in a timely manner. This would include items such as: equipment time, personnel time, comp/injury paperwork, accident reports, claims and agency-specific paperwork 4. OSC must coordinate with the IC or cost apportionment team (if assigned) to determine how resource costs will be shared 	<p style="text-align: center;">SL 4-1-4 (OSC COORDINATION)</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

PERSONNEL INTERACTION

PRESENTATION

APPLICATION

5. It is critical that the OSC and Logistics Section Chief pre-determine how logistical needs are met

a) Can Operations Tactical Plans be supported by Logistics

6. The Information Officer (IO) can arrange access to the media and local residents for you. You should establish a set of operating procedures with the IO

NOTE: Ask class how would you coordinate a VIP visit and how would it affect your operations?

7. VIP visit

a) Require close coordination with Information Officer and Divisions/Groups

8. Enabling authority - the OSC must know or be able to determine what enabling authorities allow him/her to do certain activities. Laws guide actions and as such are enabling authorities. Examples are:

a) CA Penal Code 409.5 allows exclusion of the media from areas where they might interfere with emergency operations

b) CA Penal Code 409.6 allows exclusion of the public when a menace to public health and safety exist due to a natural or man-made disaster

**SL 4-1-5
(ENABLING
AUTHORITY)**



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

PERSONNEL INTERACTION

PRESENTATION

APPLICATION

III. EXTERNAL COOPERATION

SL 4-1-6 (EXTERNAL COOPERATION)

- A. Use local residents' knowledge for information on resource values, fuel types, access, weather, etc.
- B. Use your resources, such as Strike Team Leaders, or Division Supervisors who may be working in the vicinity, to gather information
- C. Develop rapport with local law enforcement personnel
- D. Locate all structures, improvements, and resources that may be threatened by the incident. Keep residents informed. Use the Information Section and Field Observers to assist in this effort
 - 1. Utilize any pre-emergency or local disaster plans
- E. Make sure your subordinates know your expectations on how to deal with local residents.
 - 1. Many problems can be resolved or avoided if emergency personnel treat local people with respect and concern
- F. The news media may arrive at the incident without the escort of the IO. The OSC will have to determine how to manage the media.
 - 1. OSC should have an understanding with the IO on how the media can report the news with the least disturbance to operations.
 - 2. Safety of all personnel, including the media, is important



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

PERSONNEL INTERACTION

PRESENTATION	APPLICATION
<p>a) All media personnel must have proper PPE</p> <p>G. It is important to coordinate with the Agency Administrator's Representative</p> <p>1. The Agency Administrator's Representative is another source of information on details of pre-emergency plans and policies.</p> <p>a) Resource Specialists, Fisheries Biologists, Soil Scientists, public health, public works, EMS, HazMat, Seismologists and Hydrologists can be helpful in determining the effects of your operations in sensitive areas.</p> <p>b) The rehabilitation teams will want to interact with you to discuss the rehabilitation needs</p> <p>2. Remember that your team works for the jurisdictional agency. How you interact with the agency personnel affects how the Agency Administrator evaluates your team.</p> <p>NOTE: Have students work through scenarios for internal and external coordination.</p> <p>NOTE: Upon completion of this unit, begin Cajon Scenario Exercise 4-1-6. Allow 4 to 5 hours</p>	<p>SCENARIO EXERCISES 4-1-1 THROUGH 4-1-5</p> <p>EX: 4-1-6</p>



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

PERSONNEL INTERACTION

SUMMARY:

This unit discussed the importance of the Operations Section Chief's responsibilities in regard to internal and external relations. Students demonstrated these skills through participation in practical exercises and discussion of various scenarios.

EVALUATION:

Participation in group exercises and a written examination will be given at the end of the course, which will require a minimum score of 80% for successful completion.

ASSIGNMENT:

None



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 2-3-1
SCENARIO EXERCISES

NANCE SCENARIO EXERCISE NO. 2-3-1

TIME: 4 - 5 Hours

MATERIALS NEEDED:

- Pen or pencil
- Scenario Exercise (NANCE)
- Nance Canyon Fire Exercise Instruction
- Nance Canyon Fire Incident History
- Nance Canyon Fire Incident Briefing Form (ICS 201)
- Nance Canyon Fire Incident Objectives (ICS 202)
- Nance Canyon Fire Incident Status Summary (ICS 209)
- Completed WFSA for Nance Incident
- Nance Canyon Fire 7.5' Incident Map
- Video providing general overview of fire area
- Air Operations Summary Worksheet (ICS 220)
- Division Assignment List (ICS 204)
- Easel, easel paper, and marking pens

INTRODUCTION:

This exercise, in conjunction with the Cajon exercise, is intended to pull the entire course together for the students. The instructor cadre needs to be prepared ahead of time to produce the maximum benefit from this portion of the class. It will take at least 20 minutes to review and explain the exercise to the students. Show the Nance video during this information sharing to set the scene. It will take another 10 minutes for the various student groups to move to their designated work locations and set up. Allow at least 4 - 5 hours (including the time frames already discussed) to complete the exercise. If the groups are successful, they will be able to: 1. Present the Operations portion of the Planning Meeting for a day operational period utilizing a wall mounted ICS 215 (Operational Planning Worksheet); 2. Present the Operations portion of the operational period briefing from ICS 204's (Division Assignment Lists) and an Operation Briefing Map, which will have been prepared based on their 215G or 215W. Have all designated "Operations Section Chiefs" explain how they arrived at their conclusions.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 2-3-1
SCENARIO EXERCISES

The goal is for each group to assume the role of an Operations Section Chief doing his/her part of both:

1. Completing the ICS 215 and participate in a Planning Meeting;
2. Understand how the information from the ICS 215 is used in the development of the Incident Action Plan;
3. Participate as an Ops Chief in an Operational Period Briefing.

DIRECTIONS:

1. Break the students into work groups of about 4-6 people each.
2. Each work group will have approximately 2 hour to prepare for Part 1 of the exercise and 1 hour to prepare for Part 2.
3. Provide separate work locations for each group if possible.
4. Other: A supply of the following ICS Forms on hand for each group:
 - ICS 215 A's
 - 215 G's, 215 W's (both wall mount and small size)
 - Small size 204's
 - Each student has access to a Field Operations Guide
 - ICS 220's
5. Allow 2 hours for groups to make presentations before the entire class. (Fifteen minutes per group per part)

NOTE: There are no absolute answers for these case scenarios. They are intended to allow the student to start to apply the concepts learned from the lesson.



SCENARIO EXERCISE – NO. 2-3-1

Current Date/Time - August 16, 0100 hours.

Fire Start - Fire started August 15th, at approximately 1500 hours, from a tracer. It spread quickly into the town of Paradise. Weather at the time the fire started was Dry Bulb 105 degrees F., Relative Humidity 12%, and Wind SW @ 9 MPH (1400' elevation on Skyway).

Fire Spread - The fire reached the intersection of Neal and Foster Roads at 1500 on August 15th. Residential structures were lost along Neal Road between 1600 and 1800. The fire reached the 90 degree curve on Foster Road at 1900 and the upper end of Berry Canyon in Section 27 (refer to topographic map) at 2100 on August 15th. The fire remains uncontained and is spreading slowly in Sections 4, 5, 28, 29, and 34. Three spot fires have occurred and are contained. Fire size is 4,000 acres as of 0100 on August 16th.

Actions Taken -

1. Dozer lines are established and holding as shown on topographic map.
2. Considerable structure protection activity has occurred in the Paradise area (30 structures lost).
3. Hand crews are working with dozers to construct line where dozers are unable to work.
4. Air operations have been effective and have included fixed-wing and helicopter drops.
5. Initial Incident Objectives were very general:
 1. SAVE LIFE AND PROPERTY
 2. STOP HEAD WEST OF FOSTER ROAD
 3. KEEP FIRE SOUTH OF ROE ROAD
 4. KEEP SOUTH FLANK FROM DROPPING OFF BLUFFS
 5. KEEP FIRE AS SMALL AS POSSIBLE WITH DIRECT ATTACK
6. The fire was divided into two divisions for the Operational Period of August 15th, from initial attack to present time.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 2-3-1
SCENARIO EXERCISES

Predicted Situation - The fire is expected to become active during the afternoon. If not contained in the Paradise and Skyway areas; additional structures may be lost and the fire could burn into Little Butte Creek Canyon, further complicating control efforts. The south flank will continue to burn toward structures in the Clear Creek School area. Additional spot fires may occur. Predicted weather conditions are not favorable.

Resource Status -

1. Currently on incident - Refer to completed ICS Form 201, Incident Briefing.

2. Resources available for the August 16th Day Operational Period:

Ground Resources - 6 Division Supervisors, 12 Strike Team/Task Force Leaders, 6 Type 1 Engine Strike Teams, 4 Type 3 Engine Strike Teams, 4 Type 2 Dozer Strike Teams, 8 Type 1 Hand Crew Strike Teams, and 6 Type 1 Water Tenders.

Air Resources - 1 Air Tactical Group Supervisor; 5 Air Tankers (Type 1,2, or 3) at Chico Air Attack Base; 4 Helicopters, 1 Type 3 for recon, 3 Type 2 with buckets, at Nance Helibase.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 2-3-1
SCENARIO EXERCISES

NANCE CANYON WILDLAND EXERCISE INSTRUCTIONS

EXERCISE OBJECTIVES

1. Complete the operational planning process for the Day Operational Period of August 16th, 0600-1800 hours (assimilate Ops Section input from Branches, Divisions and other sources). Develop an Operational Planning Worksheet (ICS 215W or 215G), Division Assignment Sheets(ICS 204's) for at least 2 selected divisions or groups and an Operations Briefing Map.
2. Participate as an Ops Section Chief in developing an IAP at a planning meeting. (Need to discuss ICS 220 in the planning process also)
3. Conduct the Ops Chief portion of an operational briefing for assigned resources.

INCIDENT BRIEFING

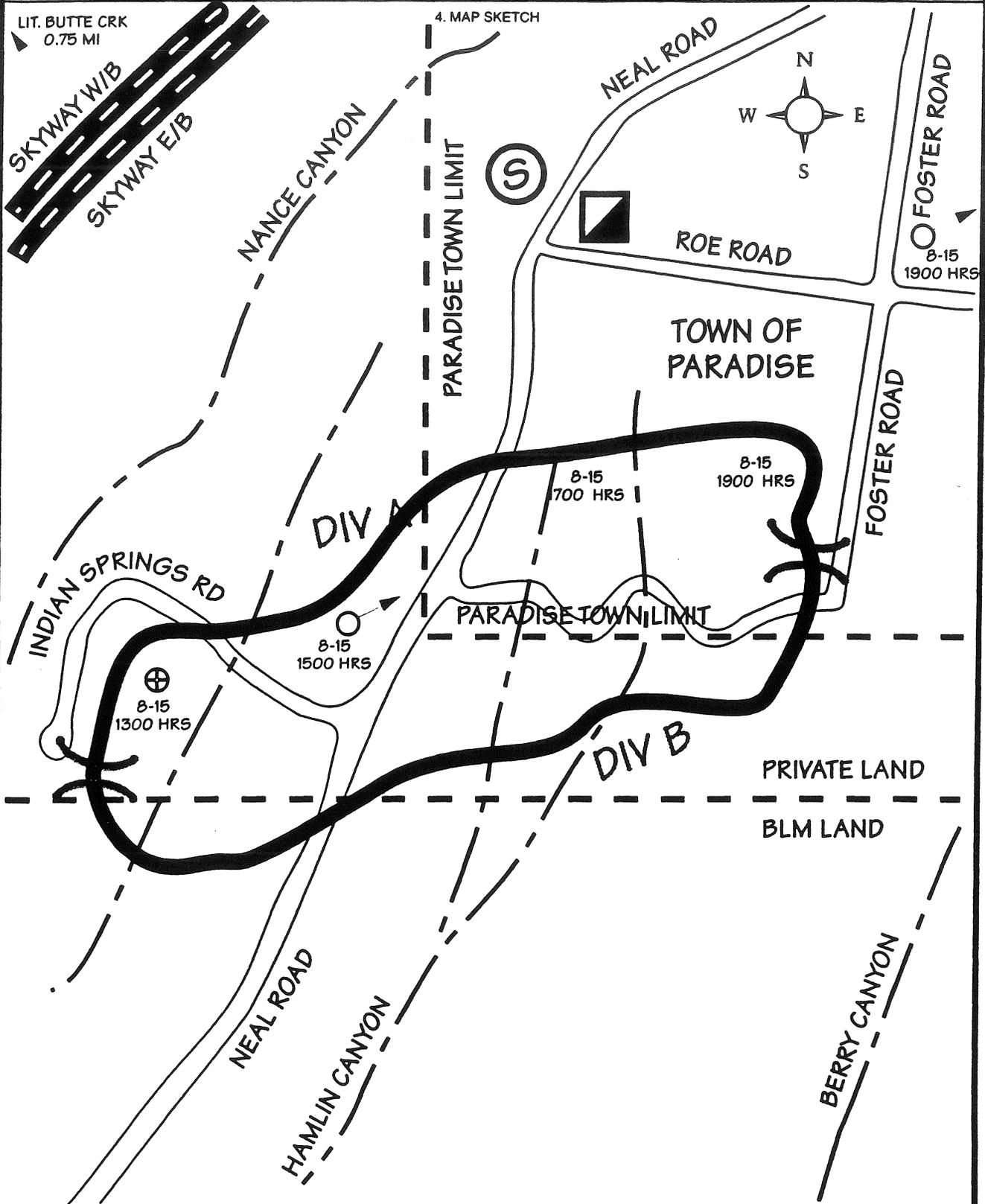
1. INCIDENT NAME
**NANCE
BTU-12345**

2. DATE COMPLETED
8-15-XX

3. TIME COMPLETED
1500 HRS

LIT. BUTTE CRK
0.75 MI

4. MAP SKETCH



201 ICS
3-82

PAGE 1

8. PREPARED BY (NAME AND POSITION)
B. REDDING, IA IC
B. HOLMES & J. BROSHEARS-UNIFIED IC'S (1400)

7540-130-0282

7. SUMMARY OF CURRENT ACTIONS

INITIAL SIZE-UP: FIRE WAS 5 AC WHEN PRA E-1 ARRIVED (1315). AT 1330 HRS, FIRE IS 20 AC WITH RAPID RATE OF SPREAD. STRUCTURES THREATENED. WILL USE TWO DIVISIONS AND NEED MANY REINFORCEMENTS. WEATHER: DB 105°F, RH 12%, WIND SW/9 MPH.

STRATEGY: CONTAIN FIRE TO SOUTH END OF PARADISE TOWN LIMITS AND SAVE STRUCTURES BY AUGUST 16, 1200 HOURS.

OBJECTIVES:

1. SAVE LIFE AND PROPERTY
2. STOP FIRE WEST OF FOSTER ROAD (NORTH LEG OF FOSTER RD)
3. KEEP FIRE SOUTH OF ROE ROAD
4. KEEP SOUTH FLANK FROM DROPPING OFF BLUFFS
5. KEEP FIRE AS SMALL AS POSSIBLE USING DIRECT ATTACK

EVENTS:

8/15 1300 FIRE STARTED SOUTH OF INDIAN SPRINGS ROAD AND WEST OF NEAL ROAD. RAPID RATE OF SPREAD. NUMEROUS SPOT FIRES. INITIAL ATTACK NOT GOING WELL. WORKING TWO DIVISIONS (A & B). ICP AND STAGING AT INTERSECTION OF NEAL AND ROE ROADS. PARADISE PD AND CHICO CHP REQUESTED TO CLOSE NEAL ROAD AT SR 99 AND SKYWAY AND ALL CONNECTING STREETS.

8/15 1400 COMMAND TRANSITION TO UNIFIED WITH BTU DC BILL HOLMES AND PRA CHIEF JIM BROSHEARS AS UNIFIED IC'S. FIRE CROSSED INDIAN SPRINGS RD AT 1400 HRS.

8/15 1500 FIRE AT NEAL AND FOSTER ROADS. RAPID RATE OF SPREAD. UNIFIED COMMAND WITH PARADISE FIRE DEPARTMENT.

8/15 1600 LOSING STRUCTURES ON NEAL RD. NUMEROUS SPOT FIRES. PROBABLE MAJOR FIRE. REQUESTING INCIDENT MANAGEMENT TEAM. EVACUATE ALL IMMEDIATELY EFFECTED AREAS TO VETERAN'S HALL, PARADISE.

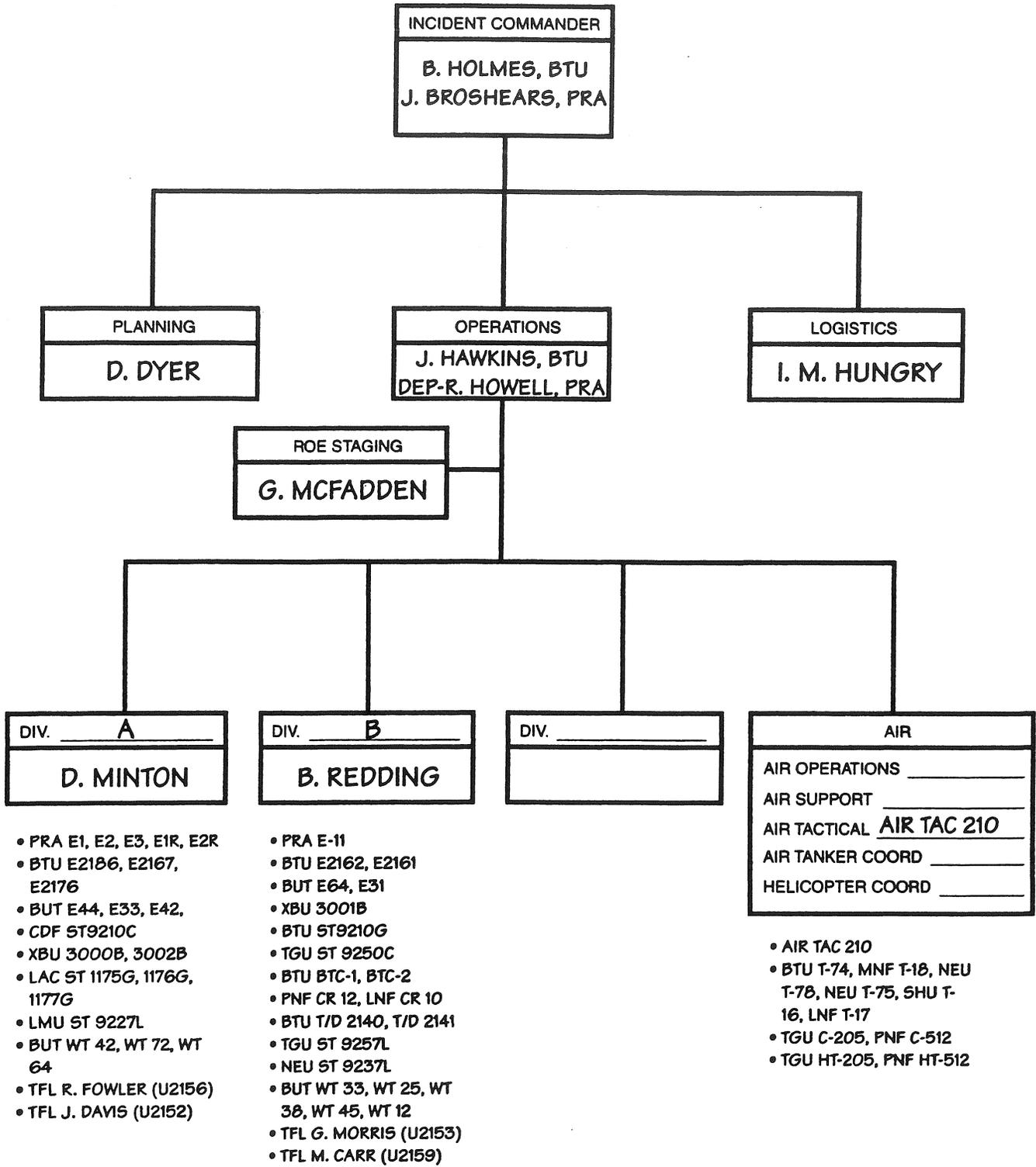
8/15 1700 LOSING STRUCTURES ON NEAL ROAD NORTH OF FOSTER ROAD. DOZER LINE HOLDING ON SOUTH SIDE (DIV B) BUT FIRE IS UNSECURED IN CANYON BOTTOMS WHERE HEAVY BRUSH EXISTS.

8/15 1800 ESTIMATE 30 STRUCTURES BURNED.

8/15 1900 FIRE NEAR 90° CURVE ON FOSTER ROAD. FIRE HAS BURNED BLM LAND. RELOCATING COMMAND POST TO PARADISE FIRE FS 1.

8/15 2100 FIRE NOT BURNING AS FAST. DIFFICULT TO KNOW WHERE FIRE IS DUE TO CONFUSION AND SMOKE. WILL NEED MANY MORE RESOURCES. MUCH LINE NOT CONNECTED PARTICULARLY IN DIVISION A AROUND STRUCTURES AND IN DIVISION B IN BOTTOMS OF CANYONS WHERE FIRELINE CROSSES CANYONS. HEAVY FUELS IN CANYON BOTTOMS.

6. CURRENT ORGANIZATION



5. RESOURCES SUMMARY

RESOURCES ORDERED	RESOURCE IDENTIFICATION	ETA	ON SCENE	LOCATION/ASSIGNMENT
INITIAL DISPATCH	BTU B2114		X	INITIAL IC->DIV A (1400)
	BTU D2104		X	IC (1400)
	BTU E2186		X	DIV A
	BTU E2167		X	DIV A
	BTU E2162		X	DIV B
	BTU E2176		X	DIV A
	BTU E2161		X	DIV B
	BUT E44		X	DIV A
	BUT E33		X	DIV A
	BUT E42		X	DIV A
	BUT E64		X	DIV B
	BUT E31		X	DIV B
	BTU T/D 2140		X	DIV B
	BTU T/D 2142		X	DIV B
	BTU AIRTAC210		X	"NANCE AIR TAC"
	BTU T74		X	
	MNF T18		X	
	TGU COP205		X	
	TGU HT205		X	
	BTU BT CR 1		X	DIV B
	BTU BT CR 2		X	DIV B
PRA 1ST ALARM	PRA CHF 1		X	UNIF COMM IC (1400)
	PRA BATT 3		X	DEP OSC (1400)
	PRA E-1		X	DIV A
	PRA E-2		X	DIV A
	PRA E-3		X	DIV A
PRA 2ND (1315)	PRA E-1R		X	DIV A
	PRA E-11		X	DIV B
TYPE 3 COPT (1330)	PNF COPT512		X	
	PNG HT512		X	
OPS CHIEF (1330)	BTU D2103		X	OSC (1400)
DIV SUP (1330)	BTU B2112		X	DIVISION B SUPERVISOR (1400)
ST AR MGR (1330)	BTU T2107		X	STAGING AREA: ROE RD @ NEAL RD (1400)
4 AIR TANKERS	NEU T78		X	
(1335)	NEU T75		X	
	SHU T16		X	
201	ICS 3-82			PAGE 4

5. RESOURCES SUMMARY

RESOURCES ORDERED	RESOURCE IDENTIFICATION	ETA	ON SCENE	LOCATION/ASSIGNMENT
	LNF T17		X	
1-TYPE 3 ENG ST (1347)	TGU ST9250C	1500	X	DIV B
4-TFL'S W/VEH'S	BTU FC R. FOWLER		X	DIV A (U2156)
	BTU FC J. DAVIS		X	DIV A (U2152)
	BTU FC G. MORRIS		X	DIV B (U2153)
	BTU FC M. CARR		X	DIV B (U2159)
4-ST TYPE 1 OR 2 E (1405)	XBU ST3000B		X	DIV A (CHI E2, E4; ORO E111, E112; EMD E312)
	XBU ST3001B		X	DIV B (BUT E63, E41, E45, E72; GRD E74)
	BTU ST9210C		X	DIV A (BTU E2166, E2184, E2163, E2164, E2180)
	XBU ST3002B		X	DIV A (BUT E21, E37, E61, E271, E73)
8-TYPE 1 WT'S	BUT WT 33		X	DIV B
	BUT WT 42		X	DIV A
	BUT WT 25		X	DIV B
	BUT WT 38		X	DIV B
	BUT WT 45		X	DIV B
	BUT WT 72		X	DIV A
	BUT WT 12		X	DIV B
	BUT WT 64		X	DIV A
3-ST TYPE 2 DOZ (1405)	LMU ST9227L	1800	X	DIV A (DT2240, T/D2240, T/D2242)
	TGU ST9257L	1700	X	DIV B (DT2540, T/D2540, T/D2542)
	NEU ST9237L	1700	X	DIV B (DT2340, T/D2340, T/D 2342)
1-TYPE 2 ENG	PRA E2R		X	DIV A
5-TYPE 1 CR ST (1405)	PNF CR 12	1600	X	DIV B
	LNF CR 10	1600	X	DIV B
	LAC ST1175G	2400	X	DIV A
	LAC ST1176G	2400	X	DIV A
	LAC ST1177G	2400	X	DIV A
1-PSC TYPE 1 (1500)	BTU B2116	1700	X	ICP (1700)
300 COLD DRKS	BTU S2110	1530	X	ICP
1-PARA PD AGY REP	PPD THOMAS	1330	X	ICP
1-BCSO AGY REP	BCSO LT. SMITH	1530	X	ICP
1-OES AGY REP	OES MARQUIS	1630	X	ICP (CHF 5212)
CLOSE NEAL RD & ADJOINING STREETS		1400	X	CHP & PARADISE PD
1-CDF IMT T-1 (1600)	RCC ICT 5	0300		ICP

INCIDENT OBJECTIVES

ICS 202

1. INCIDENT NAME

NANCE, CA-BTU-12345

2. DATE PREP

8-15-XX

3. TIME PREP

1500 HRS

4. OPERATIONAL PERIOD (DATE/TIME)

AUGUST 16, 0600 TO 1800 HOURS

5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)

1. PROTECT LIFE AND PROPERTY (STRUCTURES).
2. CONTAIN FIRE ON NORTH SIDE (PARADISE) IN UPPER BERRY CANYON AND WEST OF FOSTER ROAD.
3. CONTAIN FIRE ON NORTHWEST SIDE NEAR SKYWAY.
4. CONTAIN SOUTHEAST SIDE OF FIRE.
5. PATROL AND HOLD DOZER LINE WEST OF SR 191 TO NEAR PARADISE AIRPORT.
6. PATROL AND HOLD DOZER LINE IN SOUTHWEST CORNER OF FIRE.

ALTERNATE PLAN: HOLD FIRE SOUTH OF ROE ROAD, EAST OF SKYWAY, WEST OF SR 191 AND NORTH OF PENTZ ROAD AND SR 99.

6. WEATHER FORECAST FOR THE OPERATIONAL PERIOD

HIGH PRESSURE WELL ESTABLISHED FOR VERY HOT TEMPS & LOW RH'S.
PREDICTED DB 105°F, RH 10-17%, 10 HR FUEL 3.0, & WIND SW/5-8 MPH.

7. GENERAL SAFETY MESSAGE

FIRE IS BURNING IN STEEP CANYONS WITH HEAVY BRUSH. FOLLOW LCES.
DRINK WATER. WATCH BLUFFS, CLIFFS AND SNAKES.

8. ATTACHMENTS (CHECK IF ATTACHED)

- | | |
|--|--|
| <input checked="" type="checkbox"/> ICS-202, INCIDENT OBJECTIVES | <input type="checkbox"/> ICS-220, AIR OPERATIONS SUMMARY |
| <input type="checkbox"/> ICS-203, ORGANIZATIONAL ASSIGNMENT LIST | <input type="checkbox"/> WEATHER FORECAST |
| <input type="checkbox"/> ICS-204, DIVISION ASSIGNMENT LIST | <input type="checkbox"/> SAFETY MESSAGE |
| <input type="checkbox"/> ICS-205, RADIO COMMUNICATIONS PLAN | <input checked="" type="checkbox"/> INCIDENT MAP |
| <input type="checkbox"/> ICS-206, MEDICAL PLAN | <input type="checkbox"/> TRANSPORTATION PLAN/MAP |
| <input type="checkbox"/> ICS-208, SITE SAFETY AND CONTROL PLAN | <input type="checkbox"/> |

**ICS
202**

9. PREPARED BY (PLANNING SECTION CHIEF)

BC DAN DYER

10. APPROVED BY (INCIDENT COMMANDER)

DC BILL HOLMES

1. INCIDENT NAME FIRE	2. INCIDENT NO. CA-BTU-12345	3. INC. COMMANDER Holmes/Broshears	4. JURISD. BTU/PRA	5. COUNTY Butte	INCIDENT STATUS SUMMARY ICS 209(1-81)
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6. TYPE INCIDENT Wildfire	7. LOCATION SW Corner of Paradise, CA and Butte County	8. STARTED(DATE/TIME) 8-15-XX/1300 HRS
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9. CAUSE Tracer	10. AREA INVOLVED 4,000 acres	11. % CONTAIN 30%	12. EXPECT. 8-16 CONTAIN 1200	13. % CONTROL 10%	14. EXP. DATE: UNK CONTR. TIME:
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15. CURRENT THREAT Structures in Paradise and unincorporated local areas	16. CONTROL PROBLEMS Structures, steep topography, heavy brush fuels, dry fuels
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17. EST. LOSS \$9,000,000	18. EST. SAVINGS \$10,000,000	19. INJ. DEATHS: 5 0	20. LINE BUILT 8 miles	21. LINE TO BUILD 4 miles
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22. CUR. WEATHER WS 9 MPH WD SW	TEMP 105°F RH 12%	23. PREDICTED WEATHER NEXT PERIOD WS 5-8 MPH WD SW	TEMP 100-110°F RH 10-17%	24. INCIDENT COSTS PREVIOUS DAY UNK	25. TOTAL COST TO DATE \$150,000
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26. AGENCIES	ODF	BUT	PRA	XBU	PNF	LNF	MNF	PRI	GFD	LAC	TOTALS
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27. RESOURCES	SR	ST																		
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ENGINES/PATROL UNIT	5	2	5	9	6	5									1					22	11
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DOZERS/LAW 4X4	8																			8	
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CREWS/PATROL OFFICER	2						1	1								3				4	3
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HELICOPTERS		1						1													2
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AIR TANKERS		3							1	1											5
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TRUCK COS.																					
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RESCUE/MED																					
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WATER TENDERS				8										4							12
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OVERHEAD PERSONNEL		12		6		4		1									5				28
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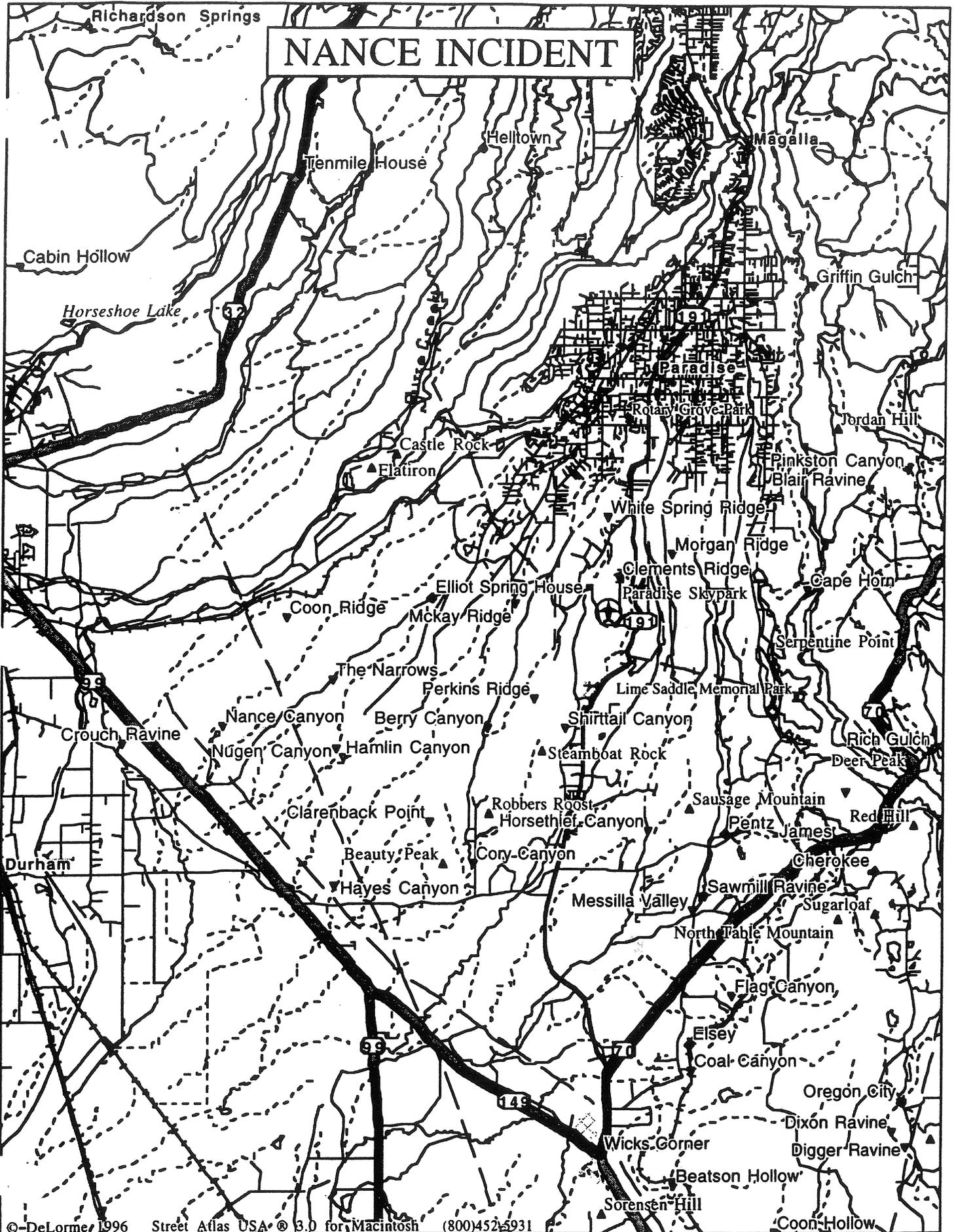
TOT. PERSON.		113		181		22		16		35		16		1		8		3		113	508
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28. COOPERATING AGENCIES BCSO, PARADISE PD, CHP, RED CROSS, OES, BU CO PUBLIC WORKS, PARADISE PUBLIC WORKS, SALVATION ARMY

29. REMARKS
 Fire started 8/15, 1300 hrs, 0.5 miles south of Paradise, CA, from a tracer bullet. By 1500 hrs., the fire had burned into Paradise and began burning residential structures by 1600 hours. Estimate that 30 structures have burned in the Neal and Foster Road areas. Many more structures have serious damage. Unified command between CDF and Paradise Fire Dept. A roof ordinance in the Town of Paradise helped reduce the loss of structures. Very heavy brush and steep topography are limiting suppression efforts in the canyons. Expecting serious fire spread on the afternoon of August 16 with the fire expected to run more into Paradise and into unincorporated, residential areas off State Route 191 (Clark Road) in the Clear Creek-Butte College area. The Incident Command Post (ICP) is located at Paradise Fire Station #1 (767 Birch St) with the base located at the Paradise High School, Maxwell Ave at Elliott Road.

PREPARED BY Dan Dyer, PSC	31. APPROVED BY B. Holmes/J. Broshears	32. DATE: TIME:	33. I: U: F:	34. SENT TO: DATE: TIME: BY:
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NANCE INCIDENT





INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 2-3-1
SCENARIO EXERCISES

SCENARIO EXERCISE – NO. 2-3-1

Current Date/Time - August 16, 0100 hours.

Fire Start - Fire started August 15th, at approximately 1500 hours, from a tracer. It spread quickly into the town of Paradise. Weather at the time the fire started was Dry Bulb 105 degrees F., Relative Humidity 12%, and Wind SW @ 9 MPH (1400' elevation on Skyway).

Fire Spread - The fire reached the intersection of Neal and Foster Roads at 1500 on August 15th. Residential structures were lost along Neal Road between 1600 and 1800. The fire reached the 90 degree curve on Foster Road at 1900 and the upper end of Berry Canyon in Section 27 (refer to topographic map) at 2100 on August 15th. The fire remains uncontained and is spreading slowly in Sections 4, 5, 28, 29, and 34. Three spot fires have occurred and are contained. Fire size is 4,000 acres as of 0100 on August 16th.

Actions Taken -

1. Dozer lines are established and holding as shown on topographic map.
2. Considerable structure protection activity has occurred in the Paradise area (30 structures lost).
3. Hand crews are working with dozers to construct line where dozers are unable to work.
4. Air operations have been effective and have included fixed-wing and helicopter drops.
5. Initial Incident Objectives were very general:
 1. SAVE LIFE AND PROPERTY
 2. STOP HEAD WEST OF FOSTER ROAD
 3. KEEP FIRE SOUTH OF ROE ROAD
 4. KEEP SOUTH FLANK FROM DROPPING OFF BLUFFS
 5. KEEP FIRE AS SMALL AS POSSIBLE WITH DIRECT ATTACK
6. The fire was divided into two divisions for the Operational Period of August 15th, from initial attack to present time.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 2-3-1
SCENARIO EXERCISES

Predicted Situation - The fire is expected to become active during the afternoon. If not contained in the Paradise and Skyway areas; additional structures may be lost and the fire could burn into Little Butte Creek Canyon, further complicating control efforts. The south flank will continue to burn toward structures in the Clear Creek School area. Additional spot fires may occur. Predicted weather conditions are not favorable.

Resource Status -

1. Currently on incident - Refer to completed ICS Form 201, Incident Briefing.
2. Resources available for the August 16th Day Operational Period:

Ground Resources - 6 Division Supervisors, 12 Strike Team/Task Force Leaders, 6 Type 1 Engine Strike Teams, 4 Type 3 Engine Strike Teams, 4 Type 2 Dozer Strike Teams, 8 Type 1 Hand Crew Strike Teams, and 6 Type 1 Water Tenders.

Air Resources - 1 Air Tactical Group Supervisor; 5 Air Tankers (Type 1,2, or 3) at Chico Air Attack Base; 4 Helicopters, 1 Type 3 for recon, 3 Type 2 with buckets, at Nance Helibase.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 2-3-1
SCENARIO EXERCISES

NANCE CANYON WILDLAND EXERCISE INSTRUCTIONS

EXERCISE OBJECTIVES

1. Complete the operational planning process for the Day Operational Period of August 16th, 0600-1800 hours (assimilate Ops Section input from Branches, Divisions and other sources). Develop an Operational Planning Worksheet (ICS 215W or 215G), Division Assignment Sheets(ICS 204's) for at least 2 selected divisions or groups and an Operations Briefing Map.
2. Participate as an Ops Section Chief in developing an IAP at a planning meeting. (Need to discuss ICS 220 in the planning process also)
3. Conduct the Ops Chief portion of an operational briefing for assigned resources.

INCIDENT BRIEFING

1. INCIDENT NAME

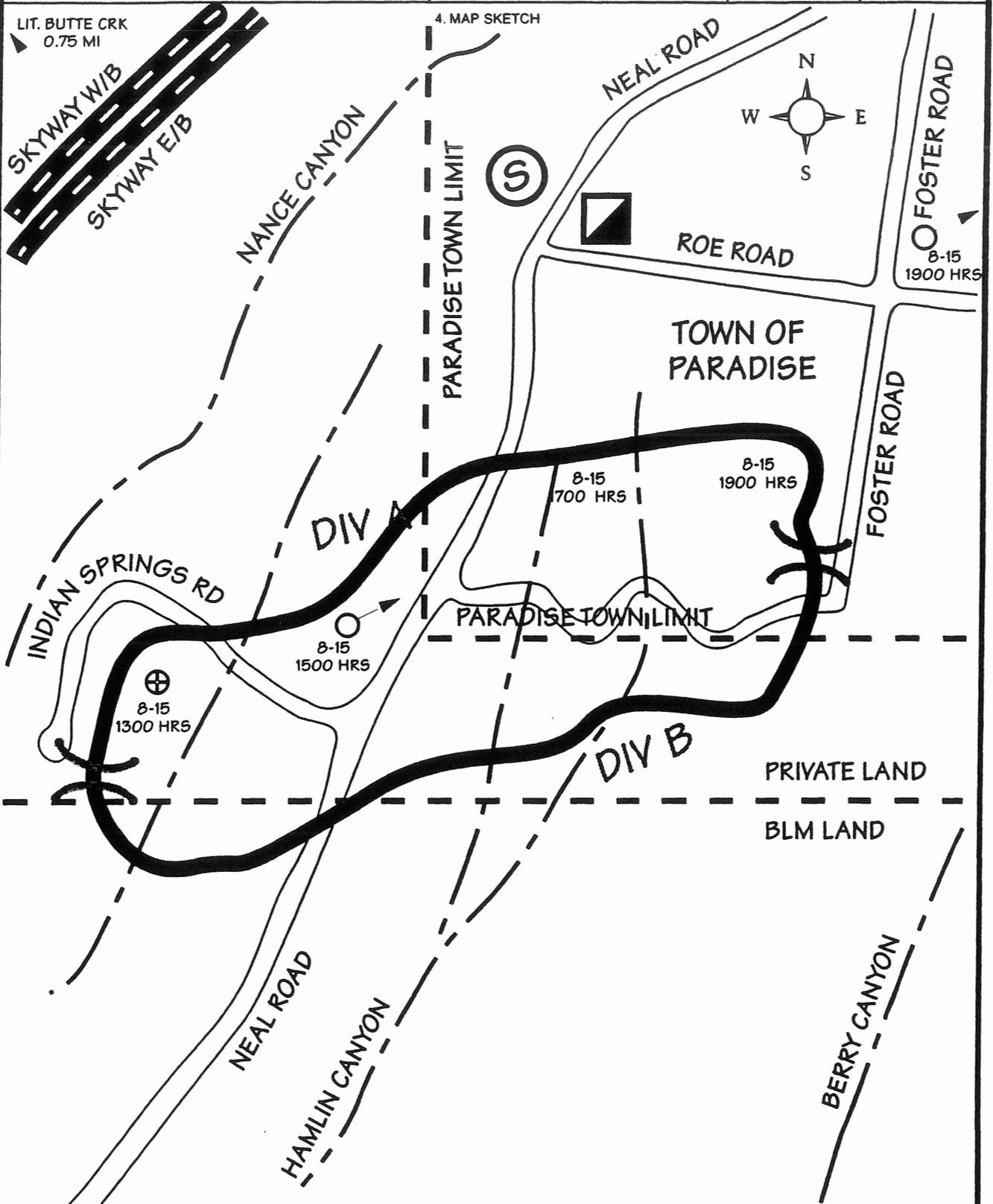
**NANCE
BTU-12345**

2. DATE
COMPLETED
8-15-XX

3. TIME
COMPLETED
1500 HRS

LIT. BUTTE CRK
0.75 MI

4. MAP SKETCH



201

ICS
3-82

PAGE 1

8. PREPARED BY (NAME AND POSITION)

B. REDDING, IA IC

B. HOLMES & J. BROSHEARS—UNIFIED IC'S (1400)

7540-130-0282

7. SUMMARY OF CURRENT ACTIONS

INITIAL SIZE-UP: FIRE WAS 5 AC WHEN PRA E-1 ARRIVED (1315). AT 1330 HRS, FIRE IS 20 AC WITH RAPID RATE OF SPREAD. STRUCTURES THREATENED. WILL USE TWO DIVISIONS AND NEED MANY REINFORCEMENTS. WEATHER: DB 105°F, RH 12%, WIND SW/9 MPH.

STRATEGY: CONTAIN FIRE TO SOUTH END OF PARADISE TOWN LIMITS AND SAVE STRUCTURES BY AUGUST 16, 1200 HOURS.

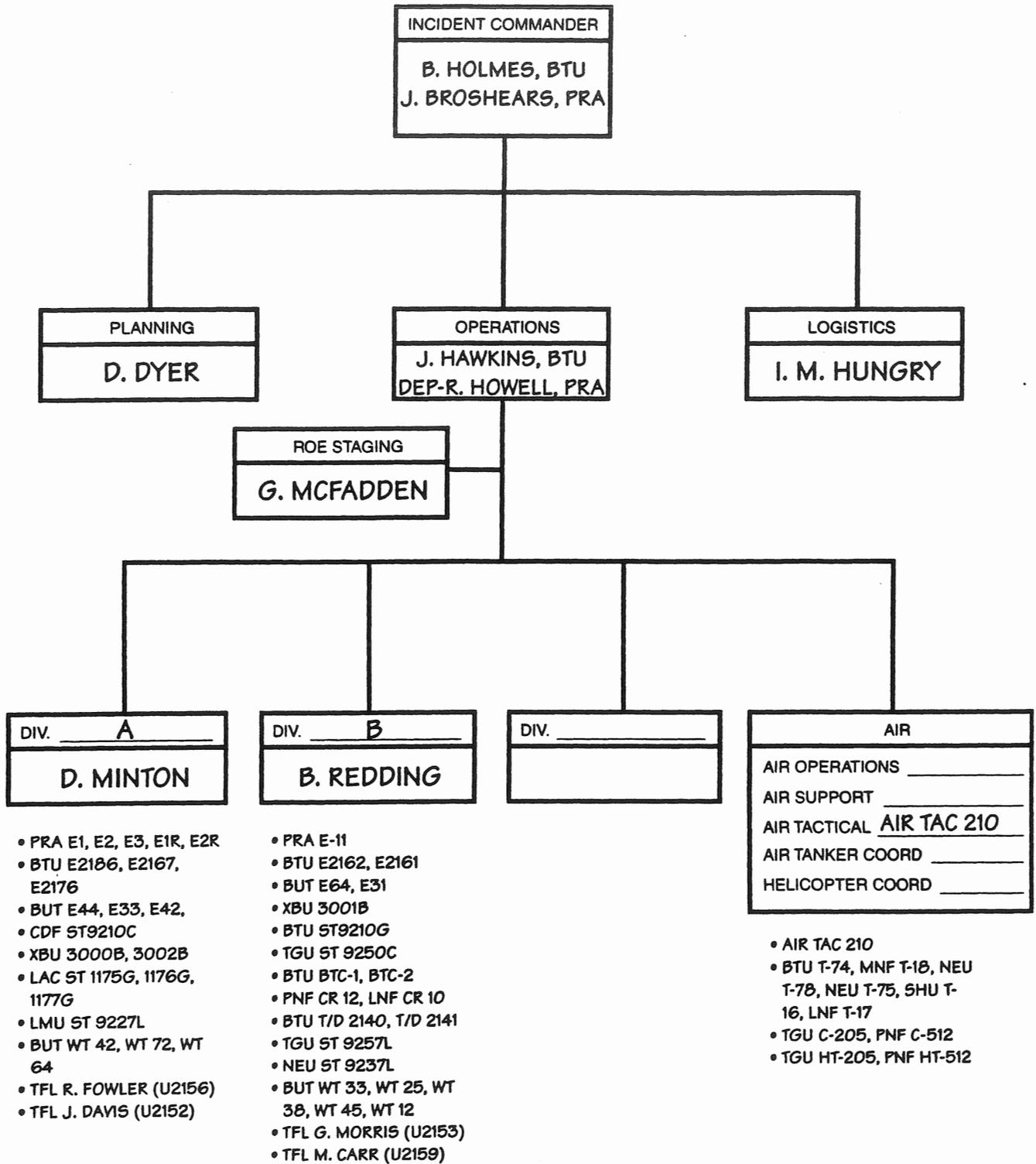
OBJECTIVES:

1. SAVE LIFE AND PROPERTY
2. STOP FIRE WEST OF FOSTER ROAD (NORTH LEG OF FOSTER RD)
3. KEEP FIRE SOUTH OF ROE ROAD
4. KEEP SOUTH FLANK FROM DROPPING OFF BLUFFS
5. KEEP FIRE AS SMALL AS POSSIBLE USING DIRECT ATTACK

EVENTS:

- 8/15 1300 FIRE STARTED SOUTH OF INDIAN SPRINGS ROAD AND WEST OF NEAL ROAD. RAPID RATE OF SPREAD. NUMEROUS SPOT FIRES. INITIAL ATTACK NOT GOING WELL. WORKING TWO DIVISIONS (A & B). ICP AND STAGING AT INTERSECTION OF NEAL AND ROE ROADS. PARADISE PD AND CHICO CHP REQUESTED TO CLOSE NEAL ROAD AT SR 99 AND SKYWAY AND ALL CONNECTING STREETS.
- 8/15 1400 COMMAND TRANSITION TO UNIFIED WITH BTU DC BILL HOLMES AND PRA CHIEF JIM BROSHEARS AS UNIFIED IC'S. FIRE CROSSED INDIAN SPRINGS RD AT 1400 HRS.
- 8/15 1500 FIRE AT NEAL AND FOSTER ROADS. RAPID RATE OF SPREAD. UNIFIED COMMAND WITH PARADISE FIRE DEPARTMENT.
- 8/15 1600 LOSING STRUCTURES ON NEAL RD. NUMEROUS SPOT FIRES. PROBABLE MAJOR FIRE. REQUESTING INCIDENT MANAGEMENT TEAM. EVACUATE ALL IMMEDIATELY EFFECTED AREAS TO VETERAN'S HALL, PARADISE.
- 8/15 1700 LOSING STRUCTURES ON NEAL ROAD NORTH OF FOSTER ROAD. DOZER LINE HOLDING ON SOUTH SIDE (DIV B) BUT FIRE IS UNSECURED IN CANYON BOTTOMS WHERE HEAVY BRUSH EXISTS.
- 8/15 1800 ESTIMATE 30 STRUCTURES BURNED.
- 8/15 1900 FIRE NEAR 90° CURVE ON FOSTER ROAD. FIRE HAS BURNED BLM LAND. RELOCATING COMMAND POST TO PARADISE FIRE FS 1.
- 8/15 2100 FIRE NOT BURNING AS FAST. DIFFICULT TO KNOW WHERE FIRE IS DUE TO CONFUSION AND SMOKE. WILL NEED MANY MORE RESOURCES. MUCH LINE NOT CONNECTED PARTICULARLY IN DIVISION A AROUND STRUCTURES AND IN DIVISION B IN BOTTOMS OF CANYONS WHERE FIRELINE CROSSES CANYONS. HEAVY FUELS IN CANYON BOTTOMS.

6. CURRENT ORGANIZATION



5. RESOURCES SUMMARY

RESOURCES ORDERED	RESOURCE IDENTIFICATION	ETA	ON SCENE	LOCATION/ASSIGNMENT
INITIAL DISPATCH	BTU B2114		X	INITIAL IC->DIV A (1400)
	BTU D2104		X	IC (1400)
	BTU E2186		X	DIV A
	BTU E2167		X	DIV A
	BTU E2162		X	DIV B
	BTU E2176		X	DIV A
	BTU E2161		X	DIV B
	BUT E44		X	DIV A
	BUT E33		X	DIV A
	BUT E42		X	DIV A
	BUT E64		X	DIV B
	BUT E31		X	DIV B
	BTU T/D 2140		X	DIV B
	BTU T/D 2142		X	DIV B
	BTU AIRTAC210		X	"NANCE AIR TAC"
	BTU T74		X	
	MNF T18		X	
	TGU COP205		X	
	TGU HT205		X	
	BTU BT CR 1		X	DIV B
	BTU BT CR 2		X	DIV B
PRA 1ST ALARM	PRA CHF 1		X	UNIF COMM IC (1400)
	PRA BATT 3		X	DEP OSC (1400)
	PRA E-1		X	DIV A
	PRA E-2		X	DIV A
	PRA E-3		X	DIV A
PRA 2ND (1315)	PRA E-1R		X	DIV A
	PRA E-11		X	DIV B
TYPE 3 COPT (1330)	PNF COPT512		X	
	PNG HT512		X	
OPS CHIEF (1330)	BTU D2103		X	OSC (1400)
DIV SUP (1330)	BTU B2112		X	DIVISION B SUPERVISOR (1400)
ST AR MGR (1330)	BTU T2107		X	STAGING AREA: ROE RD @ NEAL RD (1400)
4 AIR TANKERS	NEU T78		X	
(1335)	NEU T75		X	
	SHU T16		X	
201	ICS 3-82	PAGE 4		

5. RESOURCES SUMMARY

RESOURCES ORDERED	RESOURCE IDENTIFICATION		ETA	ON SCENE	LOCATION/ASSIGNMENT
	LNF	T17		X	
1-TYPE 3 ENG ST (1347)	TGU	ST9250C	1500	X	DIV B
4-TFL'S W/VEH'S	BTU	FC R. FOWLER		X	DIV A (U2156)
	BTU	FC J. DAVIS		X	DIV A (U2152)
	BTU	FC G. MORRIS		X	DIV B (U2153)
	BTU	FC M. CARR		X	DIV B (U2159)
4-ST TYPE 1 OR 2 E (1405)	XBU	ST3000B		X	DIV A (CHI E2, E4; ORO E111, E112; EMD E312)
	XBU	ST3001B		X	DIV B (BUT E63, E41, E45, E72; GRD E74)
	BTU	ST9210C		X	DIV A (BTU E2166, E2184, E2163, E2164, E2180)
	XBU	ST3002B		X	DIV A (BUT E21, E37, E61, E271, E73)
8-TYPE 1 WT'S	BUT	WT 33		X	DIV B
	BUT	WT 42		X	DIV A
	BUT	WT 25		X	DIV B
	BUT	WT 38		X	DIV B
	BUT	WT 45		X	DIV B
	BUT	WT 72		X	DIV A
	BUT	WT 12		X	DIV B
	BUT	WT 64		X	DIV A
3-ST TYPE 2 DOZ (1405)	LMU	ST9227L	1800	X	DIV A (DT2240, T/D2240, T/D2242)
	TGU	ST9257L	1700	X	DIV B (DT2540, T/D2540, T/D2542)
	NEU	ST9237L	1700	X	DIV B (DT2340, T/D2340, T/D 2342)
1-TYPE 2 ENG	PRA	E2R		X	DIV A
5-TYPE 1 CR ST (1405)	PNF	CR 12	1600	X	DIV B
	LNF	CR 10	1600	X	DIV B
	LAC	ST1175G	2400	X	DIV A
	LAC	ST1176G	2400	X	DIV A
	LAC	ST1177G	2400	X	DIV A
1-PSC TYPE 1 (1500)	BTU	B2116	1700	X	ICP (1700)
300 COLD DRKS	BTU	S2110	1530	X	ICP
1-PARA PD AGY REP	PPD	THOMAS	1330	X	ICP
1-BCSO AGY REP	BCSO	LT. SMITH	1530	X	ICP
1-OES AGY REP	OES	MARQUIS	1630	X	ICP (CHF 5212)
CLOSE NEAL RD & ADJOINING STREETS			1400	X	CHP & PARADISE PD
1-CDF IMT T-1 (1600)	RCC	ICT 5	0300		ICP
201	ICS 3-82	PAGE 4			

INCIDENT OBJECTIVES ICS 202	1. INCIDENT NAME	2. DATE PREP	3. TIME PREP
	NANCE, CA-BTU-12345	8-15-XX	1500 HRS

4. OPERATIONAL PERIOD (DATE/TIME)
AUGUST 16, 0600 TO 1800 HOURS

5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)

1. PROTECT LIFE AND PROPERTY (STRUCTURES).
2. CONTAIN FIRE ON NORTH SIDE (PARADISE) IN UPPER BERRY CANYON AND WEST OF FOSTER ROAD.
3. CONTAIN FIRE ON NORTHWEST SIDE NEAR SKYWAY.
4. CONTAIN SOUTHEAST SIDE OF FIRE.
5. PATROL AND HOLD DOZER LINE WEST OF SR 191 TO NEAR PARADISE AIRPORT.
6. PATROL AND HOLD DOZER LINE IN SOUTHWEST CORNER OF FIRE.

ALTERNATE PLAN: HOLD FIRE SOUTH OF ROE ROAD, EAST OF SKYWAY, WEST OF SR 191 AND NORTH OF PENTZ ROAD AND SR 99.

6. WEATHER FORECAST FOR THE OPERATIONAL PERIOD

HIGH PRESSURE WELL ESTABLISHED FOR VERY HOT TEMPS & LOW RH'S.
PREDICTED DB 105°F, RH 10-17%, 10 HR FUEL 3.0, & WIND SW/5-8 MPH.

7. GENERAL SAFETY MESSAGE

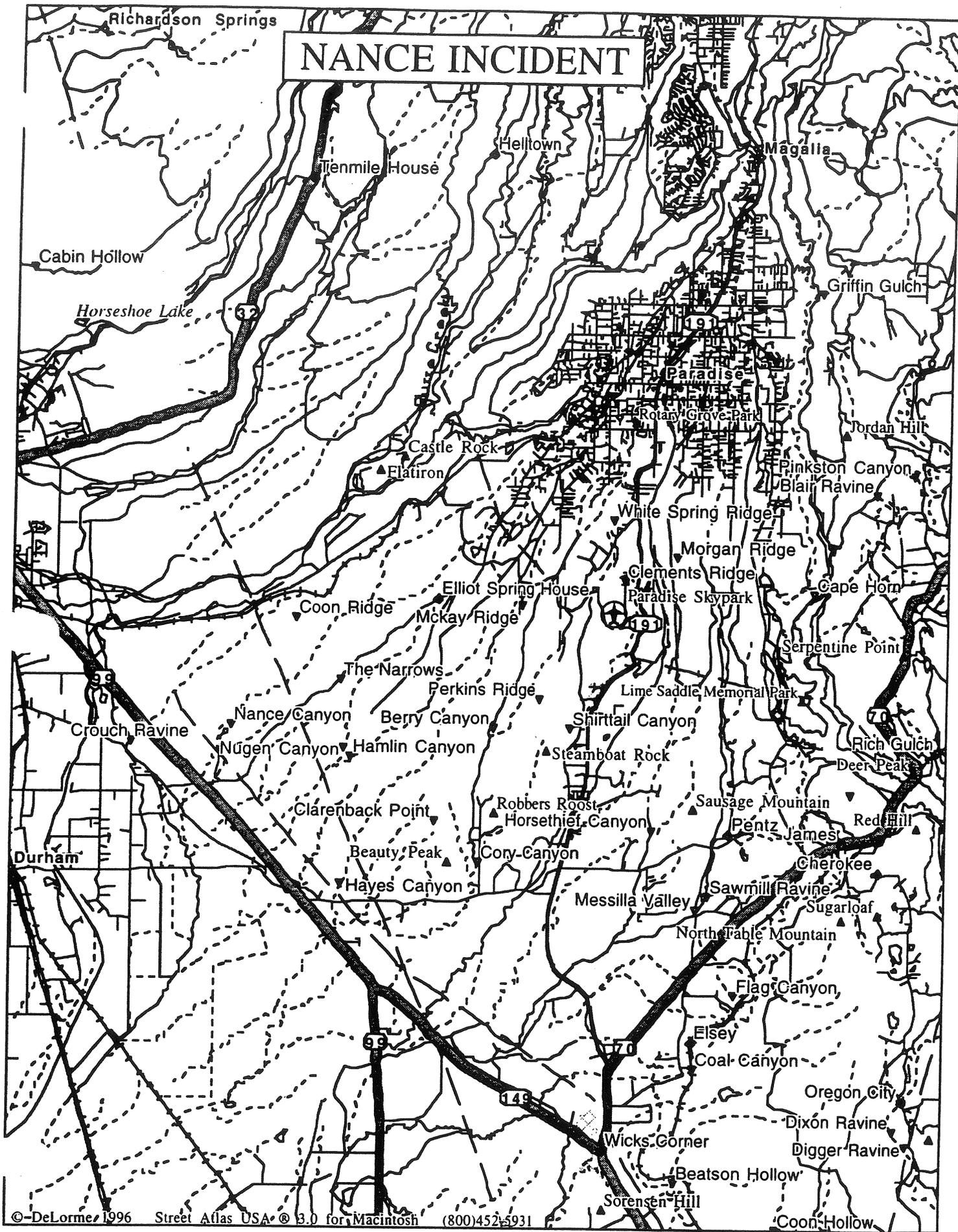
FIRE IS BURNING IN STEEP CANYONS WITH HEAVY BRUSH. FOLLOW LCES.
DRINK WATER. WATCH BLUFFS, CLIFFS AND SNAKES.

8. ATTACHMENTS (CHECK IF ATTACHED)
- | | |
|--|--|
| <input checked="" type="checkbox"/> ICS-202, INCIDENT OBJECTIVES | <input type="checkbox"/> ICS-220, AIR OPERATIONS SUMMARY |
| <input type="checkbox"/> ICS-203, ORGANIZATIONAL ASSIGNMENT LIST | <input type="checkbox"/> WEATHER FORECAST |
| <input type="checkbox"/> ICS-204, DIVISION ASSIGNMENT LIST | <input type="checkbox"/> SAFETY MESSAGE |
| <input type="checkbox"/> ICS-205, RADIO COMMUNICATIONS PLAN | <input checked="" type="checkbox"/> INCIDENT MAP |
| <input type="checkbox"/> ICS-206, MEDICAL PLAN | <input type="checkbox"/> TRANSPORTATION PLAN/MAP |
| <input type="checkbox"/> ICS-208, SITE SAFETY AND CONTROL PLAN | <input type="checkbox"/> |

ICS 202	9. PREPARED BY (PLANNING SECTION CHIEF) BC DAN DYER	10. APPROVED BY (INCIDENT COMMANDER) DC BILL HOLMES
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1. INCIDENT NAME ICE		2. INCIDENT NO. CA-BTU-12345		3. INC. COMMANDER Holmes/Broshears		4. JURISD. BTU/PRA		5. COUNTY Butte		INCIDENT STATUS SUMMARY ICS 209(1-81)								
6. TYPE INCIDENT Wildfire		7. LOCATION SW Corner of Paradise, CA and Butte County								8. STARTED(DATE/TIME) 8-15-XX/1300 HRS								
9. CAUSE Tracer		10. AREA INVOLVED 4,000 acres		11. % CONTAIN 30%		12. EXPECT. 8-16 CONTAIN 1200		13. % CONTROL 10%		14. EXP. DATE: UNK CONTR. TIME:								
15. CURRENT THREAT Structures in Paradise and unincorporated local areas						16. CONTROL PROBLEMS Structures, steep topography, heavy brush fuels, dry fuels												
17. EST. LOSS \$9,000,000		18. EST. SAVINGS \$10,000,000		19. INJ: DEATHS: 0		20. LINE BUILT 8 miles		21. LINE TO BUILD 4 miles										
22. CUR.WEATHER WS 9 MPH WD SW		TEMP 105°F RH 12%		23. PREDICTED WEATHER NEXT PERIOD WS 5-8 MPH WD SW		TEMP 100-110°F RH 10-17%		24. INCIDENT COSTS PREVIOUS DAY UNK		25. TOTAL COST TO DATE \$150,000								
26. AGENCIES		CDF	BUT	PRA	XBU	PNF	LNF	MNF	PRI	GFD	LAC	TOTALS						
27. RESOURCES		SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST			
KIND OF RESOURCE		SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST			
ENGINES/ PATROL UNIT		5	2	5	9	6		5						1		22	11	
DOZERS/ LAW 4X4		8														8		
CREWS/ PATROL OFFICER		2						1		1					3	4	3	
HELICOPTERS			1						1								2	
AIR TANKERS			3							1		1					5	
TRUCK COS.																		
RESCUE/MED																		
WATER TENDERS					8							4					12	
OVERHEAD PERSONNEL			12		6		4		1						5		28	
TOT. PERSON.			113		181		22		16		35		16		1	8	3	113
28. COOPERATING AGENCIES BCSO, PARADISE PD, CHP, RED CROSS, OES, BU CO PUBLIC WORKS, PARADISE PUBLIC WORKS, SALVATION ARMY																		
29. REMARKS Fire started 8/15, 1300 hrs, 0.5 miles south of Paradise, CA, from a tracer bullet. By 1500 hrs., the fire had burned into Paradise and began burning residential structures by 1600 hours. Estimate that 30 structures have burned in the Neal and Foster Road areas. Many more structures have serious damage. Unified command between CDF and Paradise Fire Dept. A roof ordinance in the Town of Paradise helped reduce the loss of structures. Very heavy brush and steep topography are limiting suppression efforts in the canyons. Expecting serious fire spread on the afternoon of August 16 with the fire expected to run more into Paradise and into unincorporated, residential areas off State Route 191 (Clark Road) in the Clear Creek-Butte College area. The Incident Command Post (ICP) is located at Paradise Fire Station #1 (767 Birch St) with the base located at the Paradise High School, Maxwell at Elliott Road.																		
30. PREPARED BY Dan Dyer, PSC				31. APPROVED BY B. Holmes/J. Broshears				32. DATE: TIME:		33. I: U: F:		34. SENT TO: DATE: TIME: BY:						

NANCE INCIDENT





INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 2-4-1
SCENARIO EXERCISES

SCENARIO EXERCISE NO. 2-4-1

TIME: 1 Hour

MATERIALS NEEDED:

- Map of general area
- Pen or pencil
- Scenario Exercise No. 2-4-1
- Slides 2-4-18 through 2-4-29

INTRODUCTION:

Structure protection planning is an important part of the Operations Section Chief's role in mitigating hazards at risk in urban interface (I-Zone) situations. This scenario requires the student to analyze a given situation and develop a structure protection plan.

DIRECTIONS:

1. Have students remove Scenario Exercise 2-4-1 from the Scenario Exercises section of the Student Manual.
2. Show slides 2-4-18 through 2-4-29 and discuss with students.
 - Slide 2-4-18 – Fire approaching Sierra Brooks Subdivision from the South and West
 - Slides 2-4-19 through 2-4-22 – Depicts typical structures within the subdivision. Initiate class discussion in regard to defensibility.
 - Slides 2-4-23 through 2-4-24 – Depicts structures pre-treated with Class A Foam.
 - Slide 2-4-25 – Example of contract water tender. Some of these units may be equipped with Compressed Air Foam Systems. (CAFS)
 - Slide 2-4-26 – As fire approaches subdivision, traffic increases as media arrives and local residents begin to leave the area.
 - Slide 2-4-27 – Operations personnel meeting to discuss tactical options.
 - Slide 2-4-28 - Shows strong media presence.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 2-4-1
SCENARIO EXERCISES

- Slide 2-4-29 – Fire crossing Smithneck Road.
3. Allow the students 30 minutes to develop a structure protection plan for the scenario.
 4. At the end of 30 minutes, initiate a class discussion on the case scenario. Be sure to include discussion of triage, threat analysis, priorities, required resources, contingency plans, safety zones, and evacuation.

Note: There are no absolute answers for this scenario. It is intended to allow the student to apply the concepts learned from the lesson.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 2-4-1
SCENARIO EXERCISES

SCENARIO EXERCISE NO. 2-4-1

You are the Operations Section Chief on a Type II Incident Management team assigned to a wildland fire with structure protection problems. The fuels, structures, and burning conditions are depicted in the slides to be viewed.

See following weather and fire behavior forecasts.

You have the following resources:

XSI 3175C

XSI 3176C

XTB 4235C

OES 3800A

XNE 4101A

XTB 4237B

SIERRA TASK FORCE #1 (Mixed Type 1 & 2 w/Water Tender)(E2, E3, #15, E13, E16)

2 DIVISION SUPERVISORS

1 STAGING AREA MANAGER

2 FIELD OBSERVERS

ETA OF 2 ½ HOURS:

XPL 4125C

XTE 3250C

XSA 4162C

Based on the information you have been provided and the maps included in this scenario develop a structure protection plan for the “Sierra Brooks Subdivision”. The fire is 11,300 acres with a rapid rate of spread approaching the subdivision from the southwest. The fire is expected to reach the subdivision in approximately 2 hours from the south and west.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 2-4-1
SCENARIO EXERCISES

FIRE WEATHER FORECAST

FORECAST NO. 05

NAME OF FIRE: COTTONWOOD

PREDICTION FOR: DAY SHIFT

UNIT: _____

SHIFT DATE: 08/20/94

TIME AND DATE

SIGNED : HUSTON

FORECAST ISSUED: 1800 PDT 08/19/94

Fire Weather Meteorologist

WEATHER FORECAST

WEATHER: Sunny and Breezy

TEMPERATURES: High at 5000 Feet 85-88
at 6500 Feet 80-85

HUMIDITY: Min at 5000 Feet 14-19%
at 6500 Feet 10-14%

EYE LEVEL WINDS:

Ridgetop – SW-W 6-11 MPH until 1000 PDT. Winds increasing 10-16 MPG with gusts to 28 MPH especially over exposed ridge tops around noon.

Slope/Valley – Light and variable winds on the valley floor 'til 1100 PDT. Winds gradually increasing to 6-12 MPH with gusts to 18 MPH through open valleys by 1300 PDT.

STABILITY/INVERSION: Weak Valley inversion mixing out between 1100 and 1200 PDT.

OUTLOOK FOR SATURDAY NIGHT SHIFT: Breezy west winds diminishing and becoming 3-6 MPH over the valley floor by 2100 PDT. Winds continuing mid-slope to ridgetop 7-13 MPH with gusts to 25 MPH over the higher peaks until 0400 PDT. Weak valley inversion developing towards morning. Overnight lows ranging from 41 in the Valley to 44 at mid-slope. Maximum relative humidities near 63% on the Valley floor and 48% at mid-slope.

EXTENDED FORECAST: Sunday through Wednesday..upper low lifting slightly Northeast into Western Canada, then shearing East across the Pacific Northwest. Slightly cooler with breezy winds switching to the W-NW by Monday. Thursday, Aug. 25 through Monday Aug. 29...little change as an upper trough remains positioned off the Pacific Northwest Coast and high pressure continues over the Southern States. Dry, breezy, and stable west flow to continue over the fire.

OBSERVED WEATHER:



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 2-4-1
SCENARIO EXERCISES

FIRE BEHAVIOR FORECAST: 6

SIGNED: _____

NAME OF FIRE COTTONWOOD

Fire Behavior Analyst

FORECAST ISSUED: 1930 8/19/94

PREDICTED FOR DAY SHIFT

SHIFT DATE: 8/20/94

WEATHER SUMMARY: Slightly windier conditions and lack of a strong inversion will lead to earlier active burning. The weather and fuels remain generally stable in the active burning areas, therefore, expect fire behavior to be very similar to yesterday. 1330 has been a dependable hour marking the start intense burning activity. This may be earlier today as the inversion will be weak.

SPECIFIC:

Divisions V & W – Firing operation in Badnaugh and Troisi Canyon are aligned against the wind. Any spots will establish with upslope runs and a supporting wind. division to be active by 1230 hours, but fire will carry all hours.

Divisions C/B/D – Any burning out will be supported by the SW flow intensity, can be modified by firing technique. Some potential for spotting exists as turbulence at the ridgeline, this potential can be mitigated controlling intensity of the burning.

Division E/F/G – Most potential for intense fire activity as large push so strongly against the fireline today as the fire as the Mill area was most directly aligned to the SW flow. Intense spotting and fire whirls developed on the afternoon of 8/19 with similar activity expected again today.

AIR OPERATIONS: The morning inversion will not be as well developed as the previous days as mixing through the night prevented a strong inversion. Northeast corner will still be smoked in, especially when active burning begins.

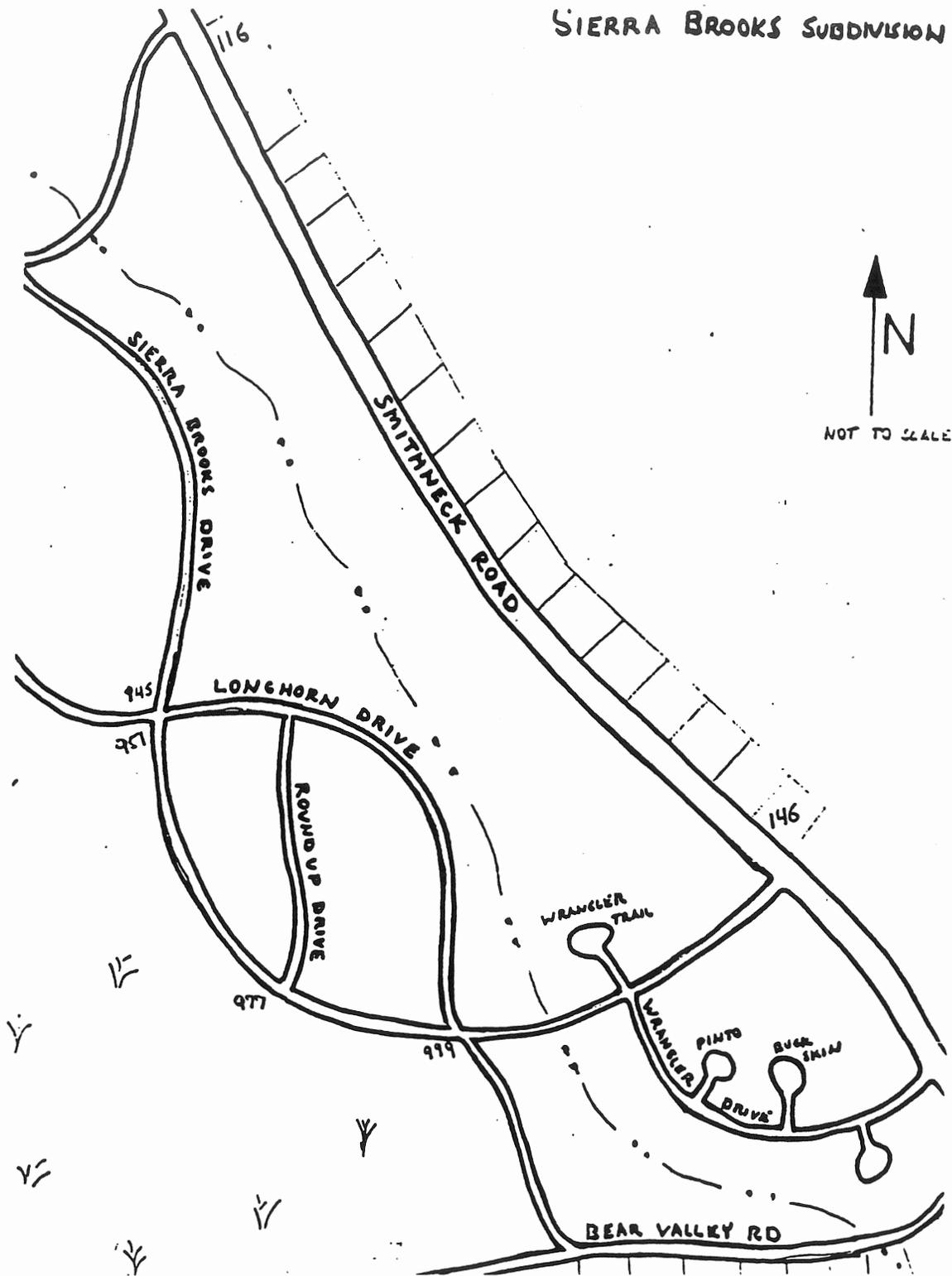
SAFETY: 1330 is the magic hour for active fire to begin. Crews should have escape routes and safety zones verified by this time. Crowning and spotting will continue through the afternoon hours of the shift.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 2-4-1
SCENARIO EXERCISES

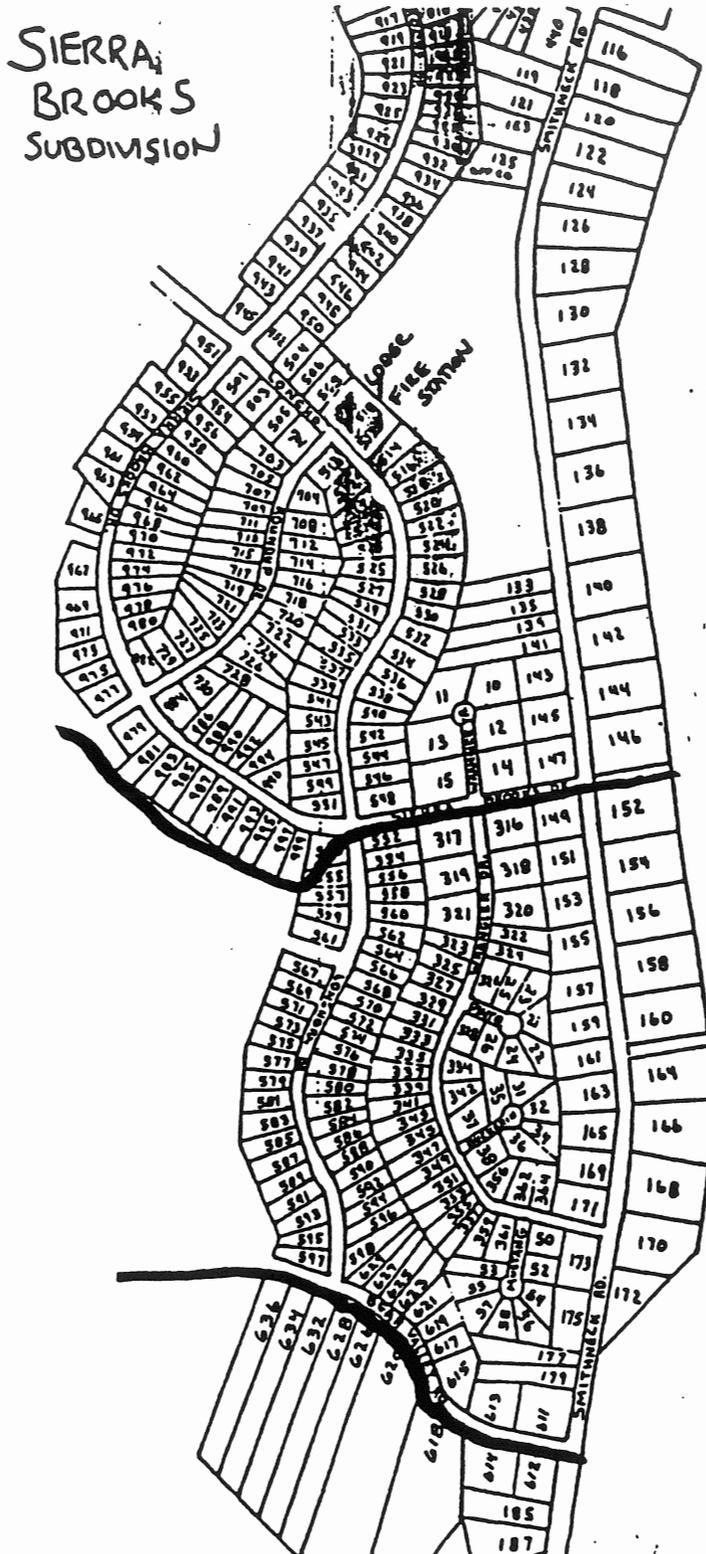




INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 2-4-1
SCENARIO EXERCISES





INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO EXERCISES

SCENARIO EXERCISE 3-3-1

TIME: 30 Minutes

MATERIALS NEEDED:

- Pen or pencil
- Scenario Exercise 3-3-1

INTRODUCTION:

This Scenario Exercise is intended to allow students an opportunity to apply risk and safety mitigation measures to an ALL RISK situation.

DIRECTIONS:

1. Have students remove Scenario Exercise 3-3-1 from the Scenario Exercises section of the Student Manual.
2. Break the students into groups of 4 to 5 and ask them to complete the Scenario Exercise on Risk Assessment and Safety Management as presented in the Handout. Allow 15 minutes for discussion.
3. At the end of 15 minutes, have each group appoint a spokesperson and present how their group proposed to handle the situation. Allow 15 minutes for group presentations.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO EXERCISES

SCENARIO EXERCISE 3-3-1

You are the Operations Section Chief on A Type II Incident Management Team assigned to a flood incident. Your team has been on the incident for two days now and at the planning meeting for tonight's Operational Period you learn that heavy rains are predicted for tomorrow afternoon. Your priority is to reinforce the levee system so that it withhold under these predicted weather condition. Currently, a dozer is working on a 600 foot break in the levee that threatens a sub-division.

Three Type I handcrews and one Type II handcrew are available. Your plan is to use them during tonight's Operational Period to do boil mitigation, strengthen and raise levees. The crews are ready and eager to work on the levee tonight, but the Safety Officer is concerned that another break in the levee may isolate crews and equipment. You have talked to the Division A Supervisor and he says he won't be able to get much work done before dark due to the weakened levee on his division. A Swift Water Rescue Team is on order, but won't be on scene until 1200 hours tonight.

The Division B Supervisor says he thinks crews can work safely on the levee in his division with no problems tonight. The crews will need to post lookouts and watch where they are working.

Discuss this situation in your group and decide how you would handle it as the OSC.

YOUR ACTIONS:



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 4-1-1 THROUGH 4--1-5
SCENARIO EXERCISES

SCENARIO EXERCISE NO. 4-1-1 THROUGH 4-1-5

TIME: 2 Hours

MATERIALS NEEDED:

- Pen or pencil
- Scenario Exercise No. 4-1 through 4-5

INTRODUCTION:

Skill in internal and external communications is essential to effectively perform as an Operations Section Chief. These Scenario Exercises give the student an opportunity to develop strategies to effectively deal with interpersonal conflicts.

DIRECTIONS:

1. Have students remove Scenario Exercise 4-1 through 4-5 from the Scenario Exercises section of the Student Manual.
2. Divide students into five groups. Each group will develop a solution for each of the five scenarios. Have a spokesperson from each group identified to present the solutions from any of the five scenario to the class.

Note: Instructor may have groups work on only one scenario if desired to save time.

3. At the end of one hour, each group will have prepared a solution to all five scenarios. They will present one or more of the scenarios to the class, as selected by the Instructor.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 4-1-1 THROUGH 4--1-5
SCENARIO EXERCISES

SCENARIO EXERCISE NO. 4-1-1

Assume the following occurred as you review this exercise. You, the Operations Section Chief, immediately call the Logistics Section Chief and complain that the orders submitted by your Division Supervisors are not being given proper attention. The Logistics Section Chief assures you that he will get right on it and insure that the Supply Unit has filled those orders. During the evening, you find that Division B did not receive an order to be delivered by helicopter long line that was placed at 0935 this morning. The Division Supervisor assures you that they would have completed and held the line had they received the order. Your first stop is to let the Supply Unit know that they screwed up and therefore we didn't meet our mission. Later, the Logistics Section Chief finds you and suggests that you were out of line by jumping all over Supply Unit personnel.

WHAT WAS WRONG WITH THE WAY THIS SITUATION WAS DEALT WITH AND HOW COULD IT HAVE BEEN BETTER HANDLED?



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 4-1-1 THROUGH 4--1-5
SCENARIO EXERCISES

SCENARIO EXERCISE NO. 4-1-2

You are the Operations Section Chief assigned to an Incident Management Team. Your team has been deployed to manage a bombing incident. The site is a four story office building; with a sizable collapse of all four stories.

Two Federal Emergency Management Agency (FEMA) USAR Task Forces are working the collapsed section where they have been successful in making live victim rescues.

You are familiar with USAR Task Forces and how they operate. This is your first practical experience in working an incident with these specialized resources.

After the Operational Period Briefing, you are personally observing the progress of the rescue and the recovery effort. You want to meet with one of your Branch Directors face to face, but cannot locate him. You ask one of the Division Supervisors where the Branch Director might be. He responds, "Branch is over at the rubble pile operating a hydraulic breaker."

The individual is not a regularly assigned member of your team, but was a mutual-aid resource request based on his t USAR expertise.

HOW DO YOU HANDLE THIS SITUATION? WHAT DO YOU DO IF IT CONTINUES?



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 4-1-1 THROUGH 4--1-5
SCENARIO EXERCISES

SCENARIO EXERCISE NO. 4-1-3

You are assigned as the Operations Section Chief on a 3 division vegetation fire in the back country of your county. You immediately become aware that the access to the fire is on one-lane roads.

The Initial Attack Units have experienced problems; not being able to pass one another, resulting in traffic jams of fire resources.

Once you have been successful in correcting this situation, you want to insure that it doesn't occur again during the next Operational Period.

HOW DO YOU CORRECT THIS? WHO WOULD YOU NEED TO COORDINATE WITH?



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 4-1-1 THROUGH 4--1-5
SCENARIO EXERCISES

SCENARIO EXERCISE NO. 4-1-4

You are assigned as an Operations Section Chief at the Yodkin Fire. You receive a message from the Sheriff's Office that the fire is threatening structures in Cote River Valley and is only a $\frac{1}{4}$ mile away. A strike team of engines that was ordered has not arrived. Three single increment engines arrived about 1400 hours after driving for 14 hours. Personnel have been resting in camp. When you left the fire, about 1700, it was burning away from the structures into the mountains. Due to the shortage of personnel and safety concerns, you did not staff a night shift. Earlier in the day you met with the Under-sheriff who lives in the Cote River Valley about concerns for structure protection. You assured him that the fire was spreading away from the valley and posed no threat to structures at that time.

WHAT WOULD YOU DO NEXT?



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 4-1-6
SCENARIO EXERCISES

SCENARIO EXERCISE NO. 4-1-6

TIME: 4-5 Hours

MATERIALS NEEDED:

- Pen or pencil
- Scenario Exercise (CAJON)
- Cajon Pass Train Derailment Incident History.
- Cajon Pass Train Derailment Exercise Instructions.
- San Bernardino County Sheriff's Office-Burlington Northern Santa Fe Railroad
- Release from Liability and Hold Harmless Agreement to Reimburse for Actual Costs of Materials Supplied
- Cajon Pass Train Derailment Maps (2)
- Cajon Pass train Derailment Santa Fe Pacific Organizational Structure (ICS 213 message)
- Cajon Pass Train Derailment ECC Gas Pipeline information (ICS 213 message)
- Cajon Pass Train Derailment Hazmat Site Safety and Control Plan. (ICS 208)
- Cajon Pass Train Derailment Incident Objectives (ICS 202)
- Cajon Pass Train Derailment chemical information
- Showing of Cajon Pass Train Derailment video tape
- Division Assignment List (ICS 204)
- Incident Resource Projection matrix (ICS 215M)
- Air Operations Summary Worksheet (ICS 220)
- Operations Planning Worksheets (ICS 215G/215W)
- Easel, easel paper, and marking pens



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 4-1-6
SCENARIO EXERCISES

INTRODUCTION:

This exercise, in conjunction with the Nance exercise, is intended to pull the entire course together for the students. The instructor cadre needs to be prepared ahead of time to produce the maximum benefit from this portion of the class. It will take at least 20 minutes to review and explain the exercise to the students. Show the Cajon video during this information sharing to set the scene. It will take another 10 minutes for the various student groups to move to their designated work locations and set up. Allow at least 6 hours (including the time frames already discussed) to complete the exercise. If the groups are successful, they will be able to:

1. Present the Operations portion of the Planning Meeting for a day operational period utilizing a wall mounted ICS 215 (Operational Planning Worksheet) and
2. Present the Operations portion of the operational period briefing from ICS 204's (Division Assignment Lists) and an Operation Briefing Map, which will have been prepared based on their 215G.

The goal is for each group to take on the role of an Operations Section Chief doing his/her part of both:

1. Completing the ICS 215G and participate in a Planning Meeting;
2. Understand how the information from the ICS 215G is used in the development of the Incident Action Plan; and
3. Participate as an Ops Chief in an Operational Period Briefing.

DIRECTIONS:

1. Break the students into work groups of about 4-6 people each
2. Each work group will have approximately 2 hours to prepare for Part 1 of the exercise and 2 hours to prepare for Parts 2
3. Provide separate work locations for each group if possible
4. Other: A supply of the following ICS Forms on hand for each group:
 - ICS 215 A's and 215 G's (both wall mount and small size)
 - Small size 204's
 - Each student has access to a Field Operations Guide
5. Each group will be allowed 15 minutes per part. for presentations before the entire class.

NOTE:

There are no absolute answers for these case scenarios. They are intended to allow the student to start to apply the concepts learned from the lesson.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

SCENARIO 4-1-6
SCENARIO EXERCISES

Scenario Exercise No. 4-1-6

EXERCISE OBJECTIVES

1. Complete the operational planning process for the Day Operational Period of August 4th, 0600-1800 hours (assimilate Ops Section input from Branches, Divisions and other sources). Develop an Incident Resource Projection Matrix (ICS 215M), Operational Planning Worksheet (ICS 215G), Division Assignment Sheets (ICS 204's) for at least 2 selected divisions or groups and an operations briefing map.
2. Participate as an Ops Section Chief in developing an IAP at a planning meeting.
3. Conduct the Ops Chief portion of an operational briefing for assigned resources.
4. Prepare a demobilization outline using ICS 215M and explain how conclusions were reached.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

CAJON PASS EXERCISE

CAJON PASS TRAIN DERAILMENT INCIDENT HISTORY

INCIDENT

The Cajon Pass Derailment (Cajon Incident) occurred on August 3 at 2345 in the upper end of Cajon Pass. A Santa Fe freight train with approximately 50 cars experienced a brake failure, and derailed on a sharp curve. This location is near the junction of Interstate 15 (I-15) and State Route 138 (SR 138). Refer to the attached map. A fire developed from the accident. Within the burning wreckage are 15 tank cars containing various flammable liquids. As the four locomotives at the head of the train left the tracks, their fuel tanks ruptured, causing an estimated 15,000 gallons of diesel fuel to be released and flow down a dry creek bed. The fuel from the locomotives is also on fire. The remaining freight cars were loaded with assorted building products and household goods.

The three-member train crew (engineer, conductor and brakeman) are missing. It is unknown if they jumped clear of the train, or are in the wreckage.

THE FIRE

The fire involving the train and the cargo is extensive. A small wildland fire (approximately 10 acres of grass and brush) occurred, but has basically contained itself within pre-existing natural and man-made barriers. The train fire is being fed by thousands of gallons of flammable liquids and thousands of tons of other combustibles. Access is extremely difficult and the toxicity of the smoke is unknown. Darkness has made an accurate appraisal impossible.

PREDICTION

The wildland fire may or may not hold itself to its present containment. The railroad cars and cargo are predicted by Santa Fe officials to continue burning intensely throughout the next 2-3 days.

THE WEATHER

The weather forecast for August 4 is:
Temperature 92 degrees
Relative Humidity 18%
Wind Direction and Speed S/SE, 10-18 MP
No rain is predicted through the period



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

CAJON PASS EXERCISE

EXPOSURES

Cajon Pass is a mountain pass that connects the high desert (primarily a bedroom community) and the urban areas of San Bernardino. The Pass is a major utility and transportation corridor. The subdivision of Oak Hill, at the top of the Pass, is in the direct path of the predicted wind flow. Due to the topography, other exposures must be considered.

- 3 Major rail lines
- 2 Major petroleum pipe lines (8" & 14")
- Interstate 15
- State Route 138
- Local residences
- Local businesses
- 280 KV powerlines
- Major population areas both north and south of the crash site
- Impacts for transportation and utility routes
- Resource values, wildlife, soil, air, etc.

SITUATION & RESOURCE

STATUS

You have arrived at the scene as the Operations Section Chief. The resources listed below are also at the scene and have been functioning in an initial attack capacity with little progress being made. The jurisdictional agency has ordered an Incident Management Team. The team is enroute due to arrive at 1000 hours. There are no other outstanding or unfilled orders. Battalion Chief, current IC.

- 5 Single resource Type I engines
- 8 Single resource Type III engines
- 2 BLS ambulances
- 2 Paramedic units
- 3 Type I handcrews
- 1 Safety Officer
- 3 Division Group/Supervisors
- 1 Planning Section Chief
- 1 Battalion Chief, current IC
- 1 Haz Mat team Type I



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

CAJON PASS EXERCISE

RELEASE FROM LIABILITY AND HOLD HARMLESS AGREEMENT, AND AGREEMENT TO REIMBURSE FOR ACTUAL COSTS OF MATERIALS SUPPLIED

WHEREAS emergency conditions have existed since August 3, in West Cajon Valley near the junction of Interstate 15 and Highway 138, in San Bernardino County, California, and a proclamation of a local emergency was declared on August 3, by the Chairman of the San Bernardino County Board of Supervisors, resulting from the multi-car derailment of a train carrying hazardous chemicals, and the release of hazardous materials into the atmosphere at that location, and because an imminent threat of an uncontrolled explosion currently exists concerning an overheating double-jacketed railroad tanker car that was part of the derailed train, which might be mitigated by an emergency controlled explosion;

THEREFORE, in consideration of receiving a quantity of C-4 explosive and detonation cord from the San Bernardino County Sheriff's Department for an emergency controlled explosion of a valve of an overheating double-jacketed railroad tanker car, the Burlington Northern Santa Fe Railway hereby agrees to release from all liability and to indemnify and defend and hold harmless the County of San Bernardino and its governing Board of Supervisors, employees, and agents, and the San Bernardino County Sheriff's Department. Sheriff Gary S. Penrod, and their officers, employees, and agents from all claims for personal injuries and property; y damage and other loss, liabilities, costs, and expenditures, including attorney's fees and costs of defense, which may arise from the detonation of the C-4 explosive being supplied to the Burlington Northern Santa Fe Railway for the purpose of creating an emergency controlled explosion to avert a threatened explosion deemed to be greater in intensity than the planned controlled explosion.

The Burlington Northern Santa Fe Railway further agrees that the C-4 explosive and detonation cord are only being provided for the purpose of conducting an emergency controlled explosion of an overheating double-jacketed railroad tanker car, and will not be used for any other purpose. The Burlington Northern Santa Fe Railway further agrees to promptly return to the San Bernardino County Sheriff's Department any unused materials supplied to it under this agreement, and to reimburse the County of San Bernardino and the San Bernardino County Sheriff's Department for the actual cost of all materials supplied and used in the emergency operation.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

CAJON PASS EXERCISE

I attest that I have the authority to enter into and sign this release and agreement on behalf of the Burlington Northern Santa Fe Railway, and that this agreement is being entered into freely and voluntarily.

DATE:

Burlington Northern Santa Fe Railway

By:
Superintendent

I agree to release a quantity of C-4 explosive and detonation cord to the Burlington Northern Santa Fe Railway for the sole purpose of the conducting of an emergency explosion by their employees, consultants, and agents under the terms and conditions just described.

DATE:

San Bernardino County Sheriff's Department

By:

GENERAL MESSAGE

TO:	POSITION	OPERATIONS SECTION CHIEF
FROM	POSITION	DISPATCH
SUBJECT Gas Pipeline	DATE	

MESSAGE:

Please be aware that CALNEV pipeline is operational. Lines are at 500 PSI and located 300 feet north of incident.

Lines are marked with yellow markers and barricades have been placed 30 feet between the lines and incident. No

equipment is allowed past the barricades without notification to CALNEV personnel. CALNEV personnel are located at

ICP and directly above incident on the hill below the power transmission lines.

SIGNATURE/POSITION

REPLY

DATE	TIME	SIGNATURE/POSITION
-------------	-------------	---------------------------

ICS 202 - INCIDENT OBJECTIVES

1. INCIDENT NAME

CAJON INCIDENT CA-BDF-12345

2. DATE
PREPARED

AUG 4, xxxx

3. TIME
PREPARED

0200 HRS.

4. OPERATIONAL PERIOD (DATE/TIME)

AUGUST 4TH, xxxx, 0700 - 1900 HRS, DAY OPERATIONAL PERIOD

GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)

1. ISOLATE AND DENY ENTRY TO EMERGENCY WORKERS & PUBLIC.
2. PROVIDE FOR SAFETY OF EMERGENCY WORKERS & PUBLIC.
3. DETERMINE NEED FOR POSSIBLE EVACUATIONS.
4. SECURE CRASH SCENE.
5. CONTAIN CONTAMINANTS (AIR & GROUND).
6. CONTAIN WILDLAND FIRE.
7. MITIGATE INCIDENT SUFFICIENTLY TO REOPEN INTERSTATE 15 (I-15)
8. LOCATE THREE (3) MISSING MEMBERS OF TRAIN CREW.

6. WEATHER FORECAST FOR OPERATIONAL PERIOD

-- SEE ATTACHED NATIONAL WEATHER SERVICE FORECAST.

7. GENERAL/SAFETY MESSAGE

-- SEE ATTACHED ICS 208, SITE SAFETY AND CONTROL PLAN & SAFETY MESSAGE.

-- MONITOR AIR QUALITY & ASSURE APPROPRIATE PERSONAL PROTECTIVE EQUIPMENT

8. ATTACHMENTS (v IF ATTACHED)

- ORGANIZATION LIST (ICS 203)
- DIVISION ASSIGNMENT LISTS (ICS 204)
- COMMUNICATIONS PLAN (ICS 205)

- MEDICAL PLAN (ICS206)
- SITE SAFETY & CONTROL (ICS208)
- AIR OPERATIONS (ICS 220)
- WEATHER FORECAST

- SAFETY MESSAGE
- INCIDENT MAP
- TRANSPORTATION PLAN / MAP
-

ICS -202

9. PREPARED BY (PLANNING SECTION CHIEF)

CHIEF JEFF JONES

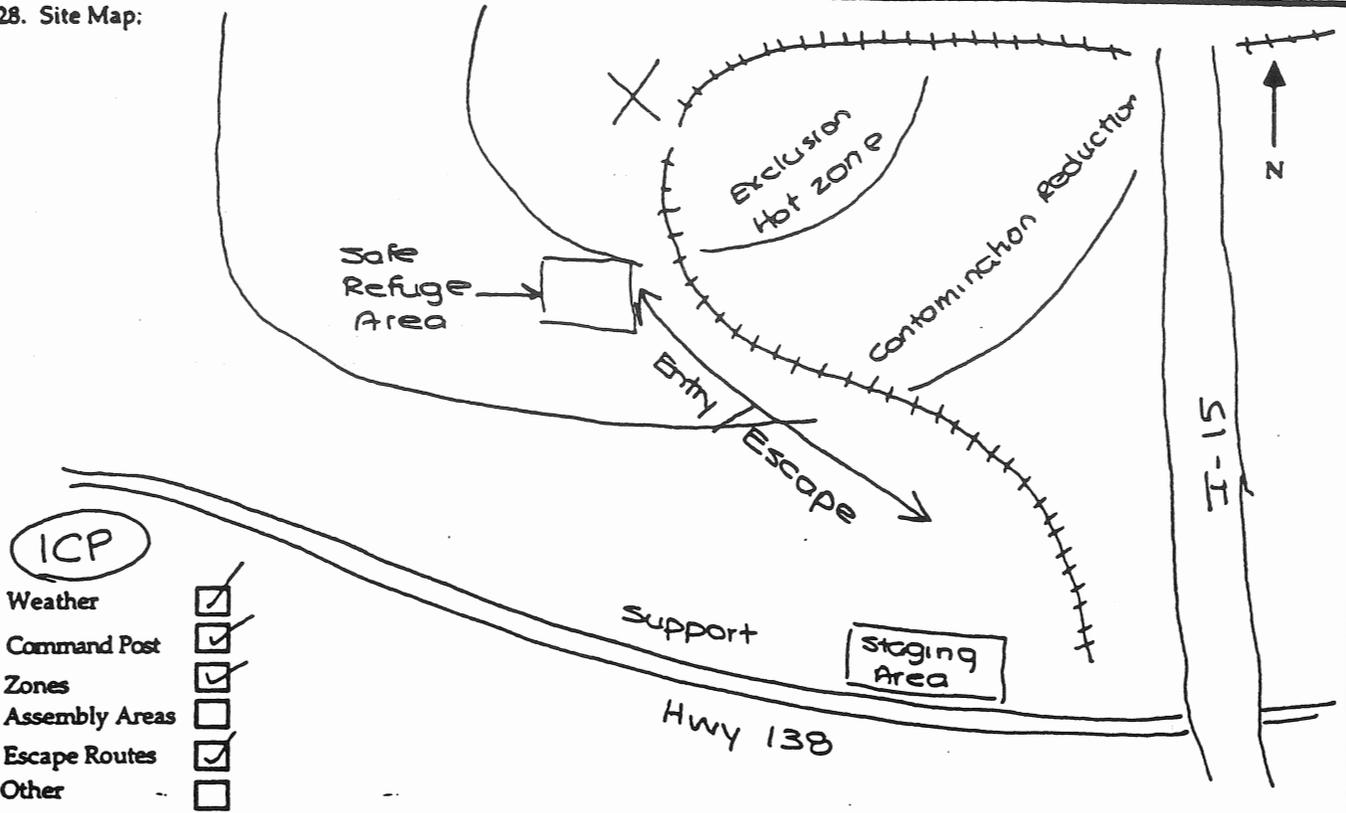
10. APPROVED BY (INCIDENT COMMANDER)

CHIEF PAT COONEY

SITE SAFETY AND CONTROL PLAN		1. Incident Name: Cajon	2. Date Prepared: 8/4	3. Operational Period Time Day 1000 hrs								
Section I. Site Information												
4. Incident Location: Hwy 138 west of I-15												
Section II. Organization												
5. Incident Commander: Tim Sappock / Mike Conrad		6. HM Group Supervisor: Larry Katulus		7. Tech. Specialist - HM Reference:								
8. Safety Officer: Tim Kochen		9. Entry Leader:		10. Site Access Control Leader: Div A & Div B								
11. Asst. Safety Officer - HM: Doug Lawson		12. Decontamination Leader:		13. Safe Refuge Area Mgr:								
14. Environmental Health:												
15. Entry Team (Buddy System)				16. Decontamination Element								
Name		Level		Name		Level						
Entry 1 see Entry Locations		B		Decon 1 see Entry Locations		B						
Entry 2				Decon 2								
Entry 3				Decon 3								
Entry 4				Decon 4								
Section III. Hazard/Risk Analysis												
17. Material	Container type	Qty.	Phys. State	pH	IDLH	FP.	I.T.	V.P.	V.D.	S.G.	LEL	UEL
Trimethyl Phosphite	Rail Car	unk	liq	-	N/A	100°F		24	1.87		?	?
Butyl Acrylate	Rail Car	unk	liq	-	-	105°	534°	3.2	4.4	.90	1.3	9.9
Denatured Alcohol	Rail Car	unk	liq	-	1000ppm		75°		1.6	.80		
Methyl Ethyl Ketone	Rail Car	unk	liq	-	N/A	24°F	961°	71.2	2.5	.80	1.8	11.5
Comment: Due to inability to assess damage to rail cars, actual released materials unknown.												
Section IV. Hazard Monitoring												
18. LEL Instrument(s): GX 86 intermittent (4-5% LEL)				19. O ₂ Instrument(s): GX 86 intermittent								
20. Toxicity/PPM Instrument(s): Droeger Tubes				21. Radiological Instrument(s): None								
Comment: 18% O ₂ lowest reading detected												
Section V. Decontamination Procedures												
22. Standard Decontamination Procedures:		YES:	NO: <input checked="" type="checkbox"/>	Comment: Modified to needs								
Plain water to be used												
Support 151.445			Section VI. Site Communications		OES Tactical 154.280							
23. Command Frequency 151.265		24. Tactical Frequency: 154.325		25. Entry Frequency: 154.325								
Section VII. Medical Assistance												
26. Medical Monitoring		YES: <input checked="" type="checkbox"/>	NO:	27. Medical Treatment and Transport In-place		YES: <input checked="" type="checkbox"/> NO:						
Comment: Located at staging @ Div A @ Div B												

Section VIII. Site Map

28. Site Map:



Section IX. Entry Objectives

29. Entry Objectives:

Damage assessment & fire control

Section X. SOP'S and Safe Work Practices

30. Modifications to Documented SOP's or Work Practices

YES:

NO:

Comment: Level B protection while working near liquids, Level D & SCBA during fire control. Be alert around heavy equipment. Stay away from cables. Be alert to cold or heat exposure. Any pooling and/or mixing of chemicals will be evaluated before entry.

Section XI. Emergency Procedures

31. Emergency Procedures:

Signal will be yelp siren or air horn blasts. Personnel will move upwind & away from hazard into safe refuge area. Notify safety officer of equipment failures.

Section XII. Safety Briefing

32. Asst. Safety Officer HM Signature:

Safety Briefing Completed (Time):

33. HM Group Supervisor Signature:

34. Incident Commander Signature:

FAX

County Sheriff's Department

John Smith, Sheriff

Facsimile Transmission

Voice: 909 555-1234

Facsimile: 909 555-4321

To: ATTORNEY FOR SANTA FE RAILROAD
CAJON INCIDENT COMMAND POST

From: CLARENCE DARROW, LEGAL COUNCIL
SHERIFF'S DEPARTMENT

Date: August 4 **Number of Pages:** Cover + 2

Comments: PROPOSED DRAFT FOR YOUR REVIEW & DISCUSSION IF
NEEDED. ALSO, F.Y.I. CLARENCE DARROW WILL BE FLYING TO THE COMMAND POST
LATER TODAY.

**RELEASE FROM LIABILITY & HOLD HARMLESS
AGREEMENT AND AGREEMENT TO REIMBURSE FOR
ACTUAL COSTS OF MATERIALS SUPPLIED**

WHEREAS emergency conditions have existed since August 3, in West Cajon Valley near the junction of Interstate 15 and Highway 138, in the County, and a proclamation of a local emergency was declared by the Chairperson of the Board of Supervisors, resulting from the multi-car derailment of a train carrying hazardous chemicals, and the release of hazardous materials into the atmosphere at that location, and because an imminent threat of an uncontrolled explosion currently exists concerning an overheating double-jacketed railroad tanker car that was part of the derailed train, which might be mitigated by an emergency controlled explosion;

THEREFORE, in consideration of receiving a quantity of C-4 explosive and detonation cord from the County Sheriff's Department for an emergency controlled explosion of a valve of an overheating double-jacketed railroad tanker car, the Santa Fe Railway hereby agrees to release from all liability and to indemnify and defend and hold harmless the County and its governing Board of Supervisors, employees, and agents, and the County Sheriff's Department, Sheriff John Smith, and their officers, employees, and agents from all costs from personal injuries and property damage and other loss, liabilities, costs, and expenditures, including attorney's fees and costs of defense, which might arise from the detonation of the C-4 explosive being supplied to the Santa Fe Railway for the purpose of creating an emergency controlled explosion to avert a threatened explosion deemed to be greater in intensity than the planned controlled explosion.

The Santa Fe Railway further agrees that the C-4 explosive and detonation cord are only being provided for the purpose of conducting an emergency controlled explosion of an overheating double-jacketed railroad tanker car, and will not be used for any other purpose. The Santa Fe Railway further agrees to promptly return to the County Sheriff's Department any unused materials supplied to it under this agreement, and to reimburse the County and the Sheriff's Department for the actual cost of all material supplied and used in the emergency operation. I attest that I have the authority to enter into this release and agreement on behalf of the Santa Fe Railway, and that this agreement is being entered into freely and voluntarily.

DATE: _____

Santa Fe Railway

BY: _____

Superintendent

I agree to release a quantity of C-4 explosive and detonation cord to the Santa Fe Railway for the sole purpose of the conducting of an emergency explosion by their employees, consultants, and agents under the terms and conditions just described.

DATE: _____

County Sheriff's Department

BY: _____

NORMAL TRANSPORTATION. IT IS REACTIVE WITH STRONG OXIDIZING MATERIALS, AND WILL DISSOLVE OR SOFTEN SOME PLASTICS. TOXICITY IS LOW TO MODERATE VIA THE VARIOUS POTENTIAL ROUTES OF EXPOSURE. VAPORS ARE IRRITATING TO NOSE, EYES, AND THROAT. PRODUCTS OF COMBUSTION MAY INCLUDE TOXIC CONSTITUENTS. IT WEIGHS 6.7 LBS/GALLON.

ARS FROM HEAD END GATX 37310

CLASSIFICATION: (FLAMMABLE LIQUID)
COMMODITY NUMBER IS: 4910185
FLAMMABLE LIQUIDS, N.O.S.
(FLAMMABLE LIQUID)
CLASS 3 (FLAMMABLE LIQUID)

UN1993

(FLAMMABLE LIQUID)

FLAMMABLE LIQUIDS, N.O.S. IS THE PROPER SHIPPING NAME FOR THOSE MATERIALS HAVING A CLOSED CUP FLASH POINT OF LESS THAN 141 DEG. F. AND NOT SPECIFICALLY MENTIONED IN THE HAZARDOUS MATERIALS REGULATIONS.

33 CARS FROM HEAD END NATX 82129

CLASSIFICATION: (COMBUSTIBLE LIQUID)
COMMODITY NUMBER IS: 4912215
BUTYL ACRYLATE
(COMBUSTIBLE LIQUID)
CLASS 3 (FLAMMABLE LIQUID)

UN2348

(COMBUSTIBLE LIQUID)

BUTYL ACRYLATE IS A CLEAR COLORLESS LIQUID WITH A SHARP, BITING CHARACTERISTIC ODOR. IT IS USED FOR MAKING PAINTS, COATINGS, CAULKS, SEALANTS, ADHESIVES, OTHER CHEMICALS, AND A VARIETY OF OTHER PRODUCTS. THE SUBSTANCE IS VERY SLIGHTLY SOLUBLE IN WATER AND SOMEWHAT LIGHTER SO MAY BE EXPECTED TO FORM A SLOWLY DISSOLVING SURFACE SLICK. ITS FLASH POINT OF 75 DEG. F. INDICATES THAT BUTYL ACRYLATE MUST BE MODERATELY HEATED TO BE EXPOSED TO HIGH AMBIENT TEMPERATURES BEFORE IGNITION MAY OCCUR EASILY. ACCUMULATIONS OF VAPOR IN CONFINED SPACES SUCH AS BUILDINGS OR SEWERS MAY LEAD TO EXPLOSIONS IF IGNITED. IT WEIGHS 7.5 LBS/GALLON.

31 CARS FROM HEAD END ACFX 79907

CLASSIFICATION: (COMBUSTIBLE LIQUID)
COMMODITY NUMBER IS: 4914256
PETROLEUM DISTILLATES, N.O.S. <OR> PETROLEUM PRODUCTS, N.O.S.
(COMBUSTIBLE LIQUID)
COMBUSTIBLE LIQUID

UN1268

PETROLEUM DISTILLATES, N.O.S. IS A CLEAR COLORLESS TO VARIABLE COLORED LIQUID HYDROCARBON MIXTURE WITH PROPERTIES, INCLUDING ODOR, BETWEEN GASOLINE AND KEROSENE. IT'S FLASH POINT CAN BE EXPECTED TO BE ABOVE 100 DEG F. IT IS BARELY SOLUBLE IN WATER AND LIGHTER THAN WATER. IT WILL FORM A FLOATING SURFACE SLICK. IT'S VAPORS ARE HEAVIER THAN AIR. IT CAN BE TOXIC BY ABSORPTION, INHALATION OR SKIN ABSORPTION.

n-BUTYL ACRYLATE RAILCAR (105-J) RECOMMENDATIONS

SITUATION I: RAILCAR HAS RUPTURED AND MATERIAL HAS SPILLED.

RECOMMENDATION: APPROACH WITH CAUTION TO FIGHT FIRE AND/OR MITIGATE SPILL.

DANGER IS ENVIRONMENTAL/PERSONNEL EXPOSURE ONLY

SITUATION II: RAILCAR TANK IS INTACT WITH FIRE ON OR NEAR IT.

RECOMMENDATION: DO NOT APPROACH! DANGER OF CATASTROPHIC TANK FAILURE IS SMALL, BUT ACTUAL.

EVACUATE ONE-HALF MILE.

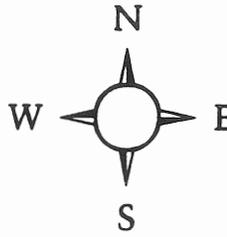
KNOWN PROPERTIES OF n-BUTYL ACRYLATE:

- (a) IF INTERNAL (MATERIAL) TEMPERATURE REACHES 125°C (DUE TO SURROUNDING FIRE), THE SHIPPING STABILIZER IS NO LONGER FUNCTIONAL.
- (b) IF A RUNAWAY POLYMERIZATION ENSUES, EXOTHERMIC TEMPERATURE RISE MAY WELL REACH 147°C.
- (c) IF INTERNAL (MATERIAL) TEMPERATURE REACHES 147°C (THE NORMAL BOILING POINT), THE RAILCAR WILL BEGIN TO VENT VAPOR WHICH IS UNSTABILIZED.
- (d) IF UNSTABILIZED VAPOR CONDENSATE POLYMERIZES, PRESSURE RELIEF MAY BE COMPROMISED, LEADING TO RAPID INTERNAL PRESSURIZATION OF THE RAILCAR.
- (e) IF THE INTERNAL PRESSURIZATION EXCEEDS THE MAXIMUM OPERATING PRESSURE OF THE TANK, CATASTROPHIC RUPTURE (EXPLOSION) MAY OCCUR.

POSSIBLE WARNING SIGN:

IF PRESSURE VENTING HAS BEEN OBSERVED (VAPOR CLOUD) AND SUBSEQUENTLY STOPS, PRESSURE RELIEF SYSTEM HAS LIKELY BEEN COMPROMISED.

CAJON INCIDENT CA-BDF-12345 AUGUST 4, XXXX



LEGEND

ICP



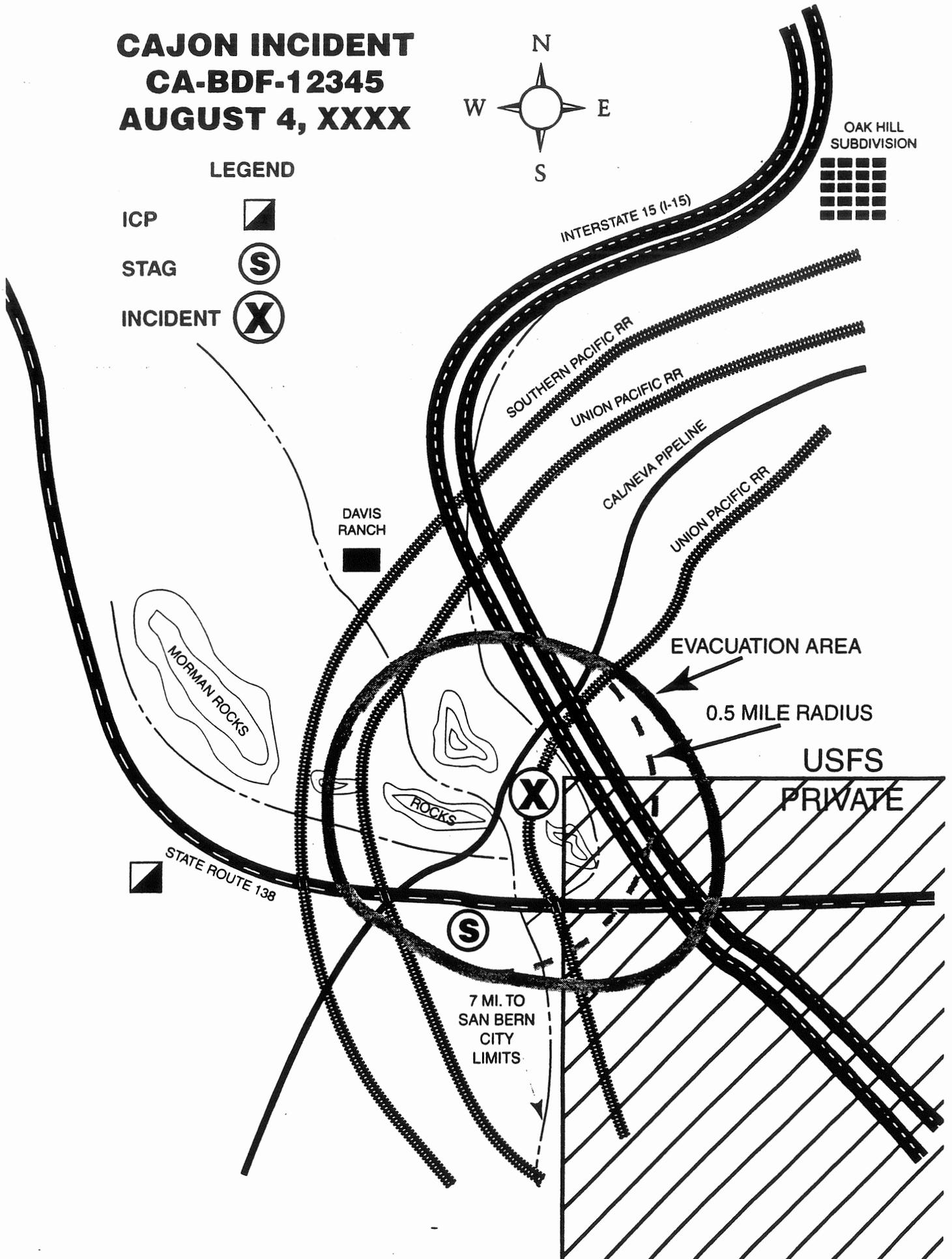
STAG



INCIDENT



OAK HILL
SUBDIVISION



CAJON INCIDENT CA-BDF-12345 AUGUST 4, XXXX

LEGEND

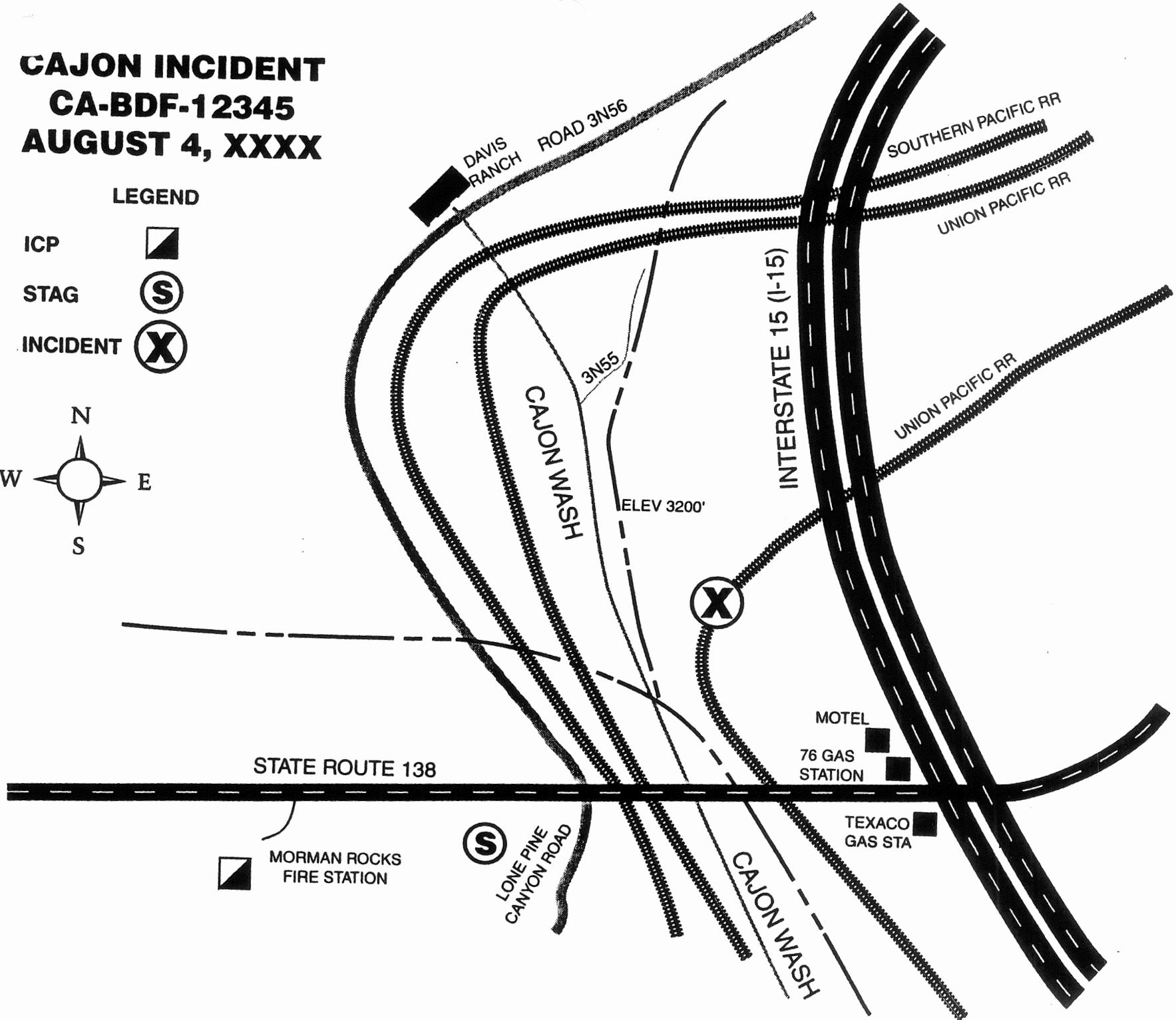
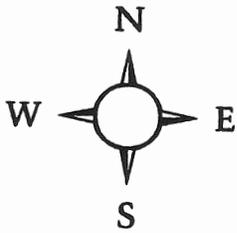
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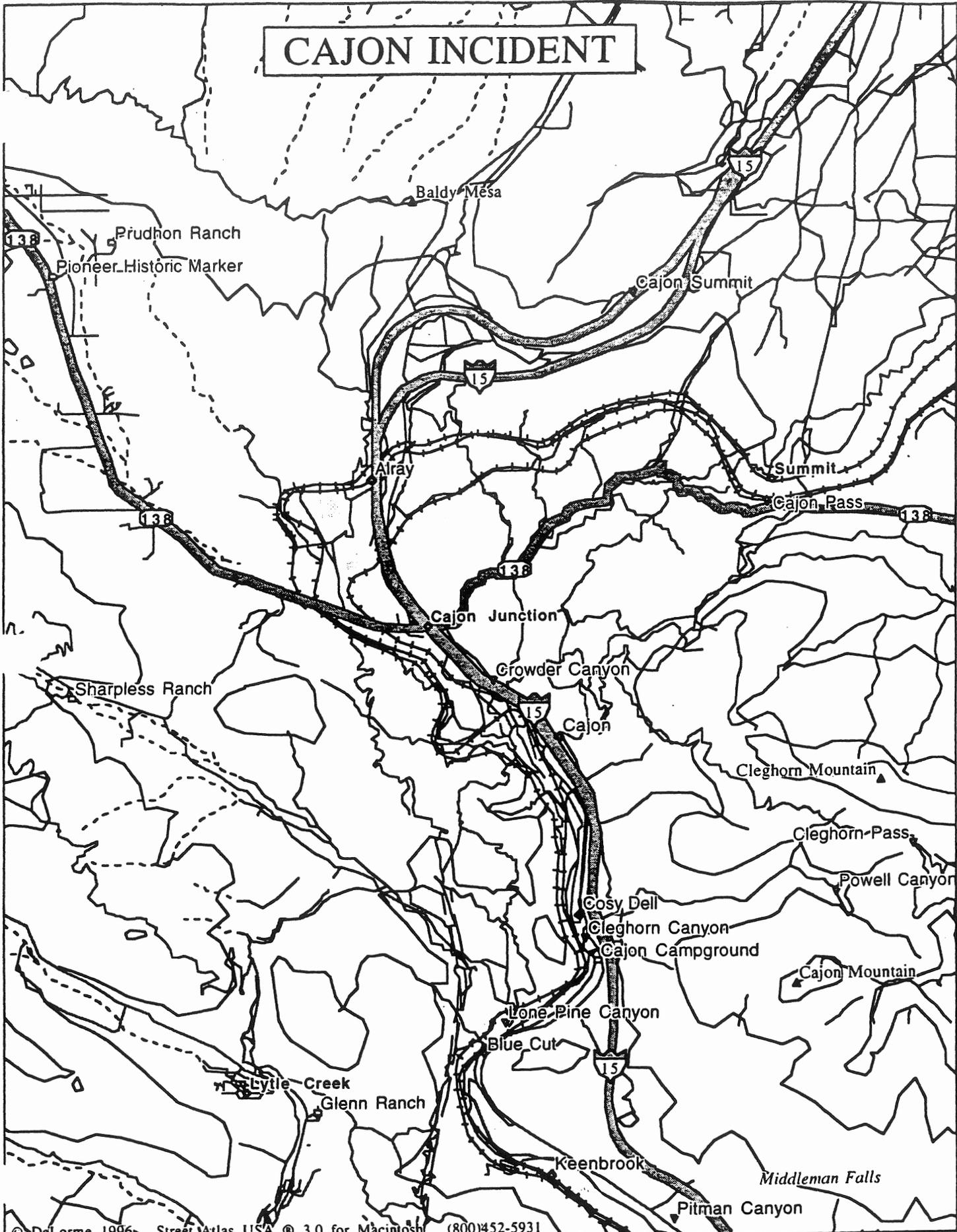
STAG



INCIDENT



CAJON INCIDENT



3C3C LAXFWFUCR ECW
TTAA00 KUCR DDHMM
GEOGRAPHICAL AREA COMMAND CENTER
OPERATIONS AND COORDINATION CENTER
INTERAGENCY FIRE/FORECAST WARNING UNIT
RIVERSIDE, CALIFORNIA
FIRE WEATHER FORECAST
0930 PDT MONDAY AUGUST 4

SOUTHERN CALIFORNIA

SYNOPSIS...

HIGH PRESSURE ALOFT, CONTINUING ITS WESTWARD MOVEMENT TOWARD CALIFORNIA, WILL MAINTAIN HOT TEMPERATURES OVER THE AREA THROUGH MUCH OF THE WEEK. TROPICAL MOISTURE MOVING OVER THE AREA FROM MEXICO, WILL PRODUCE A FEW THUNDERSTORMS THIS AFTERNOON AND TONIGHT OVER MOUNTAINS AND DESERTS AS WELL AS SOME VALLEY FOOTHILL LOCATIONS. ENOUGH MOISTURE WILL LIKELY REMAIN FOR A FEW AFTERNOON THUNDERSTORMS OVER MOUNTAINS AND DESERTS THROUGH TUESDAY, THEN BECOMING ISOLATED WEDNESDAY, AS HIGH PRESSURE ALOFT BECOMES CENTERED CLOSE TO SOUTHERN CALIFORNIA.

*****VENTURA COUNTY*****
ALL AREAS OF THE COUNTY EXCLUDING THE LOS PADRES NATIONAL FOREST. NFDR ZONES 504 AND 508.

TODAY...

SUNNY. HIGHS IN THE UPPER 70S TO THE 80S IN THE COASTAL AREAS, WITH 90S TO NEAR 105 IN THE INLAND VALLEYS. MINIMUM HUMIDITY 45-60% NEAR THE COAST, TO 15-25% INLAND. LIGHT OFFSHORE WINDS OR CALM THIS MORNING, BECOMING SOUTHWEST TO WEST 10 TO 15 MPH THIS AFTERNOON.
TRENDS: TEMP LC, RH UP 3-5, WIND LC, FM LC, LAL 1.

TONIGHT...

PATCHY FOG ALONG THE COASTLINE, OTHERWISE CLEAR. LOWS MOSTLY IN THE 60S. MAXIMUM HUMIDITY 80-90% ALONG THE COAST TO 50-60% INLAND. SOUTHWEST TO WEST WINDS 8 TO 15 MPH EARLY THIS EVENING, BECOMING LIGHT OFFSHORE OR CALM AFTER SUNSET.

*****LOS ANGELES COUNTY*****
ALL AREAS OF THE COUNTY EXCLUDING NATIONAL FORESTS AND THE ANTELOPE VALLEY. NFDR ZONES 505, 508 AND WESTERN 509.

TODAY...

SUNNY. HIGHS IN THE UPPER 70S TO THE 80S NEAR THE COAST, WITH 90S TO 106 IN THE INLAND VALLEYS. MINIMUM HUMIDITY 50-60% ALONG THE COAST, TO 10-25% IN THE INLAND VALLEYS. LIGHT OFFSHORE WINDS OR CALM THIS MORNING, BECOMING SOUTH TO WEST 10 TO 15 MPH THIS AFTERNOON.
TRENDS: TEMP UP 2, RH UP 3-5, WIND LC, FM LC, LAL 1.

TONIGHT...

CLEAR. LOWS MOSTLY IN THE 60S TO LOW 70S. MAXIMUM HUMIDITY 80-90% NEAR THE COAST TO 40-60% INLAND. SOUTH TO WEST WINDS 8 TO 15 MPH EARLY THIS EVENING, BECOMING LIGHT OFFSHORE OR CALM AFTER SUNSET.

*****ORANGE COUNTY*****
ALL AREAS OF THE COUNTY EXCLUDING THE CLEVELAND NATIONAL FOREST. NFDR ZONE 508.

TODAY...

SUNNY. HIGHS IN THE UPPER 70S TO THE 80S IN THE LOWER COASTAL AREAS WITH 90S INLAND. MINIMUM HUMIDITY 40-55% NEAR THE COAST, TO 15-25% INLAND. LIGHT OFFSHORE WINDS OR CALM THIS MORNING, BECOMING SOUTH TO SOUTHWEST 10 TO 15 MPH THIS AFTERNOON.
TRENDS: TEMP UP 2, RH UP 3-5, WIND LC, FM LC, LAL 1.

TONIGHT...

CLEAR. LOWS MOSTLY IN THE 60S TO LOW 70S. MAXIMUM HUMIDITY 80-100% ALONG THE COAST TO 60-70% INLAND. SOUTH TO SOUTHWEST WINDS 10 TO 15 MPH EARLY THIS EVENING, BECOMING LIGHT OFFSHORE OR CALM AFTER SOON AFTER SUNSET.

*****SAN DIEGO COUNTY*****

ALL AREAS EXCLUDING THE MOUNTAINS AND DESERTS. NFDR ZONES 508 AND SOUTHERN 509.

TODAY...

PATCHY MORNING FOG ALONG THE COAST, SUNNY. HIGHS IN THE UPPER 70S TO THE 80S NEAR THE COAST, WITH 90S TO NEAR 103 INLAND. MINIMUM HUMIDITY 40-55% NEAR THE COAST, TO 15-25% INLAND. LIGHT OFFSHORE WINDS OR CALM THIS MORNING, BECOMING WEST 10 TO 15 MPH THIS AFTERNOON.

TRENDS: TEMP UP 2, RH UP 3-5, WIND LC, FM LC, LAL 1.

TONIGHT...

SOME PATCHY FOG NEAR THE IMMEDIATE COAST, OTHERWISE CLEAR. LOWS IN THE 60S TO LOW 70S. MAXIMUM HUMIDITY 80-100% NEAR THE COAST TO 50-70% INLAND. WESTERLY WINDS 7 TO 15 MPH EARLY THIS EVENING, BECOMING LIGHT OFFSHORE OR CALM SHORTLY AFTER SUNSET.

*****INLAND EMPIRE*****

ALL AREAS OF WESTERN SAN BERNARDINO AND WESTERN RIVERSIDE COUNTY EXCLUDING THE NATIONAL FORESTS. NFDR ZONES 510, 512 AND CENTRAL 509.

TODAY...

SUNNY THIS MORNING, BECOMING PARTLY CLOUDY THIS AFTERNOON WITH A SLIGHT CHANCE OF THUNDERSTORMS NEAR THE FOOTHILLS. HIGHS FROM THE UPPER 90S TO NEAR 107. MINIMUM HUMIDITY 15-25%. LIGHT OFFSHORE WINDS OR CALM THIS MORNING, BECOMING SOUTH TO SOUTHWEST 10 TO 15 MPH THIS AFTERNOON. STRONG AND ERRATIC WINDS NEAR ANY THUNDERSTORMS.

TRENDS: TEMP LC, RH UP 3-5, WIND LC, FM LC, LAL 1-2.

TONIGHT...

CLEAR. LOWS MOSTLY IN THE 60S. MAXIMUM HUMIDITY 50-60%. SOUTHWEST TO WEST WINDS 8 TO 15 MPH EARLY THIS EVENING, THEN BECOMING LIGHT OFFSHORE OR CALM AFTER SUNSET.

*****LOS PADRES NATIONAL FOREST*****

FROM THE SANTA BARBARA COUNTY LINE TO THE ANGELES NATIONAL FOREST BOUNDARY. NFDR ZONES 502 AND 503.

TODAY...

SUNNY THIS MORNING, BECOMING PARTLY CLOUDY THIS AFTERNOON. HIGHS MOSTLY IN THE 80S TO LOW 90S. MINIMUM HUMIDITY 10-20%. RIDGETOP WINDS, SOUTH TO SOUTHWEST 10 TO 15 MPH. ALONG THE SLOPES, UPSLOPE/UPCANYON 7 TO 15 MPH.

TRENDS: TEMP LC, RH LC, WIND LC, FM LC, LAL 1.

TONIGHT...

CLEAR. LOWS MOSTLY IN THE 60S TO LOW 70S. MAXIMUM HUMIDITY 35-50%. RIDGETOP WINDS, VARIABLE WINDS 5 TO 10 MPH. ALONG THE SLOPES, LIGHT DOWNSLOPE/DOWNCANYON.

*****ANGELES NATIONAL FOREST*****

NFDR ZONES 505, 506 AND 507.

TODAY...

SUNNY THIS MORNING, BECOMING PARTLY CLOUDY THIS AFTERNOON WITH A CHANCE OF THUNDERSTORMS. HIGHS MOSTLY IN THE MID 80S TO THE 90S. MINIMUM HUMIDITY 8-18%. RIDGETOP WINDS, SOUTH TO SOUTHWEST 10 TO 15 MPH. ALONG THE SLOPES, UPSLOPE/UPCANYON 7 TO 15 MPH. STRONG AND ERRATIC WINDS NEAR ANY THUNDERSTORM.

TRENDS: TEMP LC, RH LC, WIND LC, FM UP 1-2, LAL 2-3.

TONIGHT...

PARTLY CLOUDY EARLY THIS EVENING, OTHERWISE CLEAR. LOWS MOSTLY IN THE 60S TO LOW 70S. MAXIMUM HUMIDITY 25-40%. RIDGETOP WINDS, VARIABLE 5 TO 10 MPH. ALONG THE SLOPES, LIGHT DOWNSLOPE/DOWNCANYON.

*****SAN BERNARDINO NATIONAL FOREST*****

NFDR ZONES 511, NORTHERN 513, AND WESTERN 516.

TODAY...

SUNNY THIS MORNING, BECOMING PARTLY CLOUDY THIS AFTERNOON WITH A CHANCE OF THUNDERSTORMS. HIGHS MOSTLY IN THE MID 80S TO THE 90S. MINIMUM HUMIDITY

10-25%. RIDGETOP WINDS, SOUTHEAST TO SOUTHWEST 10 TO 15 MPH. ALONG THE SLOPES, UPSLOPE/UPCANYON 8 TO 15 MPH. STRONG AND ERRATIC WINDS NEAR THUNDERSTORMS.

TRENDS: TEMP DN 3, RH UP 3-5, WIND LC, FM UP 1, LAL 2-3.

NIGHT...

PARTLY CLOUDY EARLY THIS EVENING, OTHERWISE CLEAR. LOWS IN THE 60S TO LOW 70S, EXCEPT 50S IN THE HIGHER ELEVATION VALLEYS. MAXIMUM HUMIDITY 25-40%. RIDGETOP WINDS, VARIABLE WINDS 5 TO 10 MPH. ALONG THE SLOPES, LIGHT DOWNSLOPE/DOWNCANYON.

*****CLEVELAND NATIONAL FOREST AND SURROUNDING MOUNTAINS*****
NFDR ZONES SOUTHERN 513, AND WESTERN 515.

TODAY...

SUNNY THIS MORNING, BECOMING PARTLY CLOUDY THIS AFTERNOON WITH A CHANCE OF THUNDERSTORMS. HIGHS MOSTLY IN THE UPPER 80S TO THE 90S. MINIMUM HUMIDITY 15-25%. RIDGETOP WINDS, SOUTHEAST TO SOUTHWEST 10 TO 15 MPH. ALONG THE SLOPES, UPSLOPE/UPCANYON 7 TO 15 MPH. STRONG AND ERRATIC WINDS NEAR THUNDERSTORMS.

TRENDS: TEMP DN 3, RH UP 3-5, WIND LC, FM UP 1, LAL 3.

TONIGHT...

PARTLY CLOUDY EARLY THIS EVENING, OTHERWISE CLEAR. LOWS IN THE 60S TO LOW 70S. MAXIMUM HUMIDITY 30-50%. RIDGETOP WINDS, VARIABLE 5 TO 10 MPH. ALONG THE SLOPES, LIGHT DOWNSLOPE/DOWNCANYON.

*****ANTELOPE VALLEY*****
WEST OF HWY 395 AND SOUTH OF THE KERN COUNTY LINE. NFDR ZONES 519 AND WESTERN 514.

TODAY...

SUNNY THIS MORNING, BECOMING PARTLY CLOUDY THIS AFTERNOON WITH A CHANCE OF THUNDERSTORMS. HIGHS FROM THE UPPER 90S TO 105. MINIMUM HUMIDITY 10-20%. WINDS VARIABLE 5 TO 10 MPH THIS MORNING, BECOMING SOUTHWEST 10 TO 15 MPH THIS AFTERNOON. STRONG AND ERRATIC WINDS NEAR ANY THUNDERSTORM.

TRENDS: TEMP LC, RH UP 3-5, WIND LC, FM LC, LAL 1-2.

TONIGHT...

PARTLY CLOUDY EARLY THIS EVENING WITH A CHANCE OF A FEW THUNDERSHOWERS, OTHERWISE CLEAR. LOWS MOSTLY IN THE MID 60S TO LOW 70S. MAXIMUM HUMIDITY 30-45%. WINDS MOSTLY LIGHT AND VARIABLE, EXCEPT STRONG AND ERRATIC NEAR ANY THUNDERSTORM.

*****EASTERN KERN COUNTY DESERT*****
DESERT PORTIONS OF KERN COUNTY. NFDR ZONE 519.

TODAY...

SUNNY THIS MORNING, BECOMING PARTLY CLOUDY THIS AFTERNOON WITH A CHANCE OF THUNDERSTORMS. HIGHS IN THE UPPER 90S TO NEAR 108. MINIMUM HUMIDITY 12-25%. WINDS VARIABLE 5 TO 10 MPH THIS MORNING, BECOMING SOUTHEAST TO SOUTHWEST 10 TO 20 MPH THIS AFTERNOON. STRONG AND ERRATIC WINDS NEAR ANY THUNDERSTORM.

TRENDS: TEMP LC, RH UP 3-5, WIND LC, FM LC, LAL 1-2.

TONIGHT...

PARTLY CLOUDY WITH A CHANCE OF A FEW THUNDERSHOWERS EARLY THIS EVENING, OTHERWISE CLEAR. LOWS MOSTLY IN THE MID 60S INTO THE 70S. MAXIMUM HUMIDITY 40-55%. WINDS SOUTHWEST 10 TO 20 MPH, DECREASING LATE NIGHT. STRONG AND ERRATIC WINDS NEAR ANY THUNDERSTORM.

***** JOSHUA TREE NATIONAL PARK *****
INCLUDING SURROUNDING AREAS SUCH AS TWENTYNINE PALMS AND YUCCA VALLEY.
NFDR ZONES 519 AND EASTERN 516.

TODAY...

SUNNY THIS MORNING, BECOMING PARTLY CLOUDY THIS AFTERNOON WITH A CHANCE OF THUNDERSTORMS. HIGHS IN THE 80S HIGHER ELEVATIONS, WITH UPPER 90S TO NEAR 105 IN THE LOWER ELEVATIONS. MINIMUM HUMIDITY 15-30%. VARIABLE WINDS LESS THAN 10 MPH THIS MORNING. WINDS BECOMING SOUTHEAST TO SOUTHWEST 10 TO 15 MPH THIS AFTERNOON. WITH A LITTLE STRONGER WINDS HIGHER ELEVATIONS. STRONG AND ERRATIC

WINDS NEAR THUNDERSTORMS.

TRENDS: TEMP LC, RH UP 5-10, WIND LC, FM UP 1-2, LAL 2-3.

TONIGHT...

PARTLY CLOUDY WITH A CHANCE OF A FEW THUNDERSHOWERS EARLY THIS EVENING,
OTHERWISE CLEAR. LOWS MOSTLY IN THE 60S TO MID 70S. MAXIMUM HUMIDITY 35-50%.
WINDS BECOMING MOSTLY LIGHT AND VARIABLE, EXCEPT STRONG AND ERRATIC WINDS NEAR
ANY THUNDERSTORM.

*****CENTRAL MOJAVE DESERT*****
INCLUDING DEATH VALLEY NATIONAL PARK. NFDR ZONE 519.

TODAY...

SUNNY THIS MORNING, BECOMING PARTLY CLOUDY THIS AFTERNOON WITH A CHANCE OF
THUNDERSTORMS. HIGHS MOSTLY 102 TO 112, EXCEPT NEAR 120 IN DEATH VALLEY.
MINIMUM HUMIDITY 10-20%. WINDS EAST TO SOUTH 10 TO 15 MPH, EXCEPT STRONG AND
ERRATIC NEAR THUNDERSTORMS.
TRENDS: TEMP LC, RH UP 3-4, WIND LC, FM UP 1, LAL 3.

TONIGHT...

PARTLY CLOUDY WITH A FEW THUNDERSHOWERS EARLY THIS EVENING, OTHERWISE CLEAR.
LOWS MOSTLY IN THE 80S. MAXIMUM HUMIDITY 40-50%. VARIABLE WINDS 5 TO 10 MPH,
EXCEPT STRONG AND ERRATIC NEAR ANY THUNDERSTORM.

*****EASTERN MOJAVE DESERT*****
INCLUDING THE MOJAVE NATIONAL PRESERVE AND THE LOWER COLORADO RIVER NORTH OF
BLYTHE. NFDR ZONE 519.

TODAY...

SUNNY THIS MORNING, BECOMING PARTLY CLOUDY THIS AFTERNOON WITH A CHANCE OF
THUNDERSTORMS. HIGHS 103 TO NEAR 113. MINIMUM HUMIDITY 20-30%. WINDS
BECOMING SOUTHEAST TO SOUTHWEST WINDS 5 TO 15 MPH. STRONG AND ERRATIC WINDS
NEAR THUNDERSTORMS.
TRENDS: TEMP UP 3, RH LC, WIND LC, FM UP 1, LAL 3.

GHT...

PARTLY CLOUDY WITH A FEW THUNDERSHOWERS EARLY THIS EVENING, OTHERWISE CLEAR.
LOWS MOSTLY IN THE 80S. MAXIMUM HUMIDITY 40-60%. WINDS BECOMING VARIABLE 5 TO
10 MPH, EXCEPT STRONG AND ERRATIC NEAR ANY THUNDERSTORM.

*****COACHELLA VALLEY*****
FROM THE VICINITY OF PALM SPRINGS SOUTHEASTWARD TO THE IMPERIAL COUNTY LINE.
NFDR ZONE 519

TODAY...

SUNNY THIS MORNING, BECOMING PARTLY CLOUDY THIS AFTERNOON WITH A CHANCE OF
THUNDERSTORMS. HIGHS FROM 102 TO 112. MINIMUM HUMIDITY 15-25%. NORTHWEST TO
NORTH 5 TO 10 MPH THIS MORNING, BECOMING SOUTHEAST TO SOUTHWEST 8 TO 12 MPH
THIS AFTERNOON, EXCEPT 15 TO 20 MPH LATE AFTERNOON WESTERN PORTIONS. STRONG
AND ERRATIC WINDS NEAR THUNDERSTORMS.
TRENDS: TEMP UP 2, RH LC, WIND LC, FM UP 1, LAL 2-3.

TONIGHT...

PARTLY CLOUDY WITH A CHANCE OF A THUNDERSHOWER EARLY THIS EVENING, OTHERWISE
CLEAR. LOWS MOSTLY IN THE 80S. MAXIMUM HUMIDITY 45-65%. WEST TO NORTHWEST
WINDS 10 TO 15 MPH THIS EVENING WESTERN PORTIONS, DIMINISHING OVERNIGHT.
STRONG AND ERRATIC WINDS NEAR ANY THUNDERSTORM.

*****IMPERIAL VALLEY*****
ALL OF IMPERIAL COUNTY INCLUDING THE ANZA-BORREGO AREA, AND THE LOWER COLORADO
RIVER VALLEY FROM BLYTHE SOUTH. NFDR ZONES EASTERN 515 AND SOUTHERN 519.

TODAY...

SUNNY THIS MORNING, BECOMING PARTLY CLOUDY THIS AFTERNOON WITH A CHANCE OF
THUNDERSTORMS. HIGHS FROM 104 TO NEAR 114. MINIMUM HUMIDITY 15-25%. WINDS
BECOMING SOUTHEAST TO SOUTHWEST 8 TO 15 MPH. STRONG AND ERRATIC WINDS NEAR
THUNDERSTORMS.
TRENDS: TEMP UP 2, RH LC, WIND LC, FM UP 1, LAL 3.

TONIGHT...

PARTLY CLOUDY WITH A FEW THUNDERSHOWERS EARLY THIS EVENING, OTHERWISE CLEAR. LOWS MOSTLY IN THE 80S. MAXIMUM HUMIDITY 40-60%. WINDS SOUTH TO WEST 5 TO 15 MPH, EXCEPT STRONG AND ERRATIC WINDS NEAR ANY THUNDERSTORM.

THE FORECAST FOR TUESDAY...

PATCHY FOG ALONG THE COASTLINE. A FEW AFTERNOON THUNDERSTORMS OVER THE MOUNTAINS AND DESERTS. OTHERWISE MOSTLY SUNNY. CONTINUED HOT. HIGHS IN THE UPPER 70S TO THE 80S ALONG THE COAST, UPPER 90S TO NEAR 110 INLAND VALLEY AREAS, MID 80S TO THE 90S MOUNTAINS, 100-110 NORTHERN DESERTS, AND 105 TO 115 SOUTHERN DESERTS. AFTERNOON WINDS EAST TO SOUTH 5 TO 15 MPH OVER THE MOUNTAINS AND DESERTS, WITH ONSHORE AFTERNOON WINDS 10 TO 15 MPH IN THE COASTAL BASIN. STRONG AND GUSTY WINDS NEAR THUNDERSTORMS.

THE OUTLOOK FOR WEDNESDAY THROUGH FRIDAY...

PATCHY MORNING FOG ALONG THE IMMEDIATE COASTLINE. ISOLATED AFTERNOON MOUNTAIN AND DESERT THUNDERSTORMS. OTHERWISE MOSTLY SUNNY. CONTINUED ABOVE NORMAL TEMPERATURES, BUT COOLING DOWN BY FRIDAY WITH A LITTLE HIGHER HUMIDITY. NORTHEAST TO SOUTHEAST WINDS 10 TO 15 MPH OVER THE MOUNTAINS AND DESERTS, WITH AFTERNOON ONSHORE WINDS 10 TO 15 MPH IN THE COASTAL BASIN. STRONG AND ERRATIC WINDS NEAR ANY THUNDERSTORMS.

THE EXTENDED OUTLOOK FOR SATURDAY, AUG 9TH THRU WEDNESDAY, AUG 13TH...

TEMPERATURES.....ABOVE NORMAL.
PRECIPITATION.....A CHANCE OF MOUNTAIN AND DESERT THUNDERSTORMS.

END/
NNNN

INCIDENT RESOURCE PROJECTION MATRIX

2. DATE PREPARED
TIME PREPARED

1. INCIDENT NAME

OPERATIONAL PERIOD (Show date/time of operational period)

CRITICAL RESOURCE
(List by individual kind/type)

NEED NEED

PREPARED BY (NAME & POSITION)

NOTES FOR EACH
OPERATIONAL PERIOD

215M ICS
12-97

FD-503 (Rev. 8-2001)

BLANK ICS FORM 215M

SAMPLE ICS FORM 220

AIR OPERATIONS SUMMARY

1. INCIDENT NAME				2. OPERATIONAL PERIOD				3. DISTRIBUTION			
				DATE		TIME		HELIBASES		FIXED WING BASES	
4. PERSONNEL & COMMUNICATIONS		NAME		AIR/AIR FREQUENCY		AIR/GROUND FREQUENCY		6. REMARKS (Specific Instructions, Safety Notes, Hazards, Priorities)			
AIR OPERATIONS DIRECTOR											
AIR TACTICAL SUPERVISOR											
HELICOPTER COORDINATOR											
AIR TANKER/FIXED WING COORDINATOR											
6. LOCATION/ FUNCTION		7. ASSIGNMENT		8. FIXED WING		9. HELICOPTERS		10. TIME		11. AIRCRAFT ASSIGNED	12. OPERATING BASE
				NO.	TYPE	NO.	TYPE	AVAILABLE	COMMENCE		
		13. TOTALS									
14. AIR OPERATIONS SUPPORT EQUIPMENT						15. PREPARED BY				DATE	TIME

COURSE OBJECTIVE

GIVEN SPECIFIC ALL RISK INCIDENTS,
DESCRIBE THE ROLE OF THE
OPERATIONS SECTION CHIEF AS IT
APPLIES TO PLANNING,
SUPERVISING, AND COORDINATING.

INTRODUCTION UNIT

OBJECTIVES...

1. Discuss the job of the Operations Section Chief as it applies to planning, supervision, and coordination.
2. Review the roles and duties of the Operations Section Chief.

An Operations Section Chief

Must Be:

- A Planner
- A Supervisor
- A Coordinator

ROLE OF AN OSC DIFFERS FROM THAT OF A DIVISION SUPERVISOR

- No longer responsible for a single geographic area
- Now responsible for an entire incident

OSC IS RESPONSIBLE FOR:

- Tactics employed on the incident
- Gather information and formulate tactical plan for each operational period
- Supervision of operations organization
- Coordination

KEY ELEMENTS OF THE POSITION

- Obtain and assemble information and materials
- Provide for safety/welfare of assigned resources during entire period of supervision
- Establish and maintain positive interpersonal and interagency working relationships
- Obtain information from communications center upon initial activation

KEY ELEMENTS (con't)

- Gather information
- Obtain briefing from agency administrator or out-going IC
- Obtain briefing from your IC
- Collect information from out-going OSC or other initial attack personnel

KEY ELEMENTS (con't)

- Prepare for planning meeting
- Evaluate/monitor current situation
- Observe and review tactics
- Evaluate resource status and tactical needs
- Participate in preparation of incident action plan

KEY ELEMENTS (con't)

- Present operations portion of the operational period briefing
- Interact/coordinate with team members / functions
- Supervise/adjust operations organization
- Coordinate shift changes with other OSCs

KEY ELEMENTS (con't)

- Evaluate effectiveness of the IAP
- Include Technical Specialist input in planning
- Keep IC informed
- Maintain a unit log
- Ensure all personnel/equipment time records are complete

KEY ELEMENTS (con't)

- Consider demobilization planning early on
- Identifies excess resources (215M)
- Ensure performance evaluations are completed
- Complete demobilization and check out
- Debrief the agency administrator
- Ensure trainees position task books are completed

UNIT 2 TOPIC 1

OBJECTIVES...

- Understand how management cycle applies to OSC's job
- Understand OSC's role in resource planning
- Gather information pertinent to incident assignments/determine immediate needs/actions

UNIT 2 TOPIC 1

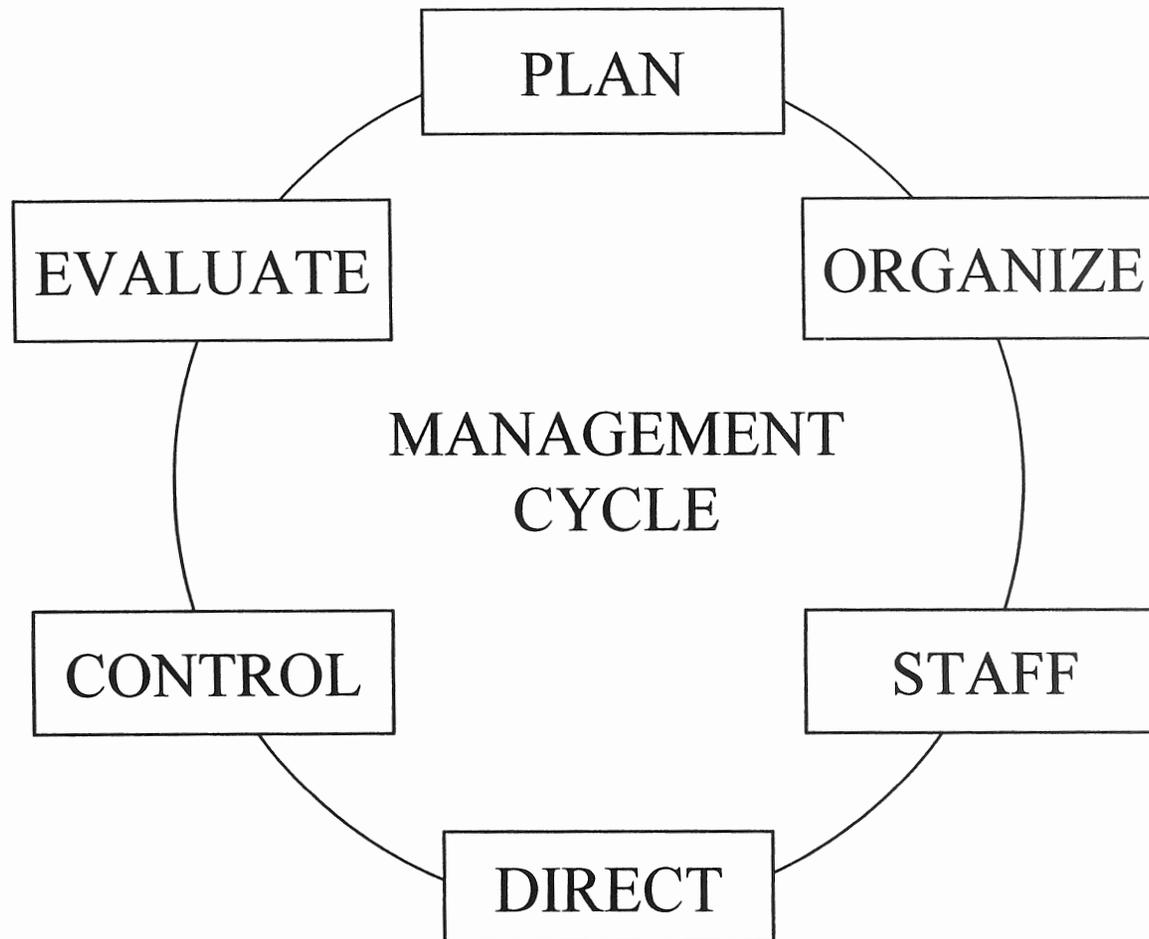
OBJECTIVES (continued)

- Prepare for and participate in strategy meetings
- Develop tactical portion of the incident action plan
- Assist in development, approval, and implementation of the demobilization plan

THE MANAGEMENT CYCLE

- A thought process used in problem solving
- Should happen rapidly as a mental exercise
- Used as a step-by-step checklist
- Once familiar, the steps become automatic

MANAGEMENT CYCLE WHEEL



ELEMENTS OF PLANNING

- Objectives
- Policies
- Procedures
- Tactics

Types of Operations Resources

- Ground Resources
- Air Resources
- Staging Areas

ORGANIZING

- Organizing is a structured method whereby Managers bring together essential resources and incorporate them into a formalized relationship.
- The Organization established in the Incident Command System is the mechanism for grouping activities together.

STAFFING

Resources are assigned based on
organizational needs

- Personnel
- Apparatus

DIRECTING

- Guiding, communicating, supervising efforts of subordinates
- Motivating
- Leadership style
- Delegation

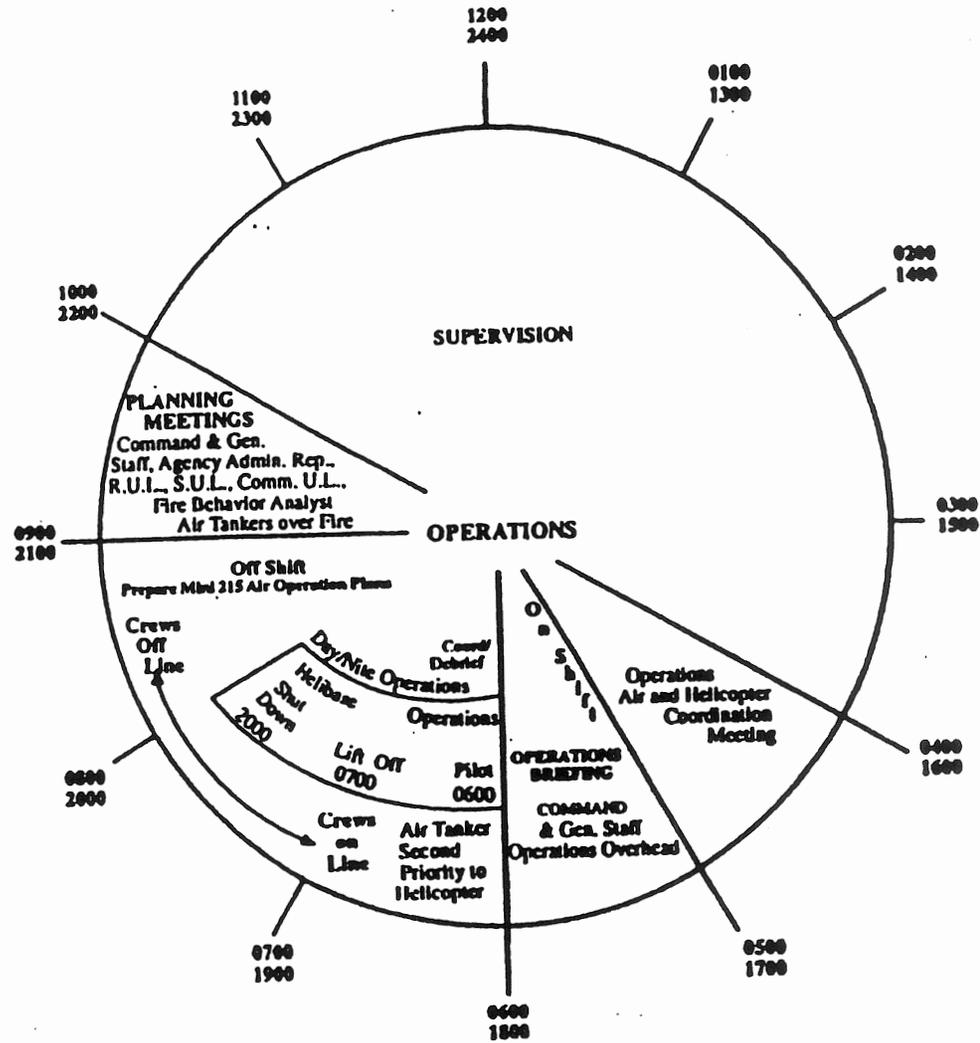
CONTROLLING

- Evaluate and correct as necessary
- Establish control
- Strategic control points
- Tactical control points

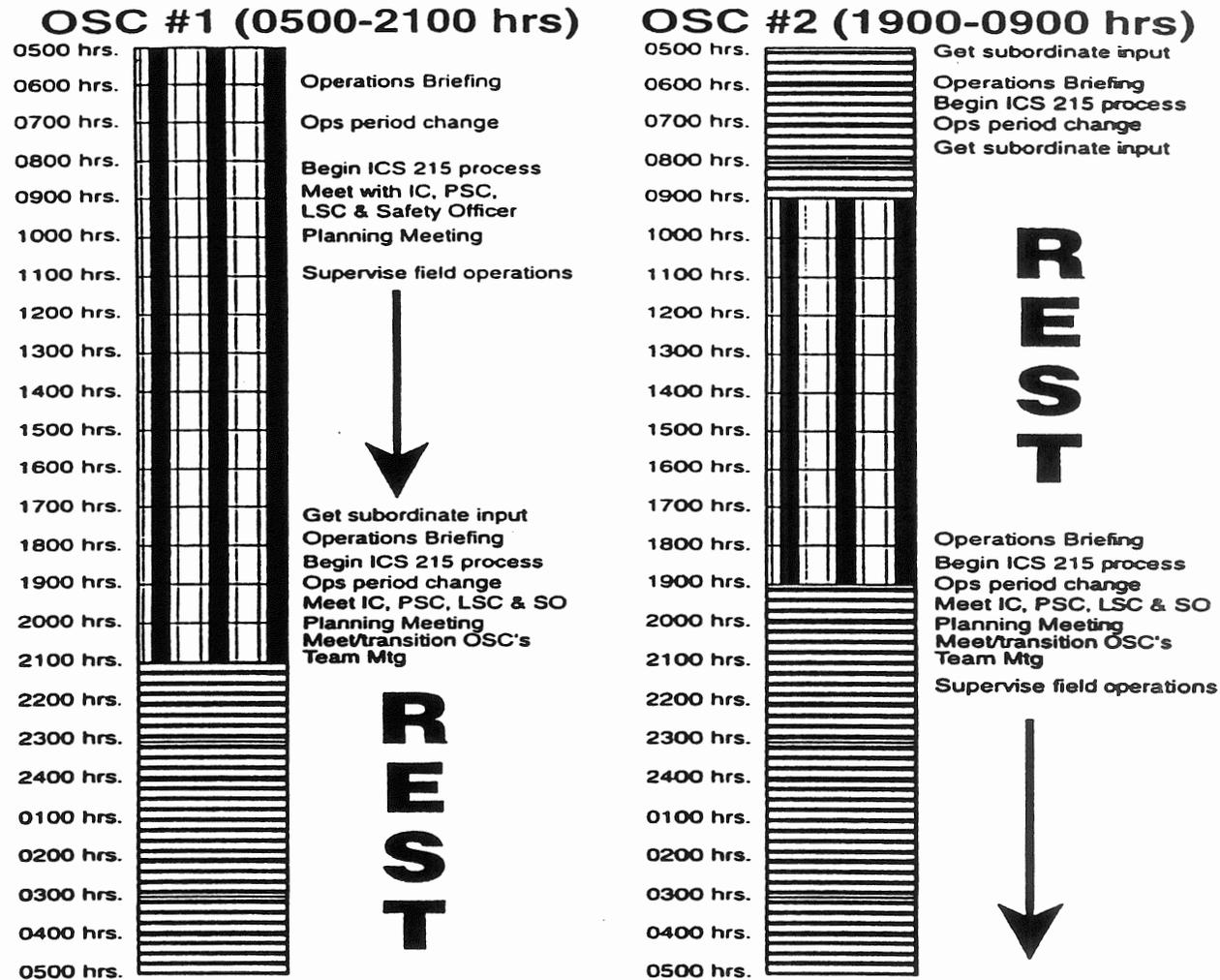
EVALUATING

- Determining whether existing plan is adequate based on a comparison of planned objectives and actual incident results
- Must be done objectively

12 HOUR OPERATIONAL PERIOD

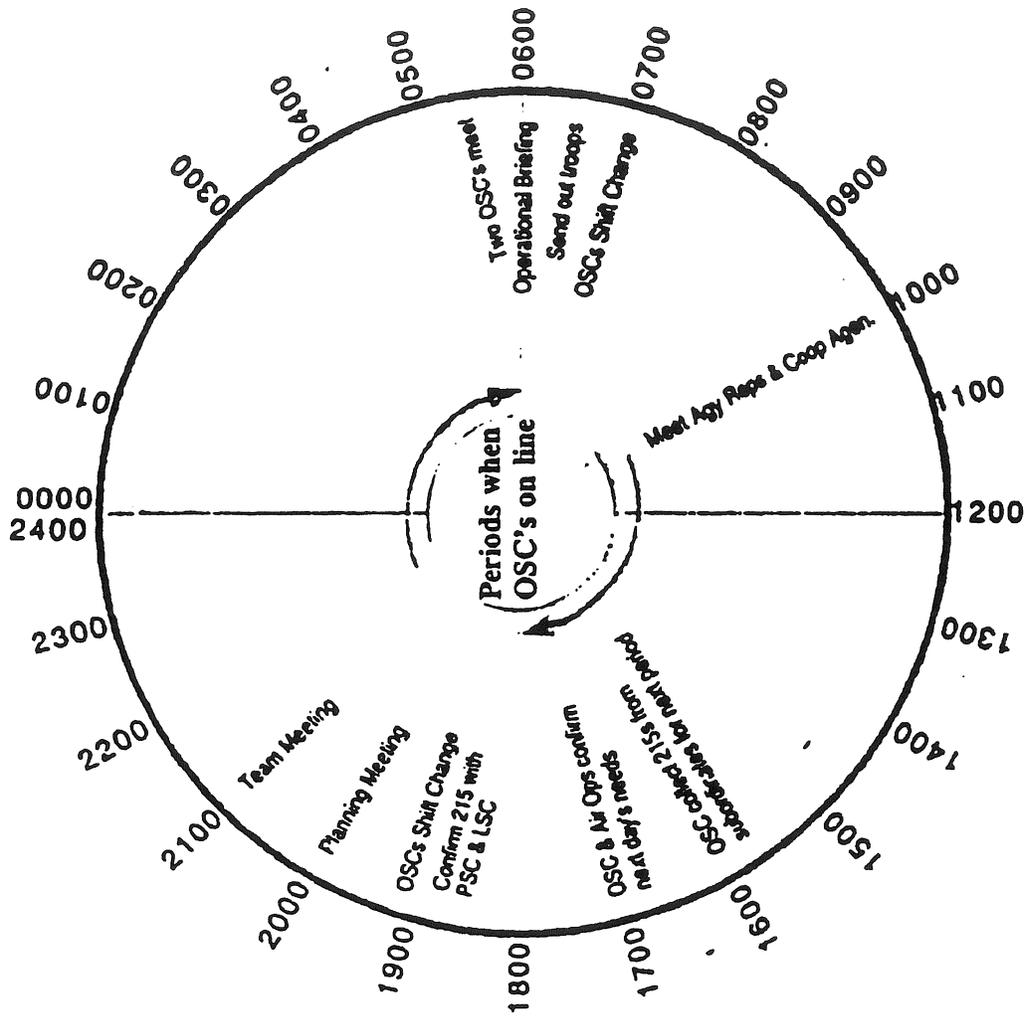


12 HR. OPS PERIOD OSC DAILY ROUTINE

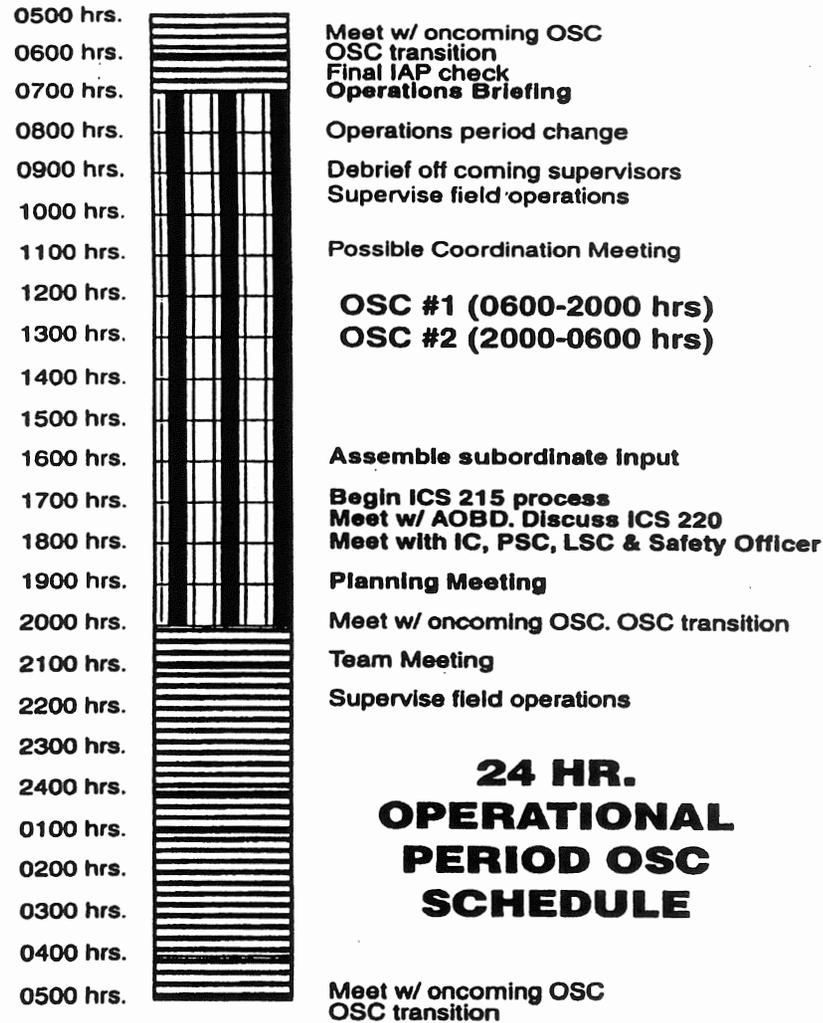


12 HR. OPERATIONAL PERIOD OSC SCHEDULE

24 HOUR OPERATIONAL PERIOD



24 HR. OPS PERIOD OSC DAILY ROUTINE



24 HR. OPERATIONAL PERIOD OSC SCHEDULE

INFORMATION GATHERING

- Develop a mental picture
- Current incident conditions
- Consider resources
- Plan ahead
- Maintain information flow

SOURCES OF INFORMATION

- Agency Administrator Briefing
- Becomes your marching orders
- Debrief initial attack IC
- Technical Specialists
- Completed ICS 201
- Incident Briefing Form

The
Incident Commander
is Responsible and Reports
to the Agency Administrator

IC BRIEFING

- IC sets incident priorities
- Identifies deficiencies in incident intelligence
- Sets time frames for meetings
- Sets broad strategic objectives
- Establishes operational period schedules
- Makes special assignments

SOURCES OF INFORMATION

- Division/group debriefing form
- Local agency representatives
- Line personnel, field observers
- Ground and aerial reconnaissance
- Briefing from other functions

Sample Debriefing Form Page 1

DIVISION/GROUP OPERATIONAL PERIOD DEBRIEFING FORM

DIVISION/GROUP GENERAL INFORMATION

INCIDENT NAME:

INCIDENT NUMBER:

BRANCH:

DIVISION/GROUP:

DIVISION/GROUP SUPERVISOR NAME:

REPORT FOR OPERATIONAL PERIOD:

DATE:

TIME:

COMMAND NET:

TACTICAL NET:

GENERAL REMARKS – ACCOMPLISHMENTS – PROBLEM AREAS:

AGENCY RESOURCES COMMITTED TO DIVISION/GROUP

OVERHEAD	ENGINES – ENGINE ST/TF	CREWS – CREW ST/TF	DOZER – DOZER ST/TF

PRIVATE HIRED EQUIPMENT & PERSONNEL COMMITTED TO DIVISION/GROUP

TYPE – KIND	OWNER	SIZE OR SERIAL #	OPERATOR	REQ #	DOWN TIME REMARKS

Sample Debriefing Form Page 2

NEXT OPERATIONAL PERIOD SITUATION & RESOURCE STATUS INFORMATION

BRANCH:

DIVISION/GROUP:

OPERATIONAL PERIOD:

DIVISION/GROUP RESOURCES NEEDED FOR NEXT OPERATIONAL PERIOD

ENGINES:

CREWS:

DOZERS:

WATER TENDERS:

TANKERS:

OTHER HIRED EQUIPMENT:

SUPPORT EQUIPMENT:

COPTERS:

DIVISION/GROUP ASSIGNMENTS, SPECIAL NEEDS FOR NEXT OPERATIONAL PERIOD

CONTROL ACTIVITIES - WORK ASSIGNMENTS:

SPECIAL INSTRUCTIONS:

MAP OF CURRENT & PROJECTED SITUATION:

STRATEGY

The overall objectives for managing
the incident given the directions
from the Agency Administrator/IC

OSC Role in Strategy Meeting

- Be well prepared
- Present summary of current situation
- Review expected:
 - Location of control lines
 - Size
 - Resources needed
 - Anticipated problems
 - Fire behavior
- Review safety issues
- Review expected duration/time frame to control

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

- Generally held for each planned
Operational Period

PLANNING

- Ordered sequence of Events over a specific time period to meet the Objectives of the Incident.
- The Incident Commander develops the broad strategic objectives based on direction from the Agency Administrator.

OSC Role Prior to Planning Meeting

- Complete ICS 215
- Works jointly with Safety Officer to develop ICS 215A
- Develop mitigation alternatives for any safety concerns
- Ensure air operations and other functions can support planned tactical operations

OSC May Be Asked to Present

- Current location/ status of resources
- Current and anticipated accomplishments
- Division/Branch boundaries
- Identify helispots and drop-points
- Safety concerns
- Resource needs
- Special risks and values
- Need for Technical Specialists
- Need for unified command

OPERATIONAL PLANNING WORK SHEET											1. INCIDENT NAME N.A.N.C.E. (BTU-10500)		2. DATE PREPARED OCT. 25, 1997 TIME PREPARED 1700 HRS.		3. OPERATIONAL PERIOD (DATE/TIME) OCT. 26-27, 1997 08-0800 HRS.							
4. DIVISION/ GROUP OR OTHER LOCATION	WORK LOCATIONS	5. RESOURCES BY TYPE (SHOW STRIKE TEAM AS ST)												OTHER	7. REPORTING LOCATION	8. REQUESTED ARRIVAL TIME						
		ENGINES				WATER TENDERS		HAND CREWS		DOZERS			HELICOPTERS				AIR TANKERS					
		1	2	3	4	1	2	1	2	1	2	3	1				2	3	4	1	2	3
BR I DIV. A	BR I, DIV. A RUNS FROM ORIGIN (DIV A/Z) NORTH ALONG E/S NEAL RD TO WAYLAND RD (DIV A/B). FIRE HAS PROBABLY CROSSED NEAL ROAD IN SEVERAL PLACES. SPOT FIRES MARKED, LINED & CONTAINED OPERATIONS: USING ENGS, CRWS & DOZERS, KEEP FIRE E/S NEAL RD. PROTECT STR.	REQ.	15T	15T	2		25T			15T									1-BR DIR 1-DIV SUP	DP #1: NEAL RD, 2 MI SOUTH OF WAYLAND RD. SAME PICKUP PT.	0830 HRS	
X	CONTAINED OPERATIONS: USING ENGS, CRWS & DOZERS, KEEP FIRE E/S NEAL RD. PROTECT STR. SPCL INST: IMPLEMENT LCES SAFEGUARDS. WATCH FOR SPOTS OVER LINE AND BELOW FF'S.	HAVE																				
		NEED																				
BR I DIV. Z	BR I, DIV. Z RUNS EAST FROM NEAL RD AT ORIGIN (DIV A/Z) ACROSS BERRY CREEK DRAINAGE TO MEET DIV Y. FIRE IS MOSTLY LINED (3 BL) TO DIV Z/Y. SPOT FIRES MARKED. OPERATIONS: USING ENGS, CRWS & DOZERS, KEEP FIRE NORTH OF ESTABLISHED FIRE LINE. SPCL INST: IMPLEMENT LCES SAFEGUARDS. WATCH FOR SPOTS OVER LINE AND BELOW FF'S.	REQ.		25T	2		25T			35T								1-DIV SUP	DP #1: NEAL RD, 2 MI SOUTH OF WAYLAND RD. SAME PICKUP PT.	0830 HRS		
X		HAVE																				
		NEED																				
BR II DIV. B	BR II, DIV. B RUNS FROM NEAL RD (DIV A/B) EAST ALONG WAYLAND RD TO FOSTER RD (DIV B/Y). FIRE WAS SOUTH OF WAYLAND RD AT 1700 HRS. SPOT FIRES ARE MARKED. OPERATIONS: USING ENGS, CRWS & DOZERS, KEEP FIRE SOUTH OF WAYLAND RD. PROTECT STR WHERE NEEDED. SPCL INST: IMPLEMENT LCES SAFEGUARDS. WATCH FOR SPOTS OVER LINE AND BELOW FF'S.	REQ.	35T	15T	2		25T			15T								1-BR DIR 1-DIV SUP	DP #2: NEAL RD, @ WAYLAND RD. SAME PICKUP PT.	0830 HRS		
X		HAVE																				
		NEED																				
BR II DIV. Y	BR II, DIV. Y RUNS FROM FOSTER RD (DIV B/Y) EAST TO SCOTTWOOD RD AND THEN TO SOUTH (DIV Y/Z). FIRE WAS SW OF DIV. Y AT 1700 HRS. OPERATIONS: NEED TO LOCATE FIRE LINE LOCATION USING ENGS, CRWS & DOZERS, KEEP FIRE SOUTH OF TOWN OF PARADISE. PROTECT STR WHERE NEEDED. SPCL INST: IMPLEMENT LCES SAFEGUARDS. WATCH FOR SPOTS OVER LINE AND BELOW FF'S.	REQ.		25T	2		35T			35T								1-DIV SUP	DP #3: FOSTER RD @ WAYLAND RD. SAME PICKUP PT.	0830 HRS		
X		HAVE																				
		NEED																				
NEAL STAG	"NEAL STAGING" IS LOCATED IN A PARKING LOT NE OF THE INTERSECTION OF NEAL AND WAYLAND ROADS. MIN. STAGING DRAW DOWN RESOURCES: 1 DIV. SUP, 1 ENG ST ANY TYPE, 1 CREW ST-G, 1 DOZ ST-L. IF LEVELS DROP BELOW THESE LEVELS SPECIFIED, CONTACT COMM & ORDER ADDITIONAL. SPCL INST: ENSURE CHECK-IN AND FF HYDRATION.	REQ.	15T	15T	1		25T			25T								1-STAG AREA MGR	NEAL STAGING: NE CORNER OF NEAL RD @ WAYLAND RD.	0830 HRS		
X		HAVE																				
		NEED																				
215 ICS 3-82	TOTAL RESOURCES REQUIRED	SINGLE RES.	55T	75T	9		115T			105T								2-BR DIR 4-DIV SUP 1-61 AR MGR	PREPARED BY (NAME & POSITION) OSC JOHN HAWKINS OCTOBER 25, 1997, 1700 HRS.	7540-130-0294		
	TOTAL RESOURCES ON HAND	SINGLE RES.																				
	TOTAL RESOURCES NEEDED	SINGLE RES.																				

LCES

LCES, Hazardous Conditions, and Safety Concerns are analyzed and mitigated on the ICS 215A.

Once Hazards and Mitigation Measures are identified, they must be documented on the ICS 204's, which is the Responsibility of the Planning Section.

Review OSC's Responsibilities for Development of the IAP

- Review common responsibilities
- Establish division boundaries
- Identify staging area locations
- Identify transportation needs
- Identify drop-off/pick-up points
- Establish work assignments and strike team needs
- Develop special instructions
- Ensure completion of ICS-220
- Ensure completion of ICS-215A, in conjunction with Safety Officer
- Review and recommend releases of resources
- Review communication plan: Compare plan to division assignment sheet ICS-209 & 204
- Report special events to IC

OSC MONITORS THE IAP FOR:

- Accuracy
- Efficiency
- Effectiveness

TWO GENERAL MODES OF OPERATION

- Immediate attention, short preparation time
- Planned event

FIND AND MEET LOCAL COOPERATORS

- Local fire departments/fire districts
- Law enforcement
- Utilities

SURVEY THE AREA OF CONCERN

- Utilize local personnel as escorts/drivers
- Obtain local area maps
- Survey threatened areas
- Include resource information on ICS 215

PAY ATTENTION TO

- Areas of refuge
- Safety zone
- Triage structures, improvements, streets
- Additional resources available

PRODUCE A THREAT ANALYSIS

- Utilize input from Technical Specialists
- Map threatened areas
- Develop contingency plans
- Determine trigger mechanism
- Required resources
- Consider assigning Structure Protection Branch Director on complex incident

STRUCTURE PROTECTION PLAN FORMAT

- Problem statement
- Objectives of plan
- Pre-suppression actions
- Tactics
- Tactical guidelines
- Appendices
 - Maps, triage guides, search marking systems, safe refuge areas, escape routes

Consider Sensitivity in regard to Terminology used to describe Indefensible Structures

Avoid such terms as:

- Losers
- Write-Offs
- Hopeless
- History

OBTAIN IC APPROVAL AS TO FORM/CONTENT OF STRUCTURE PLAN

INVOLVE FINANCE

- Cost
- Claims
- Compensation

INVOLVE LOGISTICS

- Parking
- Support
- Feeding
- Rehab of personnel
- Traffic

INVOLVE PLANS

- Resource status
- Situation status
- Potential demobilization

INVOLVE COMMAND STAFF

- Liaison
- Safety
- Information

ORDER OVERHEAD FOR ADVANCED PLANNING

- Conduct structural triage
- Conduct survey of water supply
- LCES
- Evacuation routes
- Resolve identified problems
 - Haz Mat
 - Access
- Use to fine tune structural protection plan

FAMILIARIZE YOURSELF WITH MUTUAL AID AGREEMENTS

- Identify jurisdictional mutual aid coordinator
- Pre-plan notification process and channels

MEDIA COORDINATION

- Structures threatened equals media event
- Anticipate high media presence
- Parking/congestion
- Unsupervised/unprotected media personnel
- Media helicopters/aircraft violating incident airspace

COORDINATE WITH UTILITIES

- Water
- Electric
- Gas/propane
- Phones
- Cable TV
- Waste water treatment (sewage)

PROBLEMS COORDINATING WITH LAW ENFORCEMENT

- Obtaining cooperation/agreement may be difficult
- Unfamiliar with ICS
- They're not in charge
- Too busy for a *potential* threat

BUILD GOOD WORKING RELATIONSHIP WITH LAW ENFORCEMENT

- Responsible for evacuation
- Give them an assignment and feeling of importance
- Incorporate them into the incident structure
- Maintain contact
- Utilize liaison officer and agency representatives to assist
- Provide them the opportunity for input

DEMOBILIZATION

- Resources may be demobed prior to the completion of the incident
- Demob procedures/priorities must be understood early in the incident
- Plan ahead
- Obtain jurisdiction agency input
- Develop incident resource projection matrix
- Occurs throughout the incident

DEMOBILIZATION PLAN

- Developed by planning section chief and approved by IC
- Identifies procedures/priorities for demob
- Priorities should not be considered demands

OSC'S RESPONSIBILITIES FOR DEMOBILIZATION

- Provide input
- Identify excess resources
- Identify time/date of availability for release
- Review demob plan for accuracy
- Cancel/delay demob if situation changes
- Ensure subordinates are informed and follow demob procedures

CONSIDERATIONS IN PLANNING FOR DEMOB

- Banding of resources
- Resource cost
- Performance or effectiveness of personnel or equipment
- Agency policy and MOUs
- Fatigue and length of assignment
- Obtain input from agency representatives

UNIT 3

OBJECTIVES...

- Demonstrate the OSC's role in the operational period briefing
- Describe how to manage and adjust the operations organization
- Describe why and when tactics may need to be adjusted
- Describe the role of the OSC in risk assessment and safety management

DEFINITION OF SUPERVISOR

Any individual, regardless of the job description or title, having authority, in the interest of the employer, to direct human resources

INSTRUCTIONS/EXPECTATIONS

- Must communicate instructions and expectations well
- Must delegate effectively

EFFECTIVE DELEGATION

- Empower subordinates
- Listen to and use your people
- Assign personnel according to their qualifications, experience, and ability

PHYSICAL ARRANGEMENTS

- Away from noise
- Good lighting
- PA system
- Posting of maps
- Elevated platform

IAPS AND MAPS

- Adequate copies of IAPs
- Hand out IAPs to those who are filling critical positions
- Display large map of incident
- Post copies of current IAP at incident base

PREPARATION AND PRESENTATION

- Review IAP ahead of time
- Be on time
- Speak clearly
- Repeat questions from the group
- Avoid disruption of briefing

PLANNING SECTION CHIEF

Planning Section Chief facilitates the operational period briefing, as well as all formal meetings in ICS

SITUATION UPDATE

Presented by previous operational
period OSC and/or Situation Unit
Leader

WHAT OSC COVERS

- Give overall division/group assignments
- Have division/group supervisors raise hand
- Allow for questions
- Finish with positive, motivating comments
- Refer branch/division sub-briefings to another site

SUB-BRIEFING

- Done after operational period briefing
- Specific directions given
- Specific questions answered
- Advise expected timelines

MULTIPLE OPERATIONS SECTION CHIEFS

- Work for IC as Equals
- One OSC supervises Tactical Operations
- One OSC does Planning and Coordination
- Only one OSC implements the IAP

PLANNING TIPS

- Order resources sufficient to staff all operational periods
- Check back orders
- Plan for demobilization early
- Utilize and staff staging areas

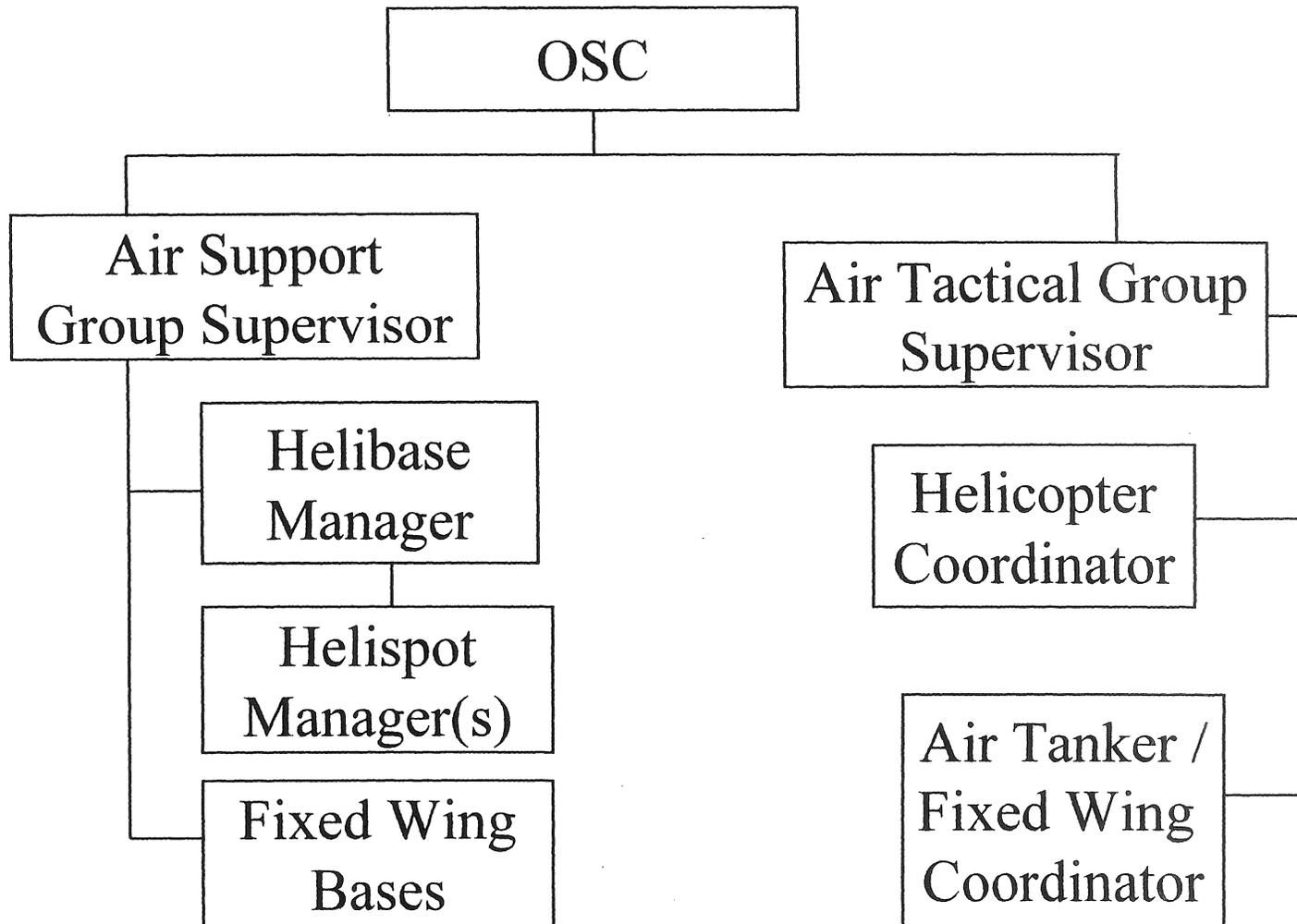
STAGING AREA DEFINED

Forward location for temporary resource positioning. Resources on maximum 3 minute availability

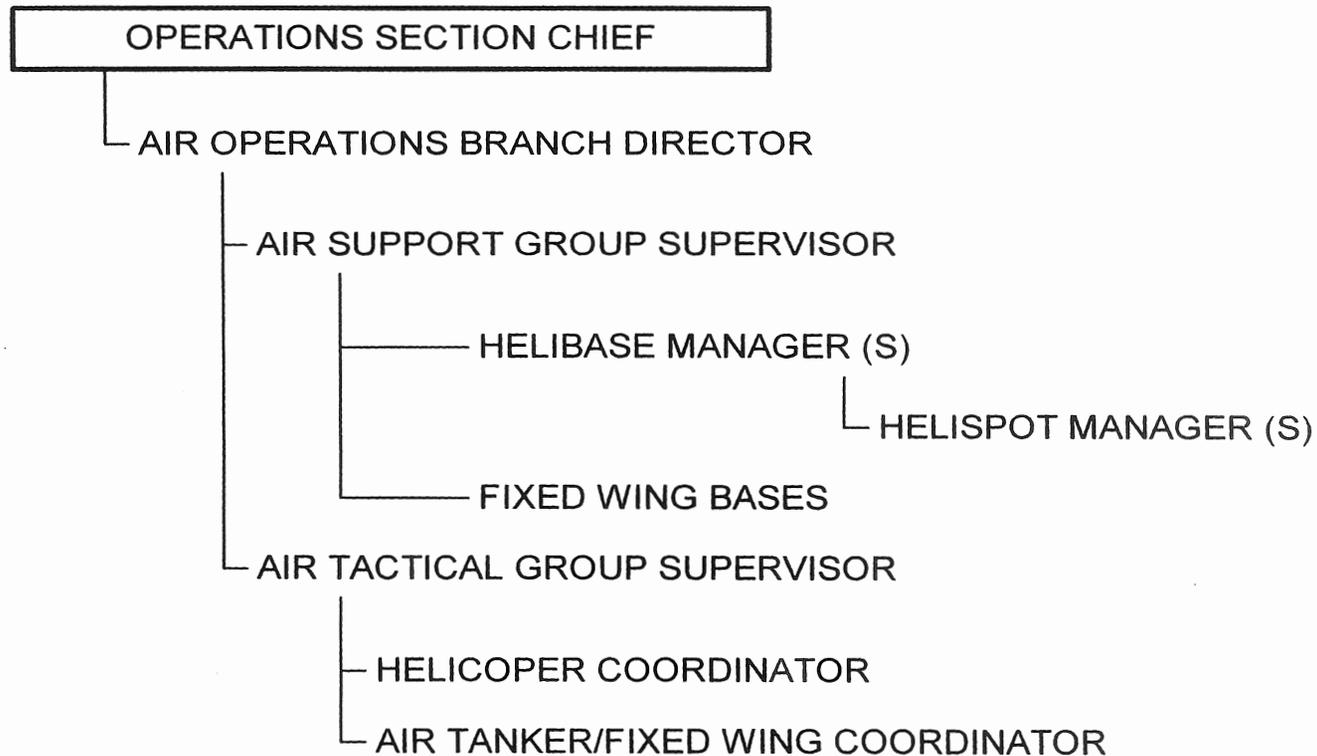
STAGING AREAS

- Assign a Staging Area Manager
- OSC controls resources
- Set minimum draw down levels
- Order replacement resources
- May be multiple staging areas
- Staging Area Manager is responsible for staging area logistics

AIR OPERATIONS SECTION



AIR OPERATIONS ORGANIZATION CHART



AIR OPERATION BRANCH DIRECTOR

- Reports to OSC
- Tracks pilot and aircraft duty hours
- Manages agency restrictions
- Manages air tactics and air resources
- Ground based
- Maintains constant communication with OSC
- Prepares ICS 220
- Maintains contact with Communications Center

NEED FOR ADJUSTMENTS

- Sudden change in weather
- Present tactics ineffective
- Safety
- Resource availability/capability
- Political/social events
- Significant events (injuries)
- Cost

MAKING ADJUSTMENTS

- Don't hesitate to adjust if changes are needed
- Involve others in decision making
- Clear with IC in advance of change
- Notify incident personnel of change
- Monitor any changes
- Contingency plan

OSC'S RESPONSIBILITIES

- Safety is everyone's business
- Are objectives safely obtainable
- Planning process utilizing ICS 215-A
- Pay attention to established safety guidelines

SAFETY GUIDELINES

- Ten standard firefighting orders
- Eighteen watchout situations
- Common denominators
- LCES
- Department SOPs
- Industry standards

USE OTHERS TO ASSESS RISK AND SAFETY

- Work with Safety Officer
- Branch Directors, Division Supervisors
- Technical Specialists
- Law enforcement
- Logistics
- Liaison

OSC SAFETY COMMITMENT

- OSC must show a personal commitment to safety

How can this be done?

OSC SAFETY EXAMPLES

- Stress safety in briefings
- Listen to safety concerns of incident personnel
- Ensure subordinates understand their responsibility for safety
- Visit divisions and incident facilities
- Set examples by wearing appropriate PPE
- Expect the unexpected
- Consider personnel welfare needs

UNIT 4

OBJECTIVES....

- Demonstrate how to successfully coordinate internal relations
- Demonstrate how to successfully coordinate external relations

INTERNAL COOPERATION

- Interaction with IC
- Interaction with other functions
- Coordination with other functions

SIGNIFICANT EVENTS

- High Media Interest
- Serious Injury or Damage
- High Profile Political Issue
- Any Event that Changes Incident Objectives

OSC COORDINATION

- Set priorities and delegations for branches/divisions
- Establish air operation priorities
- Finance and administration sections
- Logistics
- Information Officer
- Be aware of enabling authority



INCIDENT COMMAND SYSTEM
S430 Operations Section Chief – ALL RISK

FINAL EXAMINATION - KEY

30 Questions 35 Points 7 Pages

INSTRUCTIONS: This is a short answer, True/False and Multiple Choice Test. For each of the following questions on statements, enter the correct answer on the corresponding space provided.

Examples: *The Incident Command System was created by NFPA*

_____ True _____ X False

The Incident Command System was created by:

- a. _____ NFPA
- b. _____ The Fire Service
- c. _____ Congress
- d. _____ FEMA

1. California Penal Code 409.5 and 409.6 are examples of **ENABLING AUTHORITY.**

Unit	Topic	Page	Slide				
4	1	4	4-1-4				

2. Significant events can hamper the successful outcome of an incident. List three (3) examples of significant events.

HIGH MEDIA INTEREST, SERIOUS INJURY OR DAMAGE, HIGH PROFILE POLITICAL ISSUE, CHANGES EFFECT INCIDENT OBJECTIVES

Unit	Topic	Page	Slide				
4	1	2	4-1-3				

3. The three general resource elements of the Operations Section are:

GROUND RESOURCES, AIR RESOURCES, STAGING AREAS

Unit	Topic	Page	Slide				
2	1	4	2-1-6				



INCIDENT COMMAND SYSTEM
S430 Operations Section Chief – ALL RISK

FINAL EXAMINATION - KEY

4. The components of a good plan include an ordered sequence of events over a specific time period to meet the **OBJECTIVES** of the incident.

Unit	Topic	Page	Slide				
2	3	5	2-3-4				

5. The Demobilization Plan is developed by the **PLANNING SECTION**.

Unit	Topic	Page	Slide				
2	5	4	2-5-2				

6. A **STAGING AREA** is a geographical location where resources are held on a 3-minute availability basis for tactical assignments.

Unit	Topic	Page	Slide				
3	2	3	3-2-3				

7. The Air Operations Branch Director is ground based.

TRUE False

Unit	Topic	Page	Slide				
3	2	5	3-2-6				

8. Structures that are determined to be at high risk for loss or damage should be referred to as:

- a. Losers
- b. Write-Offs
- c. **INDEFENSIBLE**
- d. All of the above

Unit	Topic	Page	Slide				
2	4	7	2-4-7				



INCIDENT COMMAND SYSTEM
S430 Operations Section Chief – ALL RISK

FINAL EXAMINATION - KEY

9. The Operations Section Chief delegates completion of ICS Form 220 to the **AIR OPERATIONS BRANCH DIRECTOR.**

Unit	Topic	Page	Slide				
3	2	5	3-2-6				

10. A well-prepared Operations Section Chief will prepare a draft ICS Form **ICS 215** at least one hour prior to a planning meeting.

Unit	Topic	Page	Slide				
2	3	6	2-3-5				

11. The Operational Period Briefing is facilitated by:

- a. _____ Operations Section Chief
- b. _____ Incident Commander
- c. **X** **PLANNING SECTION CHIEF**
- d. _____ Logistics Section Chief

Unit	Topic	Page	Slide				
3	1	5	3-1-8				

12. The Operations Section Chief must monitor the Incident Action Plan for all of the following, ***except:***

- a. _____ Accuracy
- b. **X** **TIMELINESS**
- c. _____ Efficiency
- d. _____ Effectiveness

Unit	Topic	Page	Slide				
2	3	11	2-3-11				

13. Who does the Incident Commander report to? **AGENCY ADMINISTRATOR**

Unit	Topic	Page	Slide				
2	2	3	2-2-3				



INCIDENT COMMAND SYSTEM
 S430 Operations Section Chief – ALL RISK

14. The six components of the Management Cycle are:

1. Planning, 2. **ORGANIZING**, 3. Staffing, 4. Directing, 5. **CONTROLLING**,
 6. Evaluating

Unit	Topic	Page	Slide				
2	1	3	2-1-4				

15. Normally, the **INCIDENT COMMANDER** develops broad strategic objectives for the incident.

Unit	Topic	Page	Slide				
2	2	5	2-3-4				

16. How often do Planning Meetings occur?

- a. Once daily
 b. Whenever the Agency Administrator determines one is needed.
 c. **GENERALLY HELD ONCE FOR EACH PLANNED OPERATIONAL PERIOD**
 d. 0600 hours and 1800 hours

Unit	Topic	Page	Slide				
2	3	5	2-3-3				

17. ICS Form **COMPLETED ICS 201, INCIDENT BRIEFING FORM** is used for the transition of command of an incident.

Unit	Topic	Page	Slide				
2	2	3	2-2-2				

18. The Operations Section Chief works with the **SAFETY OFFICER** to jointly develop the ICS 215A.

Unit	Topic	Page	Slide				
2	3	6	2-3-5				



INCIDENT COMMAND SYSTEM
S430 Operations Section Chief – ALL RISK

FINAL EXAMINATION - KEY

19. The Planning Section Chief identifies excess operational resources.

True FALSE

Unit	Topic	Page	Slide				
1	2	7	1-2-10				

20. In Structure Protection Planning, the two modes of operation the Operations Section Chief may have to consider are Immediate Attention and PLANNED EVENT.

Unit	Topic	Page	Slide				
2	4	2	1-2-10				

21. The Operations Section Chief depends on the Safety Officer to detect and correct all unsafe incident activities.

True FALSE

Unit	Topic	Page	Slide				
3	3	2	3-3-1				

22. LCES, hazardous conditions and safety concerns are analyzed and mitigated on ICS Form ICS 215A.

Unit	Topic	Page	Slide				
2	3	10	2-3-8				

23. The Operations Section Chief is responsible for developing the tactics employed on the incident.

TRUE False



INCIDENT COMMAND SYSTEM
S430 Operations Section Chief – ALL RISK

FINAL EXAMINATION - KEY

24. What is the role of the Operations Section Chief in the Strategy Meeting:

- a. The Operations Section will represent both the Planning and the Operations Section
- b. **THE OPERATIONS SECTION CHIEF WILL PRESENT A SUMMARY OF THE CURRENT SITUATION.**
- c. The Operations Section Chief will complete the ICS 215, Operational Planning Worksheet
- d. The Operations Section Chief may have to represent more than one agency during Unified Command.

Unit	Topic	Page	Slide				
2	3	3	2-3-2				

25. The Operations Section Chief may establish more than one staging area on a particular incident.

TRUE False

Unit	Topic	page	Slide				
3	2	4	3-2-4				

26. The "Big Three" of the Operations Section Chief's duties include:

- a. Manager, Evaluator, Negotiator
- b. **PLANNER, SUPERVISOR, COORDINATOR**
- c. Division of labor, Unity of command, Span of control
- d. Command, General Staff, Unit Leaders

Unit	Topic	Page	Slide				
1	2	3	1-2-2				



INCIDENT COMMAND SYSTEM
S430 Operations Section Chief – ALL RISK

FINAL EXAMINATION - KEY

27. The Agency Administrator Briefing is especially important because:

- a. _____ Operational Period schedule will be established at this meeting
- b. _____ Technical specialists may be present
- c. X **THIS BRIEFING BECOMES YOUR “MARCHING ORDERS”**
- d. _____ Based on the plan of action, additional resources may be ordered

Unit	Topic	Page	Slide				
2	2	5	2-2-2				

28. The ICS Form 204, Division Assignment List must be completed by:

- a. X **PLANNING SECTION**
- b. _____ Division Supervisor
- c. _____ Branch Director
- d. _____ Documentation Unit Leader

Unit	Topic	Page	Slide				
2	3	8	1-2-10				

29. The ICS Form 215M is used to:

- a. _____ Document safety concerns
- b. _____ Set tactical priorities
- c. _____ Record media information
- d. X **PROJECT RESOURCE NEEDS**

Unit	Topic	Page	Slide				
1	2	4	3-2-4				

30. Who is responsible for ordering logistical support for his/her Staging Area?

STAGING AREA MANAGER

Unit	Topic	Page	Slide				
3	2	4	3-2-4				



INCIDENT COMMAND SYSTEM
S430 Operations Section Chief – ALL RISK

FINAL EXAMINATION

30 Questions 35 Points 5 Pages

INSTRUCTIONS: This is a short answer, True/False and Multiple Choice Test. For each of the following questions on statements, enter the correct answer on the corresponding space provided.

Examples: *The Incident Command System was created by NFPA*

_____ True _____ X False

The Incident Command System was created by:

- a. _____ NFPA
- b. _____ The Fire Service
- c. _____ Congress
- d. _____ FEMA

1. California Penal Code 409.5 and 409.6 are examples of _____.

2. Significant events can hamper the successful outcome of an incident. List three (3) examples of significant events.

1. _____
2. _____
3. _____

3. The three general resource elements of the Operations Section are:
_____, _____, _____.

4. The components of a good plan include an ordered sequence of events over a specific time period to meet the _____ of the incident.

5. The Demobilization Plan is developed by the _____.

6. A _____ is a geographical location where resources are held on a 3-minute availability basis for tactical assignments.



INCIDENT COMMAND SYSTEM
S430 Operations Section Chief – ALL RISK

FINAL EXAMINATION

7. The Air Operations Branch Director is ground based.
_____ True _____ False
8. Structures that are determined to be at high risk for loss or damage should be referred to as:
- a. _____ Losers
 - b. _____ Write-Offs
 - c. _____ Indefensible
 - d. _____ All of the above
9. The Operations Section Chief delegates completion of ICS Form 220 to the _____.
10. A well-prepared Operations Section Chief will prepare a draft ICS Form _____ at least one hour prior to a planning meeting.
11. The Operational Period Briefing is facilitated by:
- a. _____ Operations Section Chief
 - b. _____ Incident Commander
 - c. _____ Planning Section Chief
 - d. _____ Logistics Section Chief
12. The Operations Section Chief must monitor the Incident Action Plan for all of the following, **except**:
- a. _____ Accuracy
 - b. _____ Timeliness
 - c. _____ Efficiency
 - d. _____ Effectiveness
13. Who does the Incident Commander report to? _____



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

FINAL EXAMINATION

14. The six components of the Management Cycle are:

1. Planning, 2. _____, 3 Staffing, 4. Directing, 5. _____
6. Evaluating

15. Normally, the _____ develops broad strategic objectives for the incident.

16. How often do Planning Meetings occur?

- a. _____ Once daily
- b. _____ Whenever the Agency Administrator determines one is needed.
- c. _____ Generally held once for each Planned Operational Period
- d. _____ 0600 hours and 1800 hours

17. ICS Form _____ is used for the transition of command of an incident.

18. The Operations Section Chief works with the _____ to jointly develop the ICS 215A.

19. The Planning Section Chief identifies excess operational resources.

_____ True _____ False

20. In Structure Protection Planning, the two modes of operation the Operations Section Chief may have to consider are Immediate Attention and _____.

21. The Operations Section Chief depends on the Safety Officer to detect and correct all unsafe incident activities.

_____ True _____ False

22. LCES, hazardous conditions and safety concerns are analyzed and mitigated on ICS Form _____.



INCIDENT COMMAND SYSTEM
S430 Operations Section Chief – ALL RISK

FINAL EXAMINATION

23. The Operations Section Chief is responsible for developing the tactics employed on the incident.

_____ True _____ False

24. What is the role of the Operations Section Chief in the Strategy Meeting:

- a. _____ The Operations Section will represent both the Planning and the Operations Section
- b. _____ The Operations Section Chief will present a summary of the current situation.
- c. _____ The Operations Section Chief will complete the ICS 215, Operational Planning Worksheet
- d. _____ The Operations Section Chief may have to represent more than one agency during Unified Command.

25. The Operations Section Chief may establish more than one staging area on a particular incident.

_____ True _____ False

26. The “Big Three” of the Operations Section Chief’s duties include:

- a. _____ Manager, Evaluator, Negotiator
- b. _____ Planner, Supervisor, Coordinator
- c. _____ Division of labor, Unity of command, Span of control
- d. _____ Command, General Staff, Unit Leaders

27. The Agency Administrator Briefing is especially important because:

- a. _____ Operational Period schedule will be established at this meeting
- b. _____ Technical specialists may be present
- c. _____ This briefing becomes your “marching orders”
- d. _____ Based on the plan of action, additional resources may be ordered



INCIDENT COMMAND SYSTEM
S430 Operations Section Chief – ALL RISK

FINAL EXAMINATION

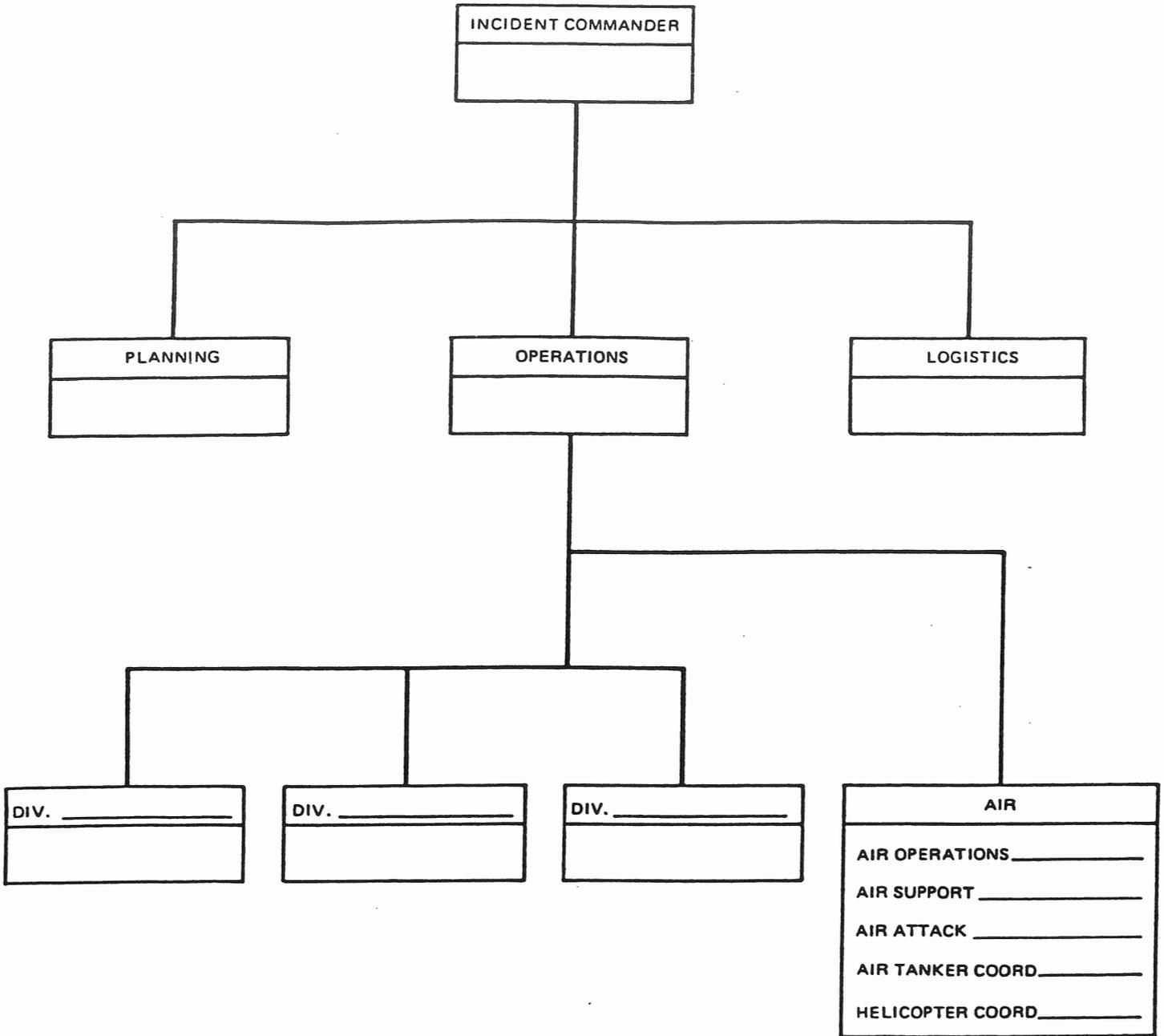
28. The ICS Form 204, Division Assignment List must be completed by:
- a. _____ Planning Section
 - b. _____ Division Supervisor
 - c. _____ Branch Director
 - d. _____ Documentation Unit Leader
29. The ICS Form 215M is used to:
- a. _____ Document safety concerns
 - b. _____ Set tactical priorities
 - c. _____ Record media information
 - d. _____ Project resource needs
30. Who is responsible for ordering logistical support for his/her Staging Area?
- _____

INCIDENT BRIEFING	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
--------------------------	------------------	------------------	------------------

4. MAP SKETCH

201	ICS 3-82	PAGE 1	8. PREPARED BY (NAME AND POSITION)
------------	---------------------	---------------	---

6. CURRENT ORGANIZATION



INCIDENT OBJECTIVES

ICS 202

1. INCIDENT NAME

2. DATE
PREPARED

3. TIME
PREPARED

4. OPERATIONAL PERIOD (DATE/TIME)

5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)

6. WEATHER FORECAST FOR OPERATIONAL PERIOD

7. GENERAL/SAFETY MESSAGE

8. ATTACHMENTS (/ IF ATTACHED)

ORGANIZATION LIST (ICS 203)

MEDICAL PLAN (ICS 206)

DIVISION ASSIGNMENT LISTS (ICS 204)

INCIDENT MAP

COMMUNICATIONS PLAN (ICS 205)

TRAFFIC PLAN

202

ICS
3-88

9. PREPARED BY (PLANNING SECTION CHIEF)

10. APPROVED BY (INCIDENT COMMANDER)

ORGANIZATION ASSIGNMENT LIST ICS-203

1/82

1. INCIDENT NAME 2. DATE PREPARED 3. TIME PREPARED

POSITION NAME

5. INCIDENT COMMANDER AND STAFF

INCIDENT COMMANDER	
DEPUTY	
SAFETY OFFICER	
INFORMATION OFFICER	
LIAISON OFFICER	

4. OPERATIONAL PERIOD (DATE/TIME)

9. OPERATIONS SECTION

CHIEF	
DEPUTY	

a. BRANCH I - DIVISIONS/GROUPS

BRANCH DIRECTOR	
DEPUTY	
DIVISION/GROUP	

b. BRANCH II - DIVISIONS/GROUPS

BRANCH DIRECTOR	
DEPUTY	
DIVISION/GROUP	

c. BRANCH III - DIVISIONS/GROUPS

BRANCH DIRECTOR	
DEPUTY	
DIVISION/GROUP	

6. AGENCY REPRESENTATIVES

AGENCY	NAME

7. PLANNING SECTION

CHIEF	
DEPUTY	
RESOURCES UNIT	
SITUATION UNIT	
DOCUMENTATION UNIT	
DEMOBILIZATION UNIT	
TECHNICAL SPECIALISTS	

d. AIR OPERATIONS BRANCH

AIR OPERATIONS BR. DIR.	
AIR ATTACK SUPERVISOR	
AIR SUPPORT SUPERVISOR	
HELICOPTER COORDINATOR	
AIR TANKER COORDINATOR	

8. LOGISTICS SECTION

CHIEF	
DEPUTY	

a. SUPPORT BRANCH

DIRECTOR	
SUPPLY UNIT	
FACILITIES UNIT	
GROUND SUPPORT UNIT	

b. SERVICE BRANCH

DIRECTOR	
COMMUNICATIONS UNIT	
MEDICAL UNIT	
FOOD UNIT	

10. FINANCE SECTION

CHIEF	
DEPUTY	
TIME UNIT	
PROCUREMENT UNIT	
COMPENSATION/CLAIMS UNIT	
COST UNIT	

203

ICS
1/82

PREPARED BY (RESOURCES UNIT)

1. BRANCH _____	2. DIVISION/GROUP _____	DIVISION ASSIGNMENT LIST
-----------------	-------------------------	---------------------------------

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

5. OPERATIONS PERSONNEL

OPERATIONS CHIEF _____ DIVISION/GROUP SUPERVISOR _____

BRANCH DIRECTOR _____ AIR ATTACK SUPERVISOR NO. _____

6. RESOURCES ASSIGNED THIS PERIOD

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

CONTROL OPERATIONS

8. SPECIAL INSTRUCTIONS

9. DIVISION/GROUP COMMUNICATION SUMMARY

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

PREPARED BY (RESOURCE UNIT LDR.) _____	APPROVED BY (PLANNING SECT. CH.) _____	DATE _____	TIME _____
--	--	------------	------------

BLANK ICS FORM 215M

INCIDENT RESOURCE PROJECTION MATRIX

1. INCIDENT NAME	2. DATE PREPARED
TIME PREPARED	

CRITICAL RESOURCE (List by individual kind/type)		OPERATIONAL PERIOD (Show date/time of operational period)												
	N E E D													
	N E E D													
	N E E D													
	N E E D													
	N E E D													
	N E E D													
	N E E D													
	N E E D													
	N E E D													
	N E E D													
<div style="display: flex; justify-content: space-between;"> 215M ICS 12-97 </div>	NOTES FOR EACH OPERATIONAL PERIOD	X												
													PREPARED BY (NAME & POSITION)	

SAMPLE ICS FORM 220

AIR OPERATIONS SUMMARY

1. INCIDENT NAME		2. OPERATIONAL PERIOD				3. DISTRIBUTION					
		DATE		TIME		HELIBASES		FIXED WING BASES			
4. PERSONNEL & COMMUNICATIONS		NAME		AIR/AIR FREQUENCY	AIR/GROUND FREQUENCY	6. REMARKS (Specific Instructions, Safety Notes, Hazards, Priorities)					
AIR OPERATIONS DIRECTOR											
AIR TACTICAL SUPERVISOR											
HELICOPTER COORDINATOR											
AIR TANKER/FIXED WING COORDINATOR											
6. LOCATION/ FUNCTION		7. ASSIGNMENT		8. FIXED WING		9. HELICOPTERS		10. TIME		11. AIRCRAFT ASSIGNED	12. OPERATING BASE
				NO.	TYPE	NO.	TYPE	AVAILABLE	COMMENCE		
		13. TOTALS									
14. AIR OPERATIONS SUPPORT EQUIPMENT					15. PREPARED BY					DATE	TIME

DEMOBILIZATION CHECKOUT

ICS-221

1. INCIDENT NAME/NUMBER

2. DATE/TIME

3. DEMOB. NO.

UNIT/PERSONNEL RELEASED

5. TRANSPORTATION TYPE/NO.

6. ACTUAL RELEASE DATE/TIME

7. MANIFEST YES NO

NUMBER

8. DESTINATION

9. AGENCY/REGION/AREA NOTIFIED

NAME

DATE

10. UNIT LEADER RESPONSIBLE FOR COLLECTING PERFORMANCE RATING

11. UNIT/PERSONNEL

YOU AND YOUR RESOURCES HAVE BEEN RELEASED SUBJECT TO SIGNOFF FROM THE FOLLOWING:

(DEMOB. UNIT LEADER CHECK ✓ APPROPRIATE BOX)

LOGISTICS SECTION SUPPLY UNIT COMMUNICATIONS UNIT FACILITIES UNIT GROUND SUPPORT UNIT LEADERPLANNING SECTION DOCUMENTATION UNITFINANCE SECTION TIME UNITOTHER

12. REMARKS

221

ICS
1-83

INSTRUCTIONS ON BACK

**INSTRUCTIONS FOR COMPLETING THE DEMOBILIZATION CHECKOUT
(ICS FORM 221)**

Prior to actual Demob Planning Section (Demob Unit) should check with the Command Staff (Liaison Officer) to determine any agency specific needs related to demob and release. If any, add to line Number 11.

Item Number	Item Title	Instructions
1.	Incident Name/No.	Print Name and/or Number of incident.
2.	Date & Time	Enter Date and Time prepared.
3.	Demob No.	Enter Agency Request Number, Order Number, or Agency Demob Number if applicable.
4.	Unit/Personnel Released	Enter appropriate vehicle or Strike Team/Task Force I.D. Number(s) and Leader's name or individual overhead or staff personnel being released.
5.	Transportation	Method and vehicle I.D. Number for transportation back to home unit. Enter N/A if own transportation is provided. *Additional specific details should be included in Remarks, block #12.
6.	Actual Release Date/Time	To be completed at conclusion of Demob at time of actual release from incident. Would normally be last item of form to be completed.
7.	Manifest	Mark appropriate box. If yes, enter manifest number. Some agencies require a manifest for air travel.
8.	Destination	Location to which Unit or personnel have been released, i.e., Area, Region, Home base, Airport, Mobilization Center, etc.
9.	Area/Agency/Region Notified	Identify Area, Agency, or Region notified and enter date & time of notification.
10.	Unit Leader Responsible for Collecting Performance Ratings	Self-explanatory. Note, not all agencies require these ratings.
11.	Resource Supervision	Demob Unit Leader will identify with a check in the box to the left of those units requiring check-out. Identified Unit Leaders are to initial to the right to indicate release. Blank boxes are provided for any additional check, (unit requirements as needed), i.e. Safety Officer, Agency Rep., etc.
12.	Remarks	Any additional information pertaining to demob or release.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief - ALL RISK

PLANNING

12 HOUR OPERATIONAL SHIFT

Each Operations Section Chief will have his/her own daily schedule which will be based on personal preference, incident situation and team dynamics. Managing your time will be critical to successful performance. What follows is an example of how an Operations Section Chief might schedule his/her day. This should not be interpreted as the only way to do business. This reflects a fire with one OSC per operational period.

- | | |
|-----------|---|
| 0500 | Day Operations Section Chief (OSC) on duty. Night Ops. briefs oncoming Ops. Chief. Review Incident Action Plan. Distributes IAP and conducts Operations Briefing. |
| 0600-0800 | Division Supervisors to line to debrief off-going Division Supervisors. Manage operational period change. |
| 0800-0900 | Aerial recon of incident with IC/others as required. Prepare mini 215 for Planning Meeting. Base on input from Division Supervisors and other Operations personnel. |
| 0900-1000 | Planning meeting for night operational period. Air tankers over fire. |
| 1000-1500 | Supervision - Recon incident by ground/or air. Team coordination and review performance of operations personnel. |
| 1500-1700 | Make updates/adjustments to IAP for briefing |
| 1700-0500 | Cycle repeats for night operational period. |



24 HOUR OPERATIONAL SHIFT

The information, ideas and concepts below have been developed since 1990. This shift has been used on at least a dozen different major wildland fires with great success. We all need to remember that this is but one choice of operational shifts depending on the type of incident, operational limitations or where you are in the incident progression.

1. The 24 hour shift does not require incident personnel to work constantly for 24 hours. Each worker is expected to average around 18 hours of work with 6 hours of rest.
2. There are less operational accidents and injuries because people are rested and not as inclined to do hazardous things. Line personnel can go for weeks on this type of shift because they are getting adequate rest and rehabilitation under the 24 On, 24 Off Cycle.
3. Production rates may be higher. This is a key point and should be given much consideration. Line personnel are on the line during peak burning periods and late afternoon when the time is right to do burnouts or use other control methods, not doing shift change. Crews that are well rested work harder and longer.
4. Op's Chief's have more time to be on the line since they have half as many meetings to attend. This is also true for other Command and General Staff personnel.
5. Engine companies and fire crews have more time to do preventative maintenance and fix problems without giving up their sleep time. This also makes for a safer and more productive operation.
6. Crews and engine companies are able to sleep in the dark which affords them better rest.
7. There is half the vehicle movement going to and coming from the line. This reduces the risk for a vehicle accident significantly.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

PLANNING

8. Crews on a 24 hour shift are familiar with their section of line after dark. this is a good reason to do a shift change in the morning and not at night. In addition, the BI's are lower in the morning reducing the risk of escape outside of the perimeter.

NOTE: May need to explain Burning Index.

9. Crews and engine companies have greater pride in ownership with their piece of line that they worked all day to secure, consequently they'll work on it at night to be sure it stays secured.
10. Travel distances to the line from Incident Base and back are no longer an issue. This also allows you to put the Incident Base at a better location with all the utilities and services.
11. Dozers and water tenders can be shifted at 12 hour or 24 hour intervals depending on need.
12. No all Branches or Divisions need to be on the 24 hour shift. As the fire starts to wind down and some areas are in mop-up stages they can work 12 hour days with just a patrol at night.
13. Command and General Staff personnel, plus their subordinate positions, work 12 hour shifts. The Operations personnel from Branch Director down would be the only exception. They would still work the same shift as line personnel.
14. The Planning Section is under less pressure since there is only one Planning Meeting, one Briefing, and one IAP to produce.
15. The 24 hour shift may cause some pay concerns with some agencies. Administrative issues should not dictate what is needed operationally.
 - a. Shifts in excess of 10 hours for Federal Wildland Fire Agencies will require a letter of justification signed by the IC.
16. A simple one page explanation of the 24 hour shift and how it works should be added to the IAP to avoid problems.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief - ALL RISK

PLANNING

17. Once the fire is contained, Operations will work towards a single day shift with only a patrol at night. This would be a true 12 hour day with 12 hours of rest at night.



WORK, REST & FATIGUE¹

Evaluation of their Relationships 1982 Fire Season

INTRODUCTION AND SUMMARY

PROBLEM STATEMENT

The standard two-shift concept, involving 16 hours on the first day and 12 hours each day thereafter (Section 410 FIRE BUSINESS MANAGEMENT HANDBOOK), is realistically unattainable for fireline personnel on most large uncontrolled fires. Travel time to and from the fireline, manning the fireline until relieved, shift briefings, and logistical complexities all combine to produce long shifts, requiring documentation and approval of the Fire Boss (FSM 5131.5). Such long shifts fail to provide adequate rest/recovery time for line personnel, resulting in excessive fatigue. This fatigue can result in injury to health, unclear thinking, poor fire management, and loss of production.

EXECUTIVE SUMMARY

The standard concept of two shifts every 24 hours works well on simple fires of up to two days duration through control. Where spike camps are used, or travel times from camp to the fireline are short, shift lengths can be held to reasonable periods, and adequate rest assured.

On more complex fires, the amount of off-shift rest declines. To address this concern, Region 5 experimented with a 24-hour shift on the Marble Cone Fire in 1977.² The Region requested latitude from the Washington Office to conduct further evaluation in 1978. That request was referred to the Missoula Equipment Development Center for their consideration.

MEDC prepared a report in March 1980, titled "Work, Rest and Fatigue", which focused primarily on the length of work shifts.³ This initial literature review recommended controlled field trials to evaluate performance, fatigue, and recovery.

¹ Pacific Southwest Region, U.S. Forest Service

² "Large Fire Management - Report on Proposed Policy change to Manage Long Shifts." Bates and Nelson, April 1978

³ "Work, Rest & Fatigue", MEDC No. 8051. 2802, March 1980



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

PLANNING

In their subsequent efforts to set up field trials, MEDC focused their attention more on the length of typical rest periods associated with the various shift alternatives rather than on the length of the work shift. MEDC did not examine the specific causes of fatigue in these studies. Previous efforts at MEDC have examined some of the causes of fatigue. In addition to lack of adequate rest, such things as carbon monoxide (CO),⁴ smoke inhalation, heat stress due to either climatic conditions, or radiated heat, fluid replacement,⁵ mental attitude, and physical conditions⁶ can contribute to fatigue.

Region 5's evaluation is not examining specific causes of fatigue, but is concentrating on the relationship between rest and fatigue.

The Washington Office approved Region 5's involvement in field trials off concept, with their 5130 letter of August 10, 1981, "Trial Use of the 24 Hour Work, Rest Cycle". The letter cited four conditions to be met:

Work shifts exceeding 16 hours will continue to be documented and approved by the Fire Boss.

Workers will get at least 12 hours sleep/rest.

Crew Bosses will keep a daily log.

The best time for shift changes will be evaluated.

This approval noted that MEDC had located some excellent references on human performance in continuous operations,⁷ which address the amount of sleep/rest time necessary to recover from arduous work before performing such work again. The following table summarizes the relationship:

⁴ "Fire Fighter Response to Carbon Monoxide on the 'Deadline' and 'Outlaw' Fires" MDC No. 7551. 2219, May 1975 and "Preliminary Analysis to Fire Fighter Exposure to Carbon monoxide on Wildfires and Prescribed Burns" MEDC No. 7961. 2208, April 1979.

⁵ "Heat Stress" MDC Pamphlet No. 7951. 2505, October 1979.

⁶ Development of Evaluation of Muscular Fitness Tests' MEDC February 1980, and "Validation of Muscular Fitness Tests' MEDC March 1980.

⁷ Human Performance in continuous operations – Volumes I, II and III, U.S. Army Institute for the Behavioral and Social Sciences, December 1979 and March 1980.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief - ALL RISK

PLANNING

Period of hours without sleep (work + travel + preparation + briefing + standby + etc.)	Recovery hours required of sleep and/or rest
12	6
16	8
18	9
24	12
28	14
30	15

From this table, it is obvious if a crew puts in a 14-hour daytime work shift, plus four hours of travel to and from the line, work assignment, briefings, debriefing, getting up and ready for work, and the various other things that consume time, the crew will spend at least 18-hours without sleep. That effort requires nine hours of sleep/rest recovery, which is unattainable if the crew is expected to return to the day shift the following day. The effect can be cumulative and compounded with successive shifts without adequate sleep/rest recovery. This situation occurs on virtually every large fire in California that remains uncontrolled for three or more days.

On the other hand, if a crew puts in a 26-hour shift, plus the same four hours of travel, etc., the required 15-hours of recovery is easily attainable, if they are not expected to return to the fireline for 24-hours. The key to the concept is the increased amount of time available for recovery under the 24-hour rest/work cycle, compared to the current method.

The concept does not require more line workers, where both day and night shifts are manned, as in Region 5. The concept may not be appropriate where no night shift is employed, as in fires in lodgepole fuel types in Montana. The concept is not a substitute for spike camps, as they offer an excellent means of reducing travel times and shift lengths, to provide recovery time between shifts.

The concept appears to offer relief in logistically complex situations. Fires that become "helicopter dependent" to transport crews to and from the fireline, or impose other barriers to reducing travel times, should be considered as suitable trials for the 24-hour rest/work cycle.

The concept produces a 50% reduction in travel costs, compared to the two-shift system, as the exchange is made once a day, rather than twice. This also reduces exposure of employees to risk, particularly in helicopter travel.

The concept produces a potential 21% savings in labor. We don't know if there are any differences in production or injury rates between the two concepts. We do know that production and safety.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief - ALL RISK

PLANNING

EVALUATION OBJECTIVES

The concept of securing adequate rest for personnel engaged in arduous fireline construction is emerging as the core issue. The 24-hour rest/work cycle is only one means of accomplishing that objective. The key appears to be the 2:1 work/rest ratio that MEDC has gathered from recent research. They strongly recommend that "all Forest Service Regions take measures to insure that people receive these minimum hours of sleep/rest."

With this recommendation in mind, we have broadened the objectives to test the following hypothesis:

HYPOTHESIS: The concept of one hour of rest for each two hours of work, such as that provided by the 24-hour rest/work cycle, will result in less fatigued firefighters. Further, that reduction in fatigue can increase production and reduce accidents.

Our three objectives are:

Determine if the 2:1 work/rest guidelines recommended by MEDC result in less fatigued workers, compared to higher work/rest ratios.

Utilize data to refine work/rest guidelines.

Evaluate the 24-hour rest/work cycle, in comparison with historical fireline manning alternatives, to determine its effect upon:

- Short and long term fatigue
- Production of line workers
- Safety and injury frequencies
- Cost effectiveness
- Logistical support
- Exposure of personnel to risk
- Work and rest environments
- Employee morale and acceptance

EVALUATION PROCEDURES

PRE-SEASON TESTING AND DATA COLLECTION

MEDC will establish a baseline measurement of certain measurable factors to serve as early warning devices for fatigue. To do this, we propose utilizing all Region 5 hotshot crews in a simple pre-season testing procedure that will involve a daily log of



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief - ALL RISK

PLANNING

crew activity and some simple observations of designated employees. A sample of the Crew Work/Rest Log with instructions for crews and designated employees is included in Appendix B.

NARRATIVE EVALUATION BY SAFETY CHIEF

The Safety Chief monitors the fire program for compliance with safe practices on any fire managed by a Regional Fire Team, we are asking the Fire Boss/IC to secure a written evaluation from the Safety Chief as a part of this study. The report will be submitted to A&FM, Attention: Kenton Clark, as soon as practical following release of the team. We are interested in any relevant observations in the following areas:

Crew Work/Rest Logs - Hotshot crews will retain their logs for regular submission. others will be collected and submitted with the Safety Chiefs' report. Any observations on the attitude of crews completing the logs, or any conclusions reached at the incident should be included.

Medical Unit Records - Were there any apparent correlations between the records for treatment of injuries and minor irritations such as blisters and shift lengths? Do personnel utilize off-shift time for treatment?

Accident and Injury Rates - Anything noteworthy in terms of injury frequencies?

Understanding and Support of Involved Personnel - How well received was the involvement in the evaluation? Was the Fire Evaluation, Form R5 5100-207, or some other method used to secure employee input?

Adequacy of Rest - Did the rest provided appear adequate? Consider both forms of rest:

Rest periods on-shift (compensable)

Off-shift rest/sleep cycle (non-compensable)

Pay Problems - Were there any pay problems or disputes (secure input from Finance Chief)?

Logistical Problems - Was logistical support adequate? Consider providing meals and water to line personnel. Were personnel removed from the line and returned to sleep areas in reasonable timeframes (secure input from Logistics Section Chief)?



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief - ALL RISK

PLANNING

Planning Cycles - Did the Fire Boss/IC use one or two planning cycles per 24 hours? How well did it work? Any suggestions for future evaluations (secure input from Planning Section Chief)?

Off-Shift Problems - Any problems encountered with misuse or abuse of off-shift time? Did crews use it to full advantage for rest?

Security - Any problems with camp security attributable to implementation of a 24-hour rest/work cycle?

Tactical Application - What was the overall assessment of line production and securing suppression objectives? Was the operations chief satisfied).

Exposure - Was crew exposure reduced in any way, due to 24-hour rest/work cycle? Consider helicopter transportation, truck travel, etc.

Overall Impression - What was the general impression of implementation of No. 24-hour rest/work cycle?

Fire team impressions

Fireline worker impressions

ACCOUNTABILITY AND DIRECTION

With the hotshot crews preparing daily logs, some evaluation of rest, fatigue, and shift lengths will take place on every fire. Some specific direction is needed in considering implementation of a 24-hour rest/work cycle.

Fire managers will make every reasonable effort to provide adequate rest for all fire personnel. The 2:1 work/rest ratio provides a good guideline, and adherence is encouraged. No specific Regional or National policy will be adopted until the results of this evaluation can be analyzed. Individual forests may elect to adopt a local version of the 2:1 work/rest ratio.

Application of the 24-hour rest/work cycle is limited to:

Wildfires managed by one of the Regional Fire Teams.

Other extra period fires, upon request of the Forest Supervisor and approval of the Director, Aviation & Fire Management.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief - ALL RISK

PLANNING

We are not suggesting that you abandon the standard two-shift concept and adopt the 24-hour rest/work cycle in all situations. At the Fire Boss/IC meeting in March, we discussed the concept and encouraged the Regional Fire Bosses to consider adoption in the following typical situation:

A fire starts in the afternoon, and escapes initial attack. The local Forest Fire Team manages the fire through early evening and cannot contain it. The forest orders a Regional Fire Team and they arrive after midnight and agree to take the fire over at change of shift in the morning. Crews that made the initial attack and provided the reinforcements through the evening have worked all night. Whatever forces the Forest has ordered for the day shifts that have arrived are available for assignment.

In this situation, the crews on the night shift have worked the previous day on regular project work, and then through the night on the fire. They have been without sleep for roughly 24 hours. Rather than put out a day shift, and then expect this group of fatigued workers to report back that night with no more than 8 hours rest, we suggest you may want to run a 24-hour cycle instead. This will allow ample rest for the night crew when they report the next morning.

In addition to this situation, we offer the following conditions as reasonable indicators of situations appropriate for a 24-hour rest/work cycle.

Fires with long travel times to the fireline.

Poor spike camp opportunities.

Dependence on helicopters for movement of significant numbers of line personnel.

Complex logistical support, where one shift change rather than two per 24 hours would significantly reduce exposure to risk.

The decision whether to employ the 24-hour rest/work cycle rests with the Fire Boss/IC. He must continue to document and approve the work shifts in excess of 16-hours, and make that decision part of the daily plans records. He can order the shifts for those personnel that are obligated to participate.

Forest Service crews, including other Region's personnel and AD Hires, are obliged to participate when so directed. Pay particular attention to selection of overhead for supervision of 24-hour rest/work cycles to assure understanding of the concepts,



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief - ALL RISK

PLANNING

objectives, and obligations of the evaluations. Certain personnel are excluded, as follows:

- Pilots and other participants of the air operations organization.
- Drivers of vehicles.
- Human resources program employees with special administrative requirements.
- Contract personnel.

Other categories of personnel have length of shift limitations or they may wish not to participate. and their involvement must be negotiated:

- State of California CDC crews
- Cooperating agency personnel
- Job Corps and CCC crews

Normally the concept will be applied to line workers and their overhead. Support personnel should be accountable to get sufficient rest/recovery time on the standard two-shift concept. The 24-hour rest/work cycle would normally not be utilized for mop-up. Both shift concepts could be employed on different sectors of the fire.

Fire Teams are obligated to insure that workers receive at least the minimum required off-shift sleep/rest recovery for the time worked, according to the table. This includes travel time. This is the minimum. Optimum sleep/rest recovery times should be the majority of the 24-hour off-duty period.

Shift change times are at the discretion of the Fire Boss/IC. Experience has shown that a morning shift change established between 0700 and 0900 will provide fresh crews for the heat of the afternoon and good familiarity with the assignment before nightfall. Local situations could dictate other established times. This time also assures 8 hours of duty status each calendar day (FBMEB, Section 411.2)

Fire Boss/IC's must schedule suitable rest periods during the shift and see that they are utilized effectively. Overhead must assure at least three separate rest periods for each worker. Crews on shift must have at least one-hour rest for every four hours worked, or five hours of rest during a 25-hour shift. Crews can be staggered or split to provide rest and continuous attention to the line. Rest periods will be documented on the crew to the line. Rest periods will be documented on the Crew Log. Rest periods on the fireline are compensable.

Crews cannot effectively carry all the water and food they require for a 24-hour period. Provisions must be made to furnish meals, rations, fruit, water, juice, etc., at pre-planned locations during or prior to the shift.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

PLANNING

Include in the briefing the obligation for overhead to check with plans at least every six hours for altered weather forecasts or fire behavior predictions. Plans should also make arrangements for providing timely information of changes to line personnel.

When crews are off-shift, or non-pay status, we cannot control their movement. This may not be any more of a concern than it is with historical shift patterns, but it is a factor to be evaluated. Base/Camp locations near Metropolitan areas may be a factor in electing to utilize the 24-hour rest/work cycle.

Fire Bosses will want to establish some control to assure that tired crews who have already put in long hours are not assigned to long shifts without rest before assignment. Also, crews must not be released to drive home after a long shift without prior rest. This is not different than current concerns, but it could become more critical with 24-hour shifts.

The Safety Chief's Fire Job Description, FSE 5109.32 Fireline Handbook, states:

"Analyze the fire operation for existing and potential risks and hazards from both inside and outside influences;

Monitor the overall fire program for compliance with safe practices".

The Safety Chief is concerned with the adequacy of rest and its effects upon fatigue. Logically, the Safety Chief should monitor the progress of the evaluations in conjunction with the "Work, Rest and Fatigue" study. In complex situations the Fire Boss/IC may elect to provide some assistance for this task. The Safety Chief will assure completion and collection of Crew Work/Rest Logs.

Fire Boss/IC's will determine whether to continue the standard planning cycle for Day shift and Night shift, or convert to a single shift plan for a 24-hour period. Either concept is acceptable for utilization of a 24-hour rest/work cycle, and the Fire Boss will pick the planning cycle that best suits the situation. Either cycle must provide for periodic updates as discussed in item C-11.

PAY CONSIDERATIONS

A number of questions and concerns will arise involving pay, payrolling procedure, and policy. This section attempts to anticipate these questions and address them.

No new policy on pay is anticipated. The procedures outlined in the Fire Business management Handbook FSH 5109.13, apply.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

PLANNING

Will as little as one hour of hazard pay conditions, for example, qualify an individual for 24 hours of hazard pay?

Answer: “Yes.” Hazard pay for GS employees is addressed in FBMEB, Section 418. It states in part, “All hazard pay differential for GS employees is based on a 24-hour day, from 0001 to 2400 hours. When an employee performs duty for which hazard pay differential is authorized, he shall be paid the hazard differential for all hours in pay status during the calendar day in which the hazardous duty is performed”.

Are employees in pay status during rest breaks?

Answer: “Yes”. No special facilities for rest and recuperation are provided, so time spent resting on the fireline is compensable. The employees have a work assignment and are not free to leave the area or pursue activities of a personal nature. They are directed to rest in place, similar to ordered standby, FBMEB, Section 413. They are fully outfitted, held in a specific location, and ready for immediate assignment.

Are employees in pay status during meal periods on the fireline?

Answer: “Yes”. Fireline construction workers and their overhead are not free from duty during their assignment. They must remain at their post and be prepared to drop their meal and respond to an emergency. Meal breaks will be considered compensable for fireline workers and their overhead on uncontrolled portions of fire. For camp personnel, helicopter support, and personnel on mop-up or controlled portions of the fire, meal breaks are normally not compensable.

Are Fire Time Report Forms, FS 6200-59, adequate to accommodate 24-hour rest/work cycles?

Answer: “Yes”. The forms are adequate. No special training of time recorders is required, as long as they are cognizant of the policies described herein.

Does this concept alter our ability to control off-duty activities of employees?

Answer: “No”. Control ramifications have been discussed in recent correspondence.

We cannot control movements of off-duty personnel unless we place them in ordered standby status (Section 413), Employees are personally accountable for their actions off-shift, and expected to report fit for duty for their next shift.

Are injuries sustained in fire camp, during off shift chargeable?



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief - ALL RISK

PLANNING

Answer: "Yes". If the injury occurs on Government controlled property such as fire camp. If the injury occurred in a laundromat or country store during off-shift, it probably would not be chargeable (FBMEF 417.7).

Are employees working under a 24-hour rest/work cycle guaranteed 8 hours of pay for each calendar day?

Answer: "Yes". Section 411.2, Fire Business Management Handbook, covers multiple-day assignments on fires. Employees are converted to the nonstandard first 8-hour tour, at the start (0001) of the second continuous calendar day. The use of a 24-hour rest/work cycle does not alter this policy. Sound cost-effective principles would support a change in shift around 0700 or 0900, to assure completion of 8 hours of pay status for crews engaged in fireline activity for each calendar day.

UNION INVOLVEMENT

The National Federation of Federal Employees (NFFE) in Region 5 has participated in the development of the evaluation since shortly after the WO approved it on August 10, 1981. NFFE circulated information on the evaluation in its national publication, "The Forest Service Monitor," and requested input to the evaluation from its Region 5 membership. Gentry Rowsey, the Regional NFFE Representative, was involved in drafting the 1981 "Trial Evaluation Procedures" and in the procedures described in this document.

If crews or individuals involved and represented by NFFE Locals have questions about the evaluations or concerns with a fire's management which they prefer not to address to the team managing the fire they should contact the Regional NFFE Representative. (Gentry Rowsey, Fiscal Management, R.O. (415) 556-5670). Strict confidentiality will be maintained in the conveyance of such concerns to AAFM.

If crews or individuals involved and represented by Local 3198 of the American Federation of Government Employees, on the Sierra National Forest, have concerns with a fire's management they prefer not to address to the team managing the fire, they should contact the President of Local 3198 (John Guyer, work phone number (209) 855-8321, home phone number (209) 855-8227).

UNDERSTANDING AND SUPPORT OF THE CONCEPT

The key to a successful evaluation of the relationships between rest and fatigue is the understanding and support of the people involved. Misconceptions about the 2:1 work/rest ratio, the 24-hour rest/work cycle, or the objectives of the evaluation can prejudice the outcome. Line workers, Fire Management personnel, cooperating agencies, the public, and



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief - ALL RISK

PLANNING

to some extent the news media, all have an interest in this evaluation. To assure some common level of understanding, we offer some observations:

EMPLOYEE NOTIFICATION

The Regional Forester advised all Region 5 employees of the evaluation with his 5100 letter of November 12, 1981, "24-hour Work/Rest Cycle Experiment for Fireline Personnel." The letter asked for comments, and those suggestions have been incorporated into this document.

EMPLOYEE INPUT

Employee input will be solicited during the evaluation. The Crew Work/Rest Log provides some vital information and perceptions. Individual input is encouraged. The Fire Evaluation, Form R5 5100-207 is a convenient way to solicit input. Blank forms can be made available in camp, or issued with shift plans. A copy of the form is included in the Appendix. Direct input is encouraged at the incident, as it could alter the management of the evaluation at that incident.

SUPPORT OF COOPERATORS

Aviation & Fire Management has informed the CDF and other cooperating agencies of our intent to conduct the evaluation in 1982. Their participation is encouraged but it will be each agency's decision to make, regarding the extent of their participation. This could complicate evaluations if an incident relies heavily on CDC crews for line construction.

MEDIA COVERAGE

Fire managers will advise the media of evaluations when they are in progress. The evaluation is unusual enough to be newsworthy in itself. The media may wish to highlight its use and objectives, conceivably with interviews of fireline personnel on their reactions, etc. it is possible that the concept may convey the impression of more idle workers in camp, as off-shift personnel will not all be sleeping during the day. Full explanations to the media will reduce the likelihood of adverse coverage of "off-shift personnel relaxing while the fire rages uncontrolled."

OVERTIME COMPARISONS

Concerns may surface over the amount of overtime individuals might earn compared to past practices. This is an issue that will require some subjective evaluation over the season. Conceivably a crew might earn less overtime over three or four shifts on a 24-hour rest/work cycle, than they might have on long day shifts for the same period. on the other hand, they might also be more rested and available for reassignment to another incident, or



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief - ALL RISK

PLANNING

might not require a short shift of "R&R" to overcome their fatigue. This is an issue that will require some analysis throughout the season.

OFF-SHIFT CONSIDERATIONS

No special provisions for off-shift recreation are envisioned for any 24-hour rest/work shift personnel. Employees can sleep, rest, eat, and to a limited degree pursue activities of a personal nature. How effectively employees utilize the off-shift time to overcome fatigue will be evaluated.

APPENDIX

Regional Forester Zane Smith's letter to all Region 5 Employees, "24-Hour Work/Rest Cycle Experiment" November 12, 1981.

Crew Work/Rest Log
Fire Evaluation Form R5 5100-207

Acting Deputy Chief Cargill's 5130 letter of August 10, 1981. "Trial Use of the 74--ffour Work/Rest Cycle."

MEDC Director Northcult's 7120 letter of July 2, 1981, ED&T 7021 Fire Hand Tool improvement (Continued Investigation of Twenty-four Hour Work/Rest Cycle)

Operations Research Analyst McConnells' 7120 letter of July 2, 1981, ED&T 7021 Cost Analysis of 24-Hour Work/Rest Cycle."

Summary of Obligations



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

Escaped Fire Situation Analysis

EFSA Information

EFSA Number: 1	Jurisdiction(s): CDF/BLM/PRA
Fire Name: Nance	Geographic Area: BTU
Incident Number: BTU-12345	Unit: BTU
Date/Time Prepared: 08/15/XX 23:00	Management Code: P11111

Fire Situation

Start Date/Time: 08/15 1300	Current Fire Size: 4000 acres
Fuel Conditions: Mixed chaparral, grass, oak woodland. Fuel Moisture 2-3%	Weather – Current and Forecast: 100+ degree temperatures Relative Humidity 10-17% Winds 5-10 SW
Fire Behavior – Current and Forecast: Extreme rates of spread ½ mile spotting distance Runs up steep slopes in heavy fuels will be extremely rapid Look for crowing and torching in pine and oak.	
Suppression Resource Availability: Good availability because of minimal activity and no completion for resources.	



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief – ALL RISK

EFSA NO. 1

NANCE

Evaluation Criteria

Criterion	Priority	Contribution	Overall	Explanation
Safety	8		0.31	Numerous structures
Firefighter Safety	10	0.50	0.154	Fast moving fire
Firefighter Safety	10	0.50	0.154	Threatening Community
Economic	6		0.23	Damage to community
Structure Timber	10	0.45	0.105	Residences and other structures
Recreation	1	0.05	0.010	Area is vacation and rec area
Wildlife	3	0.14	0.031	Salmon habitat
Water	6	0.27	0.063	Water supply for part of Butte county could be threatened
Forage	2	0.09	0.021	Grazing occurs on part of this area
Environment	5		0.19	T&E species in Little Chico Creek
Air	10	0.50	0.096	Retirement area could have respiratory effects
Visual	5	0.25	0.048	Lots of charred area visible from major highway
T&E Species	5	0.25	0.048	Steelhead/Salmon in proximity
Social	7		0.27	Damage to community
Employment	4	0.29	0.077	Could effect peoples businesses
Public Concern	10	0.71	0.192	Destruction of community

Alternatives

Alternative A Direct

Primary Strategy

Follow fire perimeter, burning out where possible. Hold fire at Foster Road, Roe Rd., Indian Springs and Neal Roads.

Fallback Plan

Back off to Nance Canyon

Worst Case Scenario

Fire burns through Paradise and catch it when it changes fuel type.

Successful Outcome

Probability: 60%
Final Fire Size: 7000 acres
Time to Contain: 2 days
Time to Control: 4 days

Successful Fallback Outcome

Probability: 32%
Final Fire Size: 8000 acres
Time to Contain: 2 days
Time to Control: 4 days

Worst Case Outcome

Probability: 8%
Final Fire Size: 12000 acres
Time to Contain: 4 days
Time to Control: 6 days

Alternative B Indirect

Primary Strategy

Hold fire at Skyway, & Roe Rd. let fire back to the West into the grass to the Hwy 99, hold fire at the intersection of Foster Rd. and Neal Rd.

Fallback Plan

Back off to Little Chico Creek
Back off to Berry Cyn

Worst Case Scenario

Fire burns into steep Cyn with difficult access

Successful Outcome

Probability: 70%
Final Fire Size: 11000 acres
Time to Contain: 2 days
Time to Control: 4 days

Successful Fallback Outcome

Probability: 27%
Final Fire Size: 13000 acres
Time to Contain: 4 days
Time to Control: 6 days

Worst Case Outcome

Probability: 3%
Final Fire Size: 15000 acres
Time to Contain: 5 days
Time to Control: 7 days

Suppression Costs

Alternative A Direct		
Successful Outcome	Fallback Outcome	Worst Case Outcome
Suppression cost: \$4,900,000	Suppression cost: \$5,600,000	Suppression cost: \$7,200,000

Alternative B Indirect		
Successful Outcome	Fallback Outcome	Worst Case Outcome
Suppression cost: \$6,600,000	Suppression cost: \$7,800,000	Suppression cost: \$9,000,000

Resource Value Losses

Alternative A Direct

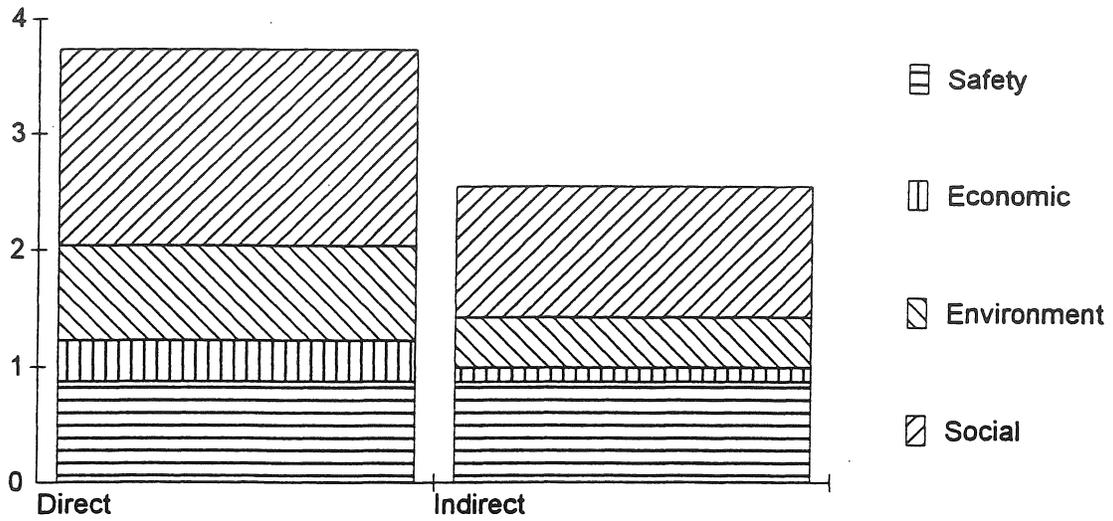
Item	Successful Outcome	Fallback Outcome	Worst Case Outcome	Expected Impact
Mature Timber	-\$17,500,000	-\$20,000,000	-\$30,000,000	
Seed and Saplings	-9,100,000	-10,400,000	-15,600,000	
Recreation - Disp/Dev	-273,000	-312,000	-468,000	
Total	-\$26,900,000	-\$30,700,000	-\$46,100,000	-\$29,700,000

Alternative B Indirect

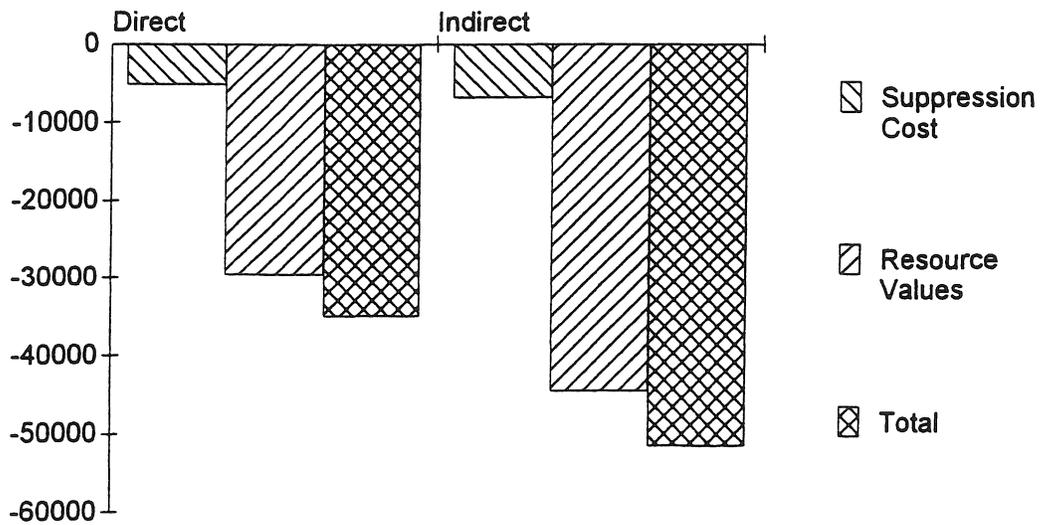
Item	Successful Outcome	Fallback Outcome	Worst Case Outcome	Expected Impact
Mature Timber	-\$27,500,000	-\$32,500,000	-\$37,500,000	
Seed and Saplings	-14,300,000	-16,900,000	-19,500,000	
Recreation - Disp/Dev	-429,000	-507,000	-585,000	
Total	-\$42,200,000	-\$49,900,000	-\$57,600,000	-\$44,700,000

Comparison of Alternatives

Evaluation Criteria (0=worst, 10=best)



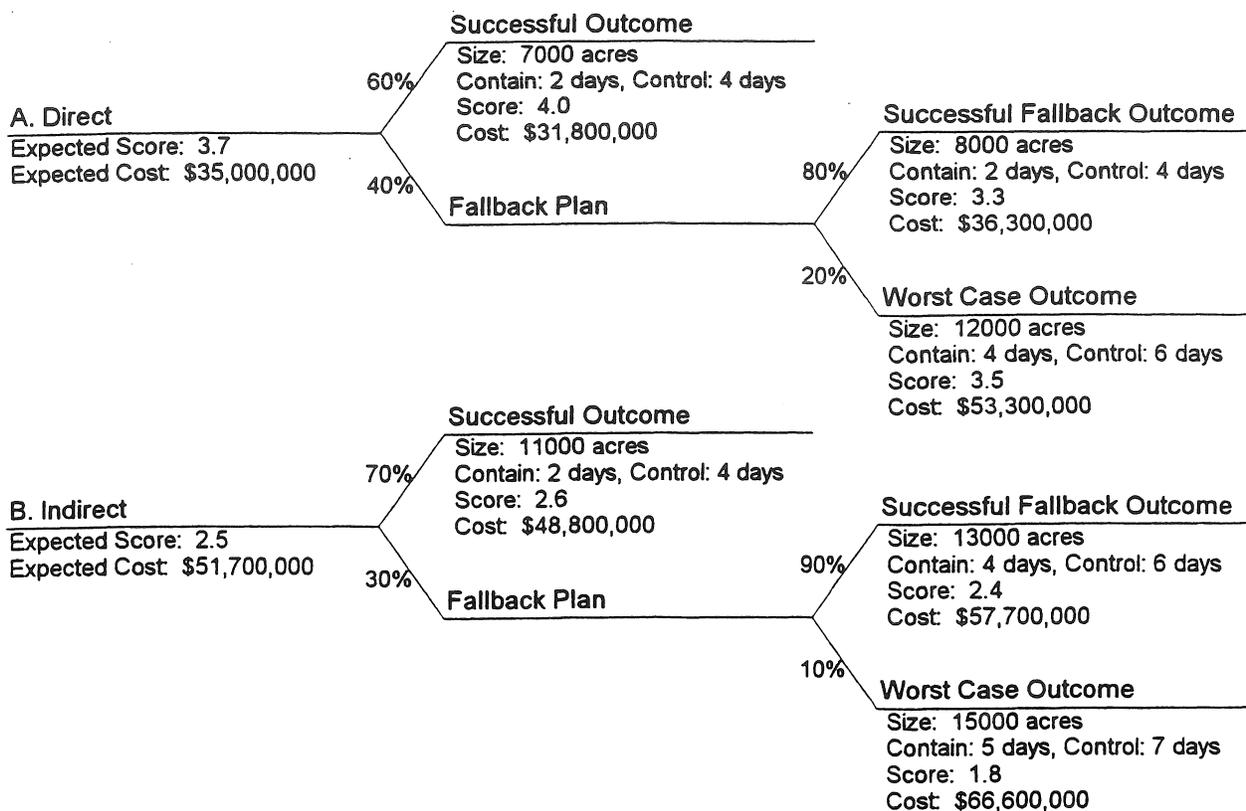
Financial impact (in \$000)



Comparison of Alternatives

		Alternatives							
		A. Direct				B. Indirect			
Suppression Costs		-\$5,310,000				-\$7,000,000			
Resource Values		-\$29,700,000				-\$44,700,000			
Total Financial Impact		-\$35,010,000				-\$51,700,000			
Total Score		3.7				2.5			
		Outcomes				Outcomes			
					Alt. A				Alt. B
		A1	A2	A3		B1	B2	B3	
Probability (%)		60	32	8		70	27	3	
Criteria	Wgt								
Safety	0.31	2.8				2.8			
Firefighter Safety	0.50	6	5	6	5.7	6	5	3	5.6
Firefighter Safety	0.50	0	0	0	0.0	0	0	0	0.0
Economic	0.23	1.5				0.5			
Structues Timber	0.45	0	0	0	0.0	0	0	0	0.0
Recreation	0.05	0	0	0	0.0	0	0	0	0.0
Wildlife	0.14	0	0	0	0.0	0	0	0	0.0
Water	0.27	6	5	5	5.6	2	2	2	2.0
Forage	0.09	0	0	0	0.0	0	0	0	0.0
Environment	0.19	4.2				2.2			
Air	0.50	6	5	5	5.6	3	3	2	3.0
Visual	0.25	0	0	0	0.0	0	0	0	0.0
T&E Species	0.25	6	5	5	5.6	3	3	2	3.0
Social	0.27	6.3				4.2			
Employment	0.29	6	5	5	5.6	5	4	2	4.6
Public Concern	0.71	7	6	6	6.6	4	4	4	4.0

Decision Tree



Decision Summary**Strategy:**

Direct

Description

Follow fire perimeter,
burning out where possible .
Hold fire at Foster Road , Roe Rd.,
Indian Springs and Neal Roads.

Rationale

Save largest number of structures, less smoke, less exposure of public
and firefighters.!

Special Considerations

If this doesn't show progress reevaluate at next shift.

Information Policy

Information will be handled by the Incident Team.

Agency Administrator Signature

Date/Time

Daily Review

Date	Time	By	Preparedness Level (1-5)	Incident Priority	Weather Forecast (Yes/No)	EFSA Valid (Yes/No)

Final Review

The elements of the selected alternative were met on:

Date: _____ Time: _____

By: _____

Agency Administrator

Incident Complexity Analysis

Incident Complexity Rating: Type 1

Rationale: Fire Complexity, Urban Interface-local area team can handle until T1 arrives

NO	YES	FACTOR
		Change in Strategy
-		Change in strategy to control from confine or contain.
	X	Large amounts of unburned fuel within planned perimeter.
-		EFSA invalid or requires updating.
		Existing Overhead
-		Worked two operational periods without achieving initial objectives.
-		Existing management organization ineffective.
-		Overhead overextended themselves mentally and/or physically.
-		Incident action plans, briefings, etc. missing or poorly prepared.
		Fire Behavior
	X	Burning index predicted to be above the 90% level.
	X	Potential exists for "blowup" conditions (fuel moisture, winds, etc.).
	X	Crowning, profuse or long-range spotting.
	X	Weather forecast indicating no significant relief or worsening conditions.
		Resources Committed
X		200 or more personnel assigned.
-		Three or more divisions.
X		Wide variety of special support personnel.
-		Substantial air operation which is not properly staffed.
X		Majority of initial attack resources committed.
		Resources Threatened
X		Urban interface.
X		Developments and facilities.
X		Restricted, threatened or endangered species habitat.
-		Cultural sites.
-		Unique natural resources, special designated zones or wilderness.
-		Other special resources.
		Safety
-		Unusually hazardous fire line conditions.
-		Serious accidents or fatalities.
X		Threat to safety of visitors from fire and related operations.
X		Restrictions and/or closures in effect or being considered.
-		No night operations in place for safety reasons.
		Ownership
X		Fire burning or threatening more than one jurisdiction.
X		Potential for claims (damages).
-		Different or conflicting management objectives.
-		Disputes over suppression responsibility.
X		Potential for unified command.
		External Influences
-		Controversial fire policy.
-		Pre-existing controversies/relationships.
X		Sensitive media relationships.
X		Smoke management problems.
X		Sensitive political interests.
X		Other external influences.



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief - ALL RISK

PLANNING

DELEGATION OF AUTHORITY

Date: August 15, XXXX

To: Bill Holmes, Incident Commander

Subject: Delegation of Authority

As Incident Commander, you are hereby delegated full responsibility and authority for suppression activities on the Bureau of Land Management lands within the Nance Fire perimeter.

I expect this suppression effort to be conducted in accordance with the WFSA which will be reviewed by you and your Incident Management Team.

All available firefighting methods are authorized.

Your main objectives are:

Protect Life and Property.

Firefighter Safety.

Cost expenditures should be commensurate with values at risk.

As much as possible, utilize local personnel in training positions or elsewhere in you organization.

From a BLM standpoint keeping the fire out of Little Butte Creek Canyon is a significant issue.

Jay Hastings of my staff will be my main contact with you. he is authorized to speak for me in the event an administrative decision is needed.

/s/Jim Brown
Acting District Manager



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief - ALL RISK

PLANNING

AGENCY ADMINISTRATOR'S BRIEFING

Fire Name _____ Agency _____

Date _____ Team Assigned _____

1. General

- a. Name of fire:
- b. Initial attack taken:
- c. Approximate size of fire _____ acres.
- d. Name of present Incident Commander
- e. General weather conditions (present and predicted):
- f. Fire behavior:
- g. Fuel types:
- h. Is it an air tanker operation?
- i. Is it a helicopter operation?
- j. ICP and incident base:
- k. Other fire agency:

2. Delegation of authority and assignment of responsibility

Agency advisor

3. Cause of fire:

- a. Investigation required:
- b. Name of investigator:

4. Ownership involved and coordination:

- a.
- b.

5. Name of resource advisor assigned to fire:

6. Local fire policy:

7. Resource values, wilderness, roadless areas, rare and endangered species

8. Priorities



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief - ALL RISK

PLANNING

9. Local unusual fire behavior and fire history in area of fire:
10. Money limitations and constraints:
11. Legal considerations (current investigation in action):
12. Pre-attack plans _____ yes _____ no.
13. Media relations:
Information organization
Report to incident commander _____
Report to agency supervisor _____
14. known local safety hazards:
15. Local political considerations, attitudes of local residents:
16. Procurement unit leader assigned
Pay rules peculiar to agency:
17. Other agencies on fire:
Agency representative:
18. Transportation routes:
19. Air operations:
 - a. Air tankers assigned:
 - b. Effectiveness of air tankers to date:
 - c. Helicopters assigned:
20. Personnel on fire (general):
21. Equipment on fire (general)
22. Supply system to be used (local supply, cache, procedures):
23. Land status:
24. Physical condition of present suppression resources:
25. Agency personnel available (condition):
26. Rehabilitation policies (anything the team may need to know about);
27. Estimated time when team will assume command:
28. Medical emergencies:



INCIDENT COMMAND SYSTEM

S430 Operations Section Chief - ALL RISK

PLANNING

- a. Nearest hospital:
 - b. Nearest burn center
 - c. Life Flight available:
 - d. Procedures:
29. Law enforcement coordination:

OPERATIONAL PLANNING WORK SHEET												1. INCIDENT NAME "PARADISE" (BTU-10500)		2. DATE PREPARED OCT. 25, 1997 TIME PREPARED 1700 HRS.		3. OPERATIONAL PERIOD (DATE/TIME) OCT. 26-27, 1997 08-0800 HRS.								
4. DIVISION GROUP OR OTHER LOCATION	WORK LOCATIONS	REQ. HAVE NEED	RESOURCES BY TYPE (SHOW #TRUCK TEAM AND ST)															7. REPORTING LOCATION	8. REQUESTED ARRIVAL TIME					
			ENGINES				WATER TENDERS		HAND CREWS		DOZERS			HELICOPTERS						AIR TANKERS		OTHER		
			1	2	3	4	1	2	1	2	1	2	3	1	2	3	4			1	2		3	
BR I DIV. A	BR. I, DIV. A RUNS FROM ORIGIN (DIV A/Z) NORTH ALONG E/S NEAL RD TO WAYLAND RD (DIV A/D). FIRE HAS PROBABLY CROSSED NEAL ROAD IN SEVERAL PLACES. SPOT FIRES MARKED, LINED & CONTAINED. OPERATIONS: USING ENGS, CRWS & DOZERS, KEEP FIRE E/S NEAL RD. PROTECT STR.	REQ. HAVE NEED	1ST	1ST			2			25T											1-BR DIR 1-DIV SUP	DP #1: NEAL RD, 2 MI SOUTH OF WAYLAND RD. SAME PICKUP PT.	0830 HRS	
X	SPCL INST: IMPLEMENT LCES SAFEGUARDS. WATCH FOR SPOTS OVER LINE AND BELOW FPS.	REQ. HAVE NEED																						
BR I DIV. Z	BR. I, DIV. Z RUNS EAST FROM NEAL RD AT ORIGIN (DIV A/Z) ACROSS BERRY CREEK DRAINAGE TO MEET DIV Y. FIRE IS MOSTLY LINED (S BL) TO DIV Z/Y SPOT FIRES MARKED. OPERATIONS: USING ENGS, CRWS & DOZERS, KEEP FIRE NORTH OF ESTABLISHED FIRE LINE. SPCL INST: IMPLEMENT LCES SAFEGUARDS. WATCH FOR SPOTS OVER LINE AND BELOW FPS.	REQ. HAVE NEED			25T		2			25T				35T							1-DIV SUP	DP #1: NEAL RD, 2 MI SOUTH OF WAYLAND RD. SAME PICKUP PT.	0830 HRS	
X		REQ. HAVE NEED																						
BR II DIV. B	BR. II, DIV. B RUNS FROM NEAL RD (DIV A/B) EAST ALONG WAYLAND RD TO FOSTER RD (DIV B/Y). FIRE WAS SOUTH OF WAYLAND RD AT 1700 HRS. SPOT FIRES ARE MARKED. OPERATIONS: USING ENGS, CRWS & DOZERS, KEEP FIRE SOUTH OF WAYLAND RD. PROTECT STR WHERE NEEDED. SPCL INST: IMPLEMENT LCES SAFEGUARDS. WATCH FOR SPOTS OVER LINE AND BELOW FPS.	REQ. HAVE NEED	35	15T			2			25T				15T							1-BR DIR 1-DIV SUP	DP #2: NEAL RD, @ WAYLAND RD. SAME PICKUP PT.	0830 HRS	
X		REQ. HAVE NEED																						
BR II DIV. Y	BR. II, DIV. Y RUNS FROM FOSTER RD (DIV B/Y) EAST TO SCOTTWOOD RD AND THEN TO SOUTH (DIV Y/Z) FIRE WAS SW OF DIV. Y AT 1700 HRS. OPERATIONS: NEED TO LOCATE FIRE LINE LOCATION. USING ENGS, CRWS & DOZERS, KEEP FIRE SOUTH OF TOWN OF PARADISE. PROTECT STR WHERE NEEDED. SPCL INST: IMPLEMENT LCES SAFEGUARDS. WATCH FOR SPOTS OVER LINE AND BELOW FPS.	REQ. HAVE NEED			25T		2			35T				35T							1-DIV SUP	DP #3: FOSTER RD, @ WAYLAND RD. SAME PICKUP PT.	0830 HRS	
X		REQ. HAVE NEED																						
NEAL STAG	"NEAL STAGING" IS LOCATED IN A PARKING LOT NE OF THE INTERSECTION OF NEAL AND WAYLAND ROADS. MIN. STAGING DRAW DOWN RESOURCES: 1 DIV. SUP, 1 ENG ST ANY TYPE, 1 CREW ST-G, 1 DOZ ST-L. IF LEVELS DROP BELOW THESE LEVELS SPECIFIED, CONTACT COMM & ORDER ADDITIONAL. SPCL INST: ENSURE CHECK-IN AND FF HYDRATION.	REQ. HAVE NEED	15T	15T			1			25T				25T							1-STAG AREA MGR	NEAL STAGING: NE CORNER OF NEAL RD @ WAYLAND RD.	0830 HRS	
X		REQ. HAVE NEED																						
TOTAL RESOURCES REQUIRED		ENGINE REQ.	55T	75T			9			115T				105T							2 BR DIR 4 DIV SUP 1 STAG MGR	PREPARED BY (NAME & POSITION) OSC JOHN HAWKINS		
TOTAL RESOURCES ON HAND		ENGINE REQ.																				OCTOBER 25, 1997, 1700 HRS.		
TOTAL RESOURCES NEEDED		ENGINE REQ.																					7640-130-0204	



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STRUCTURE PROTECTION

I. TRIAGE

The goal is to do the most good with what you have and not waste limited resources or time

Three categories:

- ✓ Needing little or no attention for now
- ✓ Needing protection but savable
- ✓ Indefensible

Five factors that should be considered during triage:

1. The Structure

- Roof
- Siding
- Open gables
- Vents without screens
- Overhanging decks
- Windows
- Position on slope

2. Surrounding Fuels

- Type
- Size and arrangement
- Age
- Proximity
- Wood piles
- Defensible space
- LPG, diesel, gas storage

3. Fire Behavior

- Rate of spread and direction
- Topographic influence
- Weather influence
- Flame length
- Spotting fire brands
- Timing



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- Natural or other barriers

4. Resources – What is Available and When

- On site
- Kind and type available
- Number
- Where they are
- Response time
- Capabilities (mobility/foam/retardant)

5. Firefighter Safety

- Ingress/egress routes
- Power lines
- Smoke visibility
- Hazardous materials
- LPG or fuel storage

II. INTERFACE OPERATIONS

Problems commonly encountered:

Traffic congestion

- ❖ Turn traffic problem over to law enforcement or
- ❖ Formulate traffic plan

Concerned or panicky residents

- ❖ Advise them on evacuation routes
- ❖ Only law enforcement can make someone leave
- ❖ Remaining residents should be advised on safety considerations

Lack of information on access and/or number of structures

- ❖ Recon the area, establish priorities

Structure triage

- ❖ Each arriving unit may have to perform structure triage



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III. STRUCTURE PREPARATION

Clear roof area

Remove or separate intermediate fuels

- Move wood piles
- Remove flammable awnings
- Remove fence connected to house

Cover exterior openings or potential openings

- Vents and ducts
- Windows
- Large openings-doorways or breezeways
- Cooler pads – cover or turn on water pump only

Prepare interior of structure

- Remove lightweight curtains
- Close heavyweight curtains, blinds, or drapes
- Close interior doors
- Turn off fans and coolers
- Turn off gas
- Leave electricity on
- Leave porch light and central interior light on
- Do not lock doors

Vehicle and miscellaneous preparations

- Place homeowner ladder on side away from fire
- Park private vehicles in sheltered location
- Park vehicle headed out – with keys in it



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SETTING UP FOR DEFENSE

- ◆ Spot engine in protected area
- ◆ Do not block access or exits
- ◆ Consider using 1 ½" hose lines
- ◆ Use smaller hose only if certain it will be adequate
- ◆ Deploy two lines, one around each side of the structure
- ◆ Try to keep lines shorter than 200 feet
- ◆ have additional line available for roof fires
- ◆ Always keep engine protection line available
- ◆ When fires on the roof are small – attack quickly!
- ◆ If fire has spread across the roof, the structure is seriously threatened; if you are not trained or equipped for interior firefighting, the structure is essentially lost
- ◆ Wise water use is critical to the success of structure protection efforts
- ◆ Always keep 100 gallons in reserve for your protection



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STRUCTURE PROTECTION

Structures exposed to wildland fire in the urban interface can and should be considered as another fuel type. Size-up and tactics should be based upon fuels, weather, and topography, just as those criteria would be applied to a wildland fire.

I. ADDITIONAL GENERAL SAFETY CONSIDERATIONS

- A. Protect your engine as well as structure. Keep the hose bed covered, compartments closed, and windows rolled up.
- B. Park your engine in a safe area, with your front always toward the escape route. Don't block escape routes. Back into driveways or narrow access roads.
- C. Avoid excessive idling with lights, radios, etc., on unless you can maintain adequate RPMs with a hand throttle.
- D. When moving around in smoky conditions, keep your headlights and red lights on.
- E. Keep at least one length of charged 1 ½" line looped on top of the engine for protection of your engine and your crew.
- F. Never pass up an available water source when your tank is less than full.
- G. Never leave your equipment unattended, unless you are parked in a safe area such as the burn, cleared areas, or paved, gravel openings, etc.
- H. Maintain control of your people. Keep calm; display a positive attitude and maintain communications.
- I. Attempt to remain out of the smoke from burning structures or vehicles (possibly toxic).
- J. Post lookouts; watch for downwind roof fires on unexposed houses.



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K. Stay out of possible lethal areas.

- ✓ Saddles
- ✓ Chimneys
- ✓ Chutes
- ✓ Extraordinary fuel buildups
- ✓ Area where you would not position your personnel or public
- ✓ Structure collapse zones

II. IF TRAPPED BY FIRE

Take refuge in the structure. It doesn't burn instantly and provides protection from the fire outside. If you leave your engine, park it in as safe a place as possible.

Or

Take refuge in your engine. If it is in a good location, stay there! If not, keep moving and seek a place where the fire is less intense. Be aware that visibility will be poor.

1. Keep the pump running and use the looped 1 ½" line to deploy a fog pattern over the cab.
2. If available, take SCBA into the cab and use them as necessary to protect yourself from smoke.
3. Use fire shelters or salvage covers to reflect radiant heat from the windows.
4. Request airdrops.
5. Stay inside the cab until you are sure it is safe to go outside. If the engine is catching fire, so will you if you go outside. The cab will normally burn last, and may buy you time until things outside start to cool down.



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Ensure everyone has a fire shelter and is properly trained to use it. This is your last resort!

- Time water application with the passage of the heat wave
- Wetting down is usually a waste of time – it can, in some instances, reduce ignition but should only be done if water supply is not a problem
- Water can be used to reduce or limit the potential buildup of heat
- Water can knock down the fire in surface fuels
- Water can prevent fire from getting into heavy troublesome fuels such as wood piles
- Remain as mobile as possible
- Use “hit and run” tactics as much as possible

During the peak of the heat and smoke it is very tempting to squirt water at the wall of flames, hoping that it will somehow improve things; but it will probably do little good and will waste water.

Wait until you have an opportunity to do some good with your water.

To summarize, when the fire is controllable, limit the heat buildup by keeping fire out of heavier fuels. Work on the fire where it has moved into lighter fuels. At the other extreme, wait until the worst of the heat wave passes, then put water on the structure or on threatening fuels. In between the extremes, apply water only if it significantly reduces the heat impinging on the structure.

III. WHEN IS IT TIME TO WITHDRAW

No simple rule will tell you when to try, or at what time to discontinue a structure defense effort. Listed below are some factors or conditions worth noting. If any of these apply, then the attempt to save that structure deserves careful consideration before continuing.

A. The fire is making significant runs (not just isolated flare-ups) in the standing live fuels, e.g., brush or tree crowns, and the structure is within 1 or 2 flame lengths of those fuels.

B. Spot fires are igniting around the structure or on the roof and beginning to grow faster than you can put them out.

C. Your water supply will not allow you to continue firefighting until the threat subsides.

D. You cannot safely remain at the structure and your escape route could become unusable (blocked by fire, traffic, falling or rolling obstacles, etc.)



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E. The roof is more than $\frac{1}{4}$ involved, in windy conditions, and other structures are threatened or involved.

F. Interior rooms are involved and windows are broken, in windy conditions, and other structures are threatened or involved.

If things change, or if you are losing the battle, rethink your plan, but do not continually question or regret your decisions. Time wasted in indecision is very costly. This is not a situation that allows lengthy deliberations. The situation does not allow more than a best judgement and a good effort.

Make decisive judgements and make them without undue delay. Then, go to work.



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California Fire Services User's Guide To: Disaster Declarations Agreements for Cooperation

KEY TERMS

- Mutual Aid
 - Assistance By Hire
 - Local Agreements
 - Cooperative Fire Protection Agreement (4 Party Agreement)
 - Direct Protection Area (DPA)
 - Cooperative Agreement For Local Government Fire Suppression Assistance (5 Party Agreement)

INTENT

This document is designed to familiarize the fire agencies statewide with various means of sending and receiving aid to wildland fire incidents and some examples of how reimbursement may or may not occur. This is not intended to define the only means by which this may occur or to set policy on these issues.

DISASTER DECLARATIONS

There are several levels of disaster declarations and each level presents different possibilities of response, fiscal responsibilities and reimbursements (if any).

Local Declaration. A local disaster can be declared by the local governing body, such as but not limited to the Mayor, City Council, County Board of Supervisors. A local declaration will suspend the rules with respect to bidding of short-term contracts for services required to assist in mitigating the emergency and provide temporary relief from the California Environmental Quality Act (CEQA) and other items as specified in your local ordinances. Should this be the highest level of declaration, there is no reimbursement from the next level of government.

Gubernatorial Declaration. Prior to the Governor of the State declaring a disaster, the local government must show evidence that local resources are expended and that the capabilities of the resources will not provide timely relief. Declarations from the Governor may provide qualifying State funds to local governments and assisting agencies for overtime and mileage cost directly attributable to the responses. At this level of declaration, the State may reimburse 75% of the eligible costs and other expenses, the remaining 25% is the fiscal responsibility of the local government.

Presidential Declaration. Prior to a Presidential Declaration of Disaster being issued the same basic criteria must be met by the State. A Presidential Declaration may provide qualifying Federal funds to State and local governments. The funds may provide a wide variety of relief, depending on the extent and types of disaster. At this level of declaration, the Federal Government may reimburse 75% of costs associated with overtime, mileage, and other expenses directly attributable to responses. The State is responsible for reimbursing 75% of the remaining 25% (18.75%) and the local government is responsible for the remaining 6.25%.

ICS 900 (10-98)



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Agreements for Cooperation

It's in the best interest of both State, Federal, and local government agencies to cooperate to achieve objectives of common interest and concern. The concept of a functionally integrated fire protection system, involving Federal, State and local government resources, is the most effective method of delivering fire protection where life, property and natural resource values are at risk.

There is an array of agreements at various levels of governments and between agencies that allow for and provide assistance during times of emergencies. These agreements may provide assistance in the form of *MUTUAL AID*, where assistance is rendered free of charge (non-reimbursable, generally a short duration assignment) or *ASSISTANCE BY HIRE* where the assistance will be paid for (reimbursed) by the user.

LOCAL AGREEMENTS are voluntary agreements between two or more local entities that describe the initial responses to incidents occurring within adjoining areas or in areas of close proximity. The agreements will determine whether the responses are mutual aid, or assistance by hire.

The *COOPERATIVE FIRE PROTECTION AGREEMENT*, referred to as the *4 PARTY AGREEMENT*, is an agreement between the California Department of Forestry and Fire Protection, U.S. Forest Service, Bureau of Land Management and the National Park Service (collectively known as Forest Agencies). The Forest Agencies acknowledge that differences exist between agency missions, but that each will represent the other agency's interests and must possess the recognition, knowledge and understanding of each other's mission objectives, authorities and policies. Wildland fires on intermingled or adjacent lands, managed by State and Federal Agencies, present a threat to the lands of the other. State and Federal Agencies have recognized a need to assist each other on suppression of wildland fires on lands adjacent to each other. These lands are commonly referred to as *DIRECT PROTECTION AREA (DPA)*. Basically, DPA is described as an area delineated by boundaries regardless of statutory responsibility and the protection is assumed by administrative units of either the Federal Agencies or the State. The agency with the direct protection responsibility, known as the Protecting Agency, has assumed both fire suppression and fiscal responsibilities as agreed.

However, at times of severe wildland fire conditions the Forest Agencies may have a need of local government apparatus to provide structural protection or to supplement their respective agency-controlled resources to aid in the suppression effort. The *COOPERATIVE AGREEMENT FOR LOCAL GOVERNMENT FIRE SUPPRESSION ASSISTANCE*, referred to as the *5 PARTY AGREEMENT*, is the instrument that endorses this cooperation. The agreement makes California Office of Emergency Services, various local government jurisdictions emergency apparatus, in the spirit of cooperation, available for dispatch and use through the STATE FIRE & RESCUE MUTUAL AID SYSTEM, to the Forest Agencies. Reimbursement begins 12 hours after the initial dispatch and is retroactive to the time of the initial dispatch. If the duration of the assignment is less than 12 hours, there is no reimbursement.

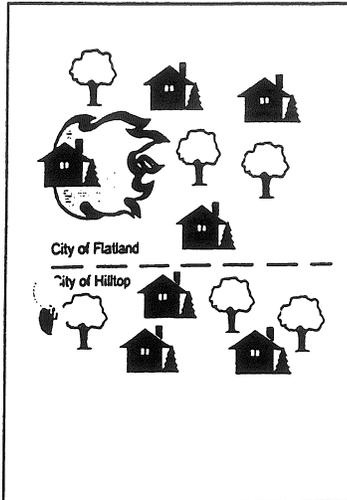
In other words, the 5 PARTY AGREEMENT allows the Forest Agencies to tap into the pool of available resources through the STATE FIRE & RESCUE MUTUAL AID SYSTEM. In the truest of terms Forest Agencies are not signatory to the STATE FIRE & RESCUE MUTUAL AID SYSTEM, and do not actively participate by providing resources but are frequent users of the systems.



INCIDENT COMMAND SYSTEM

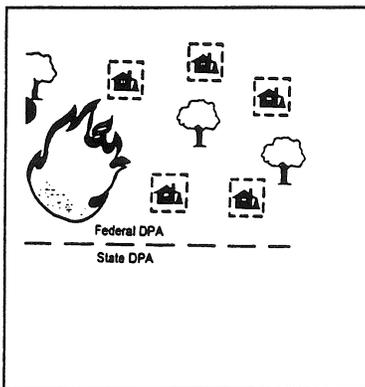
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THE FOLLOWING SIX SCENARIOS DO NOT SET PRECEDENT.
Each real incident will have its own unique decisions



The Cities of Hilltop and Flatland are adjacent neighbors. A structure fire in Flatland, close to the boundary with Hilltop, has spread into the surrounding wildlands of the city LRA. The location of the incident is covered by a local Voluntary Mutual Aid Agreement developed by both cities during joint emergency operations planning. Both cities respond with significant firefighting resources to deal with the threat. There is no involvement from wildland (forest) agencies. Eventually the wildland fire is successfully controlled before actually burning into Hilltop's jurisdiction. The City of Hilltop incurred unbudgeted expenditures associated with their response to assist their neighbor. **This expense happened in spite of the fact that Hilltop did not suffer any loss within their area. The City of Hilltop was not reimbursed for these unplanned costs for these unplanned costs.**

Mutual Aid at the local government level, occurs daily throughout the State. This process is designed to provide assistance from one neighboring jurisdiction to another, related to numerous fire service activities. The premise is that no community has the resources sufficient to cope with all emergencies for which potential exists. In the spirit of cooperation Hilltop assisted Flatland without reimbursement. Next time it may be the other way around,



The scattered houses are on SRA land totally within the Federal DPA. The Federal agency (FED) has wildland fire protection responsibility for all federal lands, private lands in this area are SRA. The county fire department (CTY) has structure protection responsibility in this area. The fire is managed by a Unified Command with county fire department concerns being met by participating as a member of this Unified Command. The IC's jointly agreed to order five,(5) strike teams of engines for structure protection through the Unified Ordering Point to assist in perimeter control. The strike teams come under the 5 Party Agreement. The strike teams are reimbursed under this agreement by the federal agency who ordered them. Any County fire department resources responding as part of these strike teams are not reimbursed.

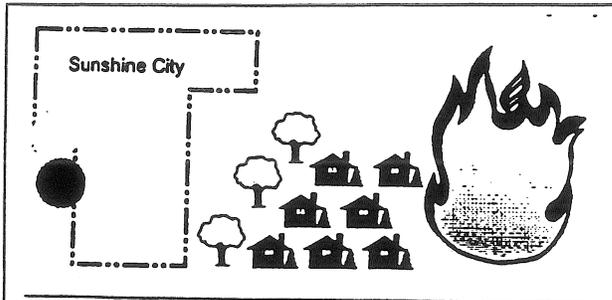
Example of the request for 5 strike teams would be Incident #FED-12345, Request FED-E-10 through FED-E-14 for 1 State DPA each S/T Engine Type 1 or Type 2 per request number.

Sunshine City is an incorporated city with its own fire department (SSC). The structures located outside the city are protected by the county (CTY), but are on SRA lands within the federal DPA. The fire is managed as a Unified Command between the federal agency, county fire, and the city. The joint decisions was for the federal agency to order one strike team of engines to protect the structures in close proximity to the wildland fire and assist with perimeter control and the city to order 10 strike teams of engines to protect the city. The federal order is through the 5 Party Agreement, and the city order is under State Master Mutual Aid Agreement. The one strike team is reimbursed by the federal agency and the 10 strike teams are furnished at no cost to the city. The county resources that assist in the effort will not be compensated by the Federal agency.



INCIDENT COMMAND SYSTEM

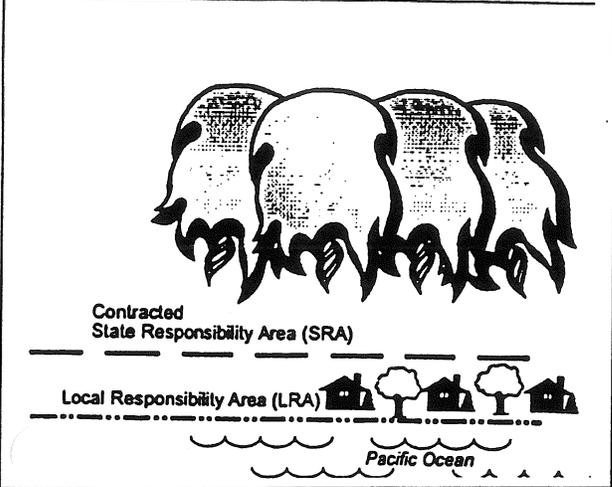
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Example of the federal request for 1 strike team would be **Sunshine City** Incident #FED-12345, Request FED-E-10 for 1 each S/T Engine Type 1 or Type 2 per request number.

Example of the city request for 10 strike teams would be Incident #FED-12345, Request SSC-E-1 through SSC-E-20 for 1 each S/T Engine Type 1 or Type 2.

(In this scenario it is important to recognize that it is a unified command and it was a joint decision for the city to order the engines to protect the city through State Master Mutual Aid.)



CDF has six (6) contract counties (LAC, KRN, ORC, VNC, SBC, & MRN) to provide wildland fire protection for State responsibility lands in their counties.

A fire is burning SRA land in Los Angeles County (LAC) and an area of LRA needs protection. The CDF Agency Representative and the Incident Commander have negotiated that 5 strike teams of engines will be ordered under Master Mutual Aid and 5 strike teams of engines ordered under the 5 Party Agreement.

Example of the request for 5 strike teams of engines, Master Mutual Aid, is Incident #LAC-1234, Request LPA-**State Responsibility Area (SRA)**E-1 through LRA-E-5 for 1 each S/T Engine Type 1 or Type 2 per request number.

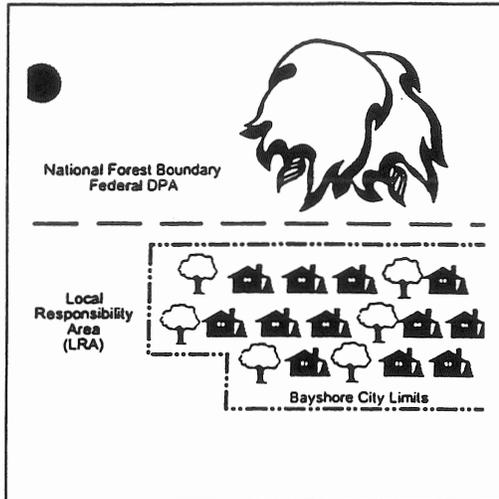
Example of the request for 5 strike teams of engines, 5 Party Agreement, is Incident #LAC-1234, Request SRA-*Pacific Ocean*E-6 through SRA-E-10 for 1 each S/T Engine Type 1 or Type 2 per request number.

(Local government resources ordered by Forest agencies for assistance may not always be the 5 Party Agreement. Resources may be provided to the Forest Agencies through local Assistance by Hire or Mutual Aid agreements.)



INCIDENT COMMAND SYSTEM

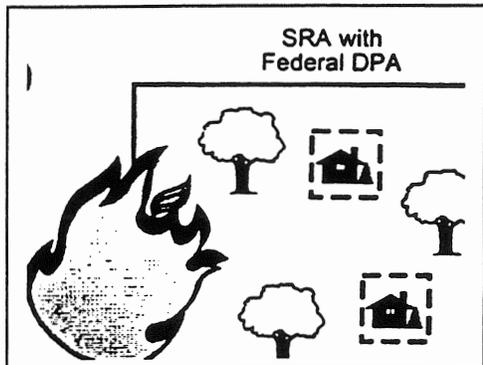
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The City of Bayshore (BAF) is an incorporated city and contracts with the County for structural fire protection. The Bayshore city limits stop at the USFS Direct Protection Area (DPA) boundary. A wildland fire starts on Forest Service land protected by the Forest Service (FED). The fire spreads rapidly and is threatening the City of Bayshore. A unified command is established between the Forest Service and the County Fire Department (CTY). A joint National Forest Boundary decision by the Incident Commanders is made to order Federal DPA 10 strike teams of engines for structure protection through the 5 Party Agreement for perimeter control. Because of the threat and risk to the Bayshore City LRA, there is joint IC's agreement to share the cost of the 10 strike teams equally, 50%/50%.

Example of the federal request for 5 strike teams of engines would be Incident #FED-1 2345, Request FED E-10 through FED-E-14 for 1 each S/T Engine Type 1 or (LRA) Type 2 per request number.

Example of the county request for 5 strike teams of engines would be Incident #FED-12345, Request BAF-E-15 through BAF-E-19 for 1 each S/T Engine Type 1 or Type 2 per request number.



A wildland fire is burning on SRA lands within Federal DPA. The fire is also within a Fire Protection District. Forest Agencies normally will not enter into a Unified Command with a Fire Protection District unless there is an agreement to share costs; or if there are other reasons for the Fire Protection District to enter into a unified command. Incident Command has made a decision to order resources through the 5 Party Agreement consistent with Forest Agency's agreements of structure protection on SRA lands. Local agency resources ordered under the 5 Party Agreement will be reimbursed within the terms of the agreement. If the Fire Protection District chooses not to be a part of the Incident Command and they order local government resources via independent dispatch channels the costs of those resources will not be the responsibility of any agency involved in the management of the incident.

Fire Protection District

This document is not policy. It is each fire agencies responsibility to understand the many procedures of providing and receiving assistance. The financial obligations when involved with emergency/disaster responses are variable. If you have other questions you should contact your agency administrators.



INCIDENT RESOURCE PROJECTION MATRIX

ICS Form 215M

The Incident Resource Projection Matrix, ICS Form 215M, is used to project resource needs by Operational Period. It is valuable to use during mobilization, continued static operations and during demobilization. The form is designed to be a resource projection matrix that provides a general idea of critical resources (like kind and type) needed by Operational Period.

Steps to use the Incident Resource Projection Matrix, ICS Form 215M:

1. Complete the top incident information on the form.
2. Determine what are critical resource kinds and types and enter the same, one resource kind and type per line, in the critical resource column.
3. Determine the length of Operational Period and enter the same information with one Operational Period per column.
4. Estimate the number of critical resources needed per Operational Period and enter under the appropriate Operational Period date and time.
5. Update the form every Operational Period by revising critical resource needs.
6. When nearing the demobilization phase of an incident, use the form to estimate critically needed operational resources. Those resources, in addition to those identified for each future Operational Period, can be identified and their identifications provided the Demobilization Unit Leader for consideration for incident release.



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PLANNING

INCIDENT RESOURCE PROJECTION MATRIX		1. INCIDENT NAME	2. DATE PREPARED										
		TIME PREPARED											
CRITICAL RESOURCE (List by individual kind/type)		OPERATIONAL PERIOD (Show date/time of operational period)											
	NEED												
	NEED												
	NEED												
	NEED												
	NEED												
	NEED												
	NEED												
	NEED												
	NEED												
	NEED												
	NEED												
215M ICS 12-97		NOTES FOR EACH OPERATIONAL PERIOD										PREPARED BY (NAME & POSITION)	

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