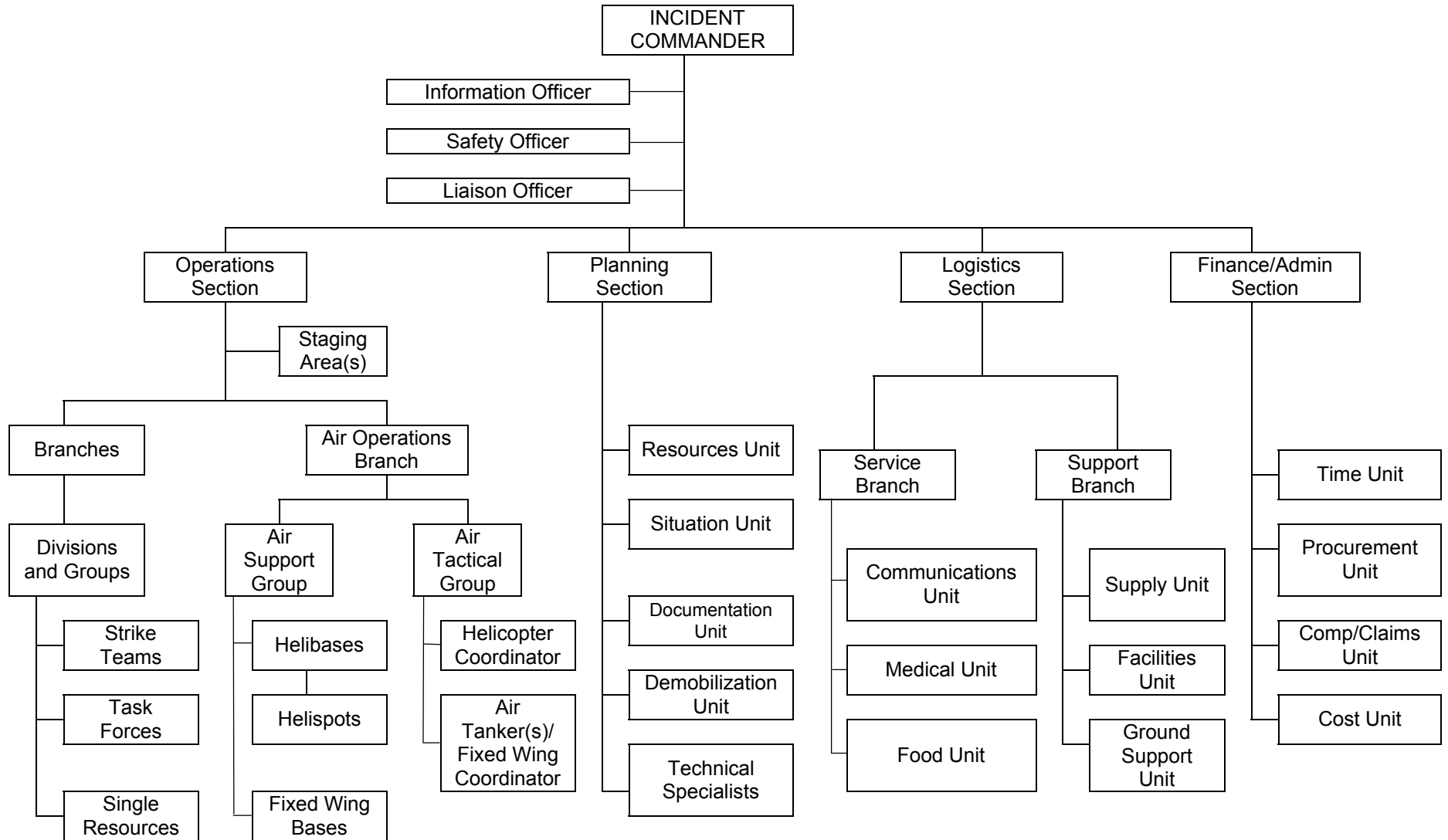


CHAPTER 11
ORGANIZATIONAL GUIDES

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FULLY ACTIVATED INCIDENT COMMAND SYSTEM ORGANIZATION CHART



WILDLAND FIRE ORGANIZATIONAL DEVELOPMENT

INTRODUCTION

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

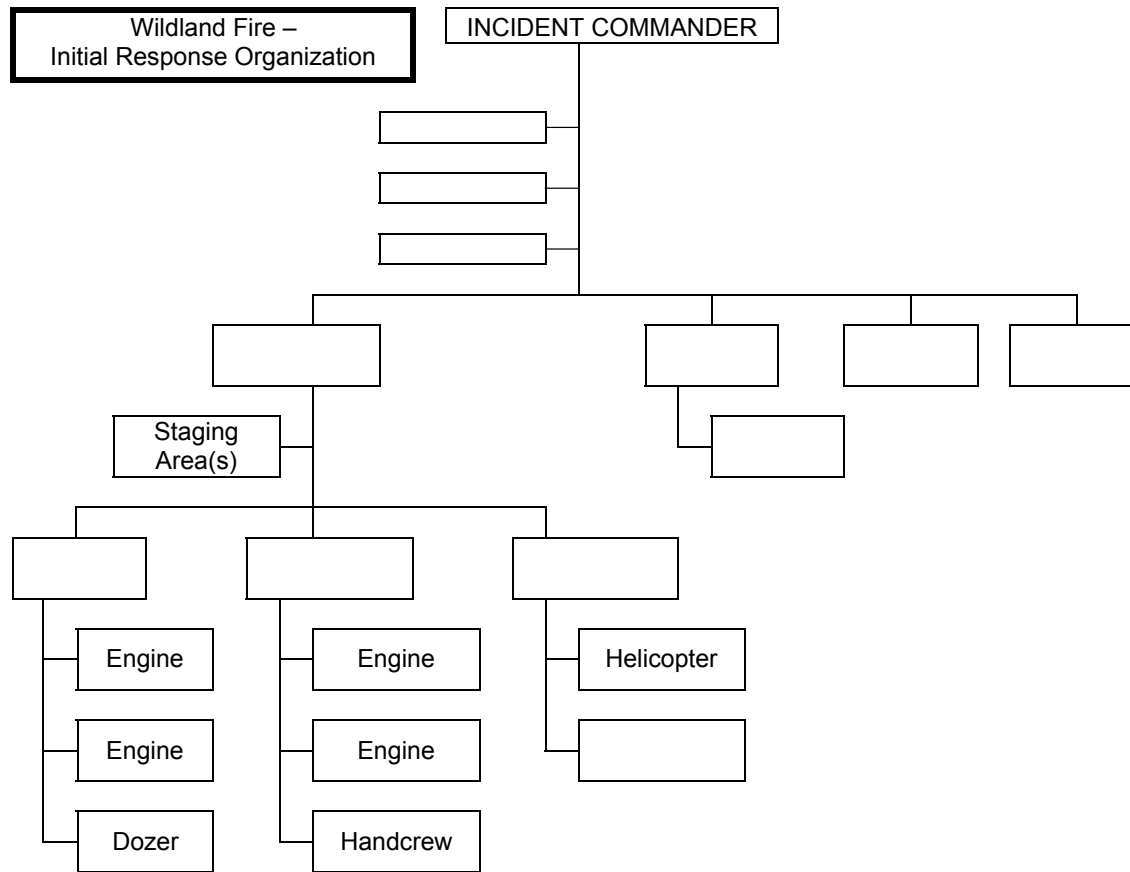
Certain terms are used to identify the level of resource commitment or organizations structure. The terms associated with these levels are:

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

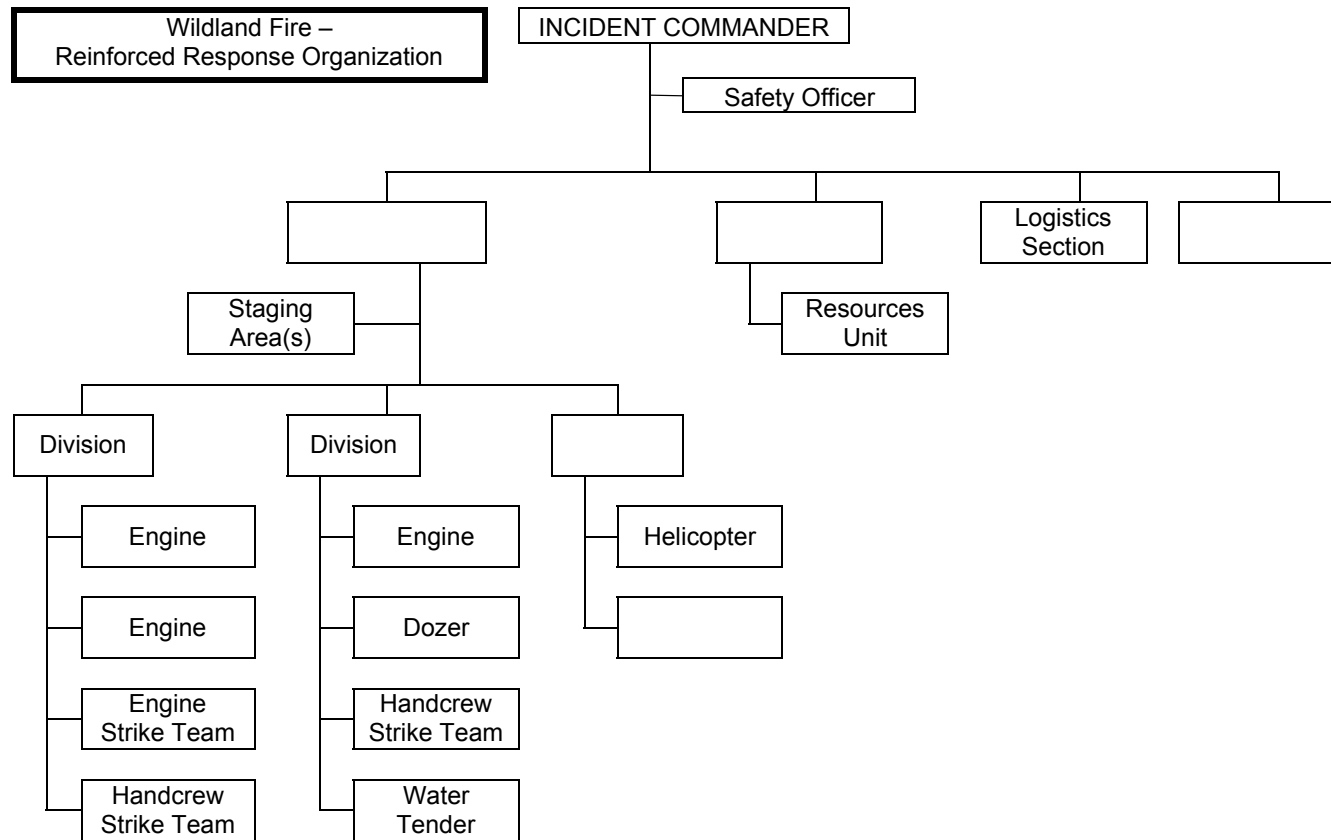
Reinforced Response – This example depicts an expansion of the organizational structure to accommodate additional resources.

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

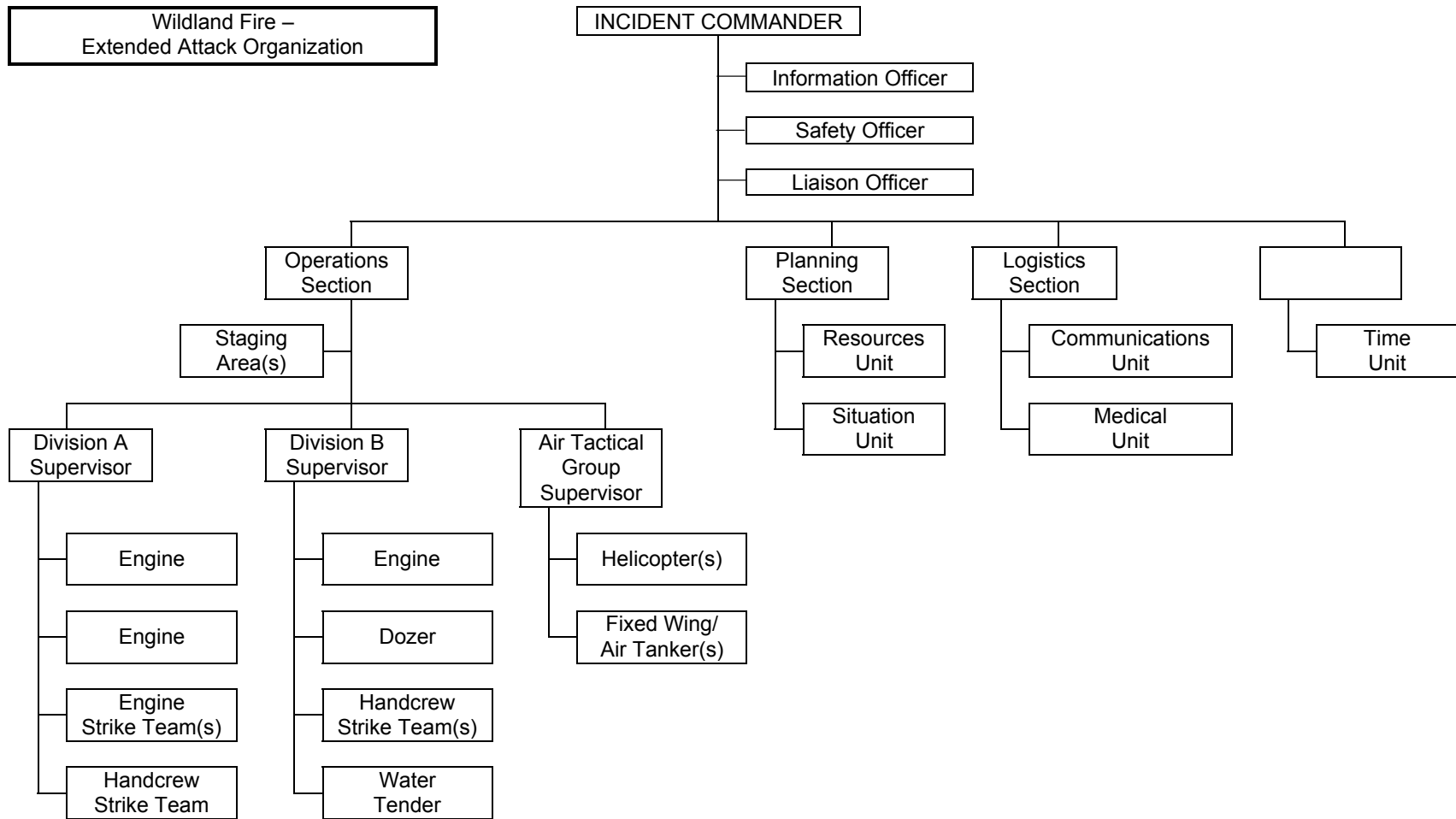
Multi-Branch – This example depicts an organization that may be used for wildland incidents that have grown in area to require multiple levels of management to accommodate span of control concerns and increased support for the number of personnel assigned to the incident.



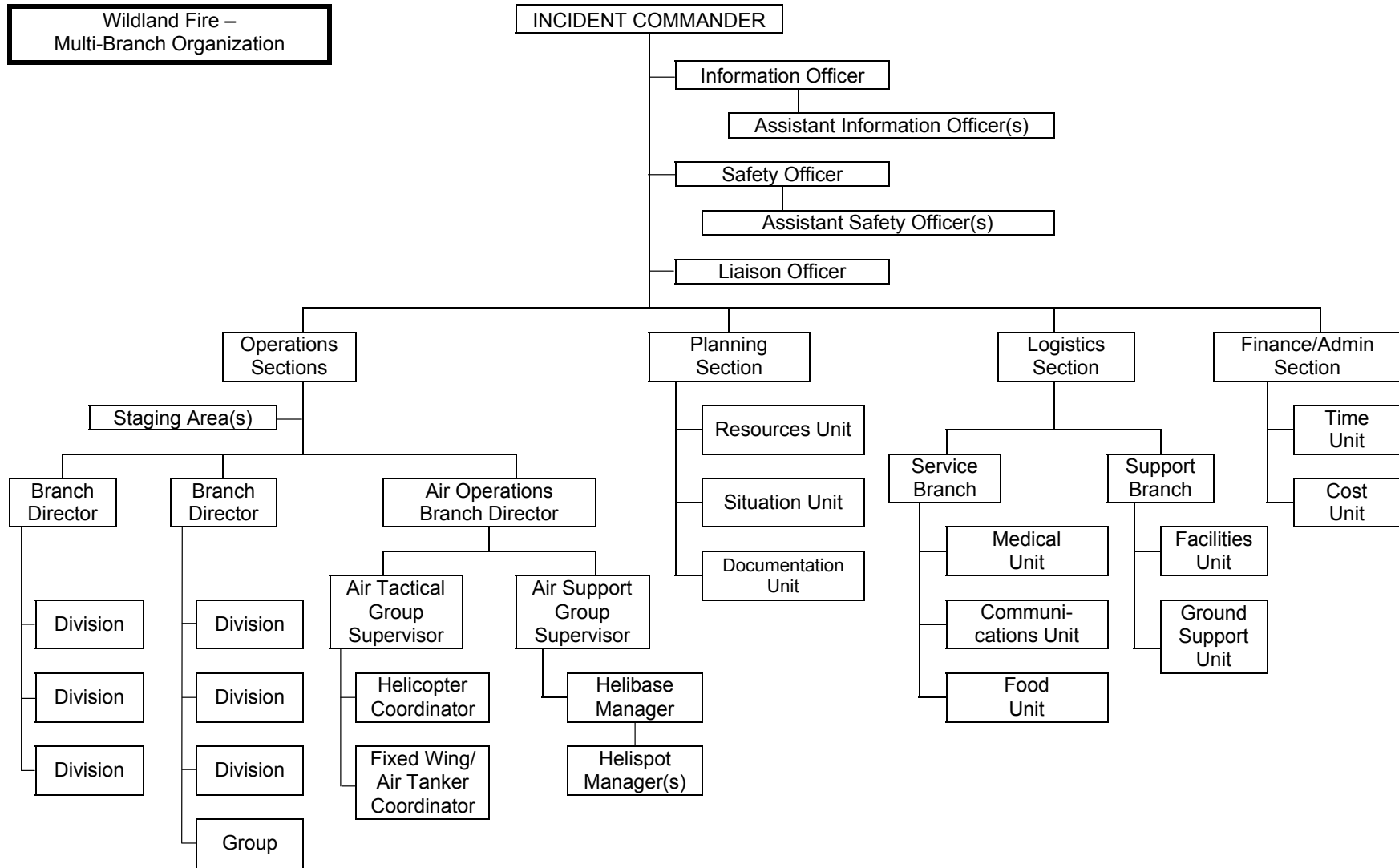
Wildland Fire – Initial Response Organization (example): Initial response resources are managed by the initial response Incident Commander (first arriving Company Officer or Command Officer) who will perform all Command and General Staff functions. Many small initial attack fires are controlled and extinguished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



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



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



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

STRUCTURE FIRE ORGANIZATION DEVELOPMENT

INTRODUCTION

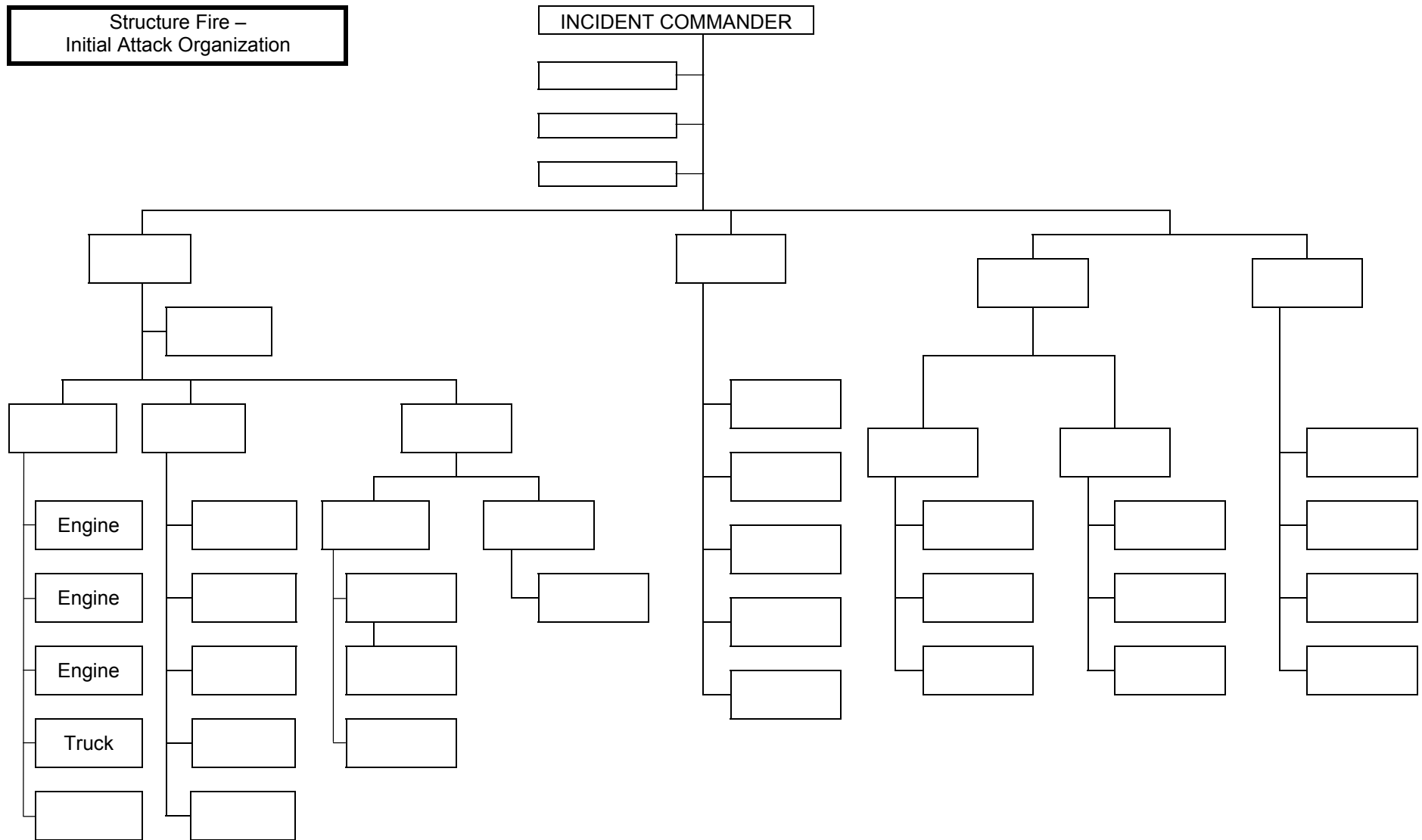
The following series of organizational charts depict examples of how the incident Command System can be used on fires involving structures. The charts show examples of ICS organizations for initial attack fires through incidents that grow to such size as to require very large organizational structures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

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

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

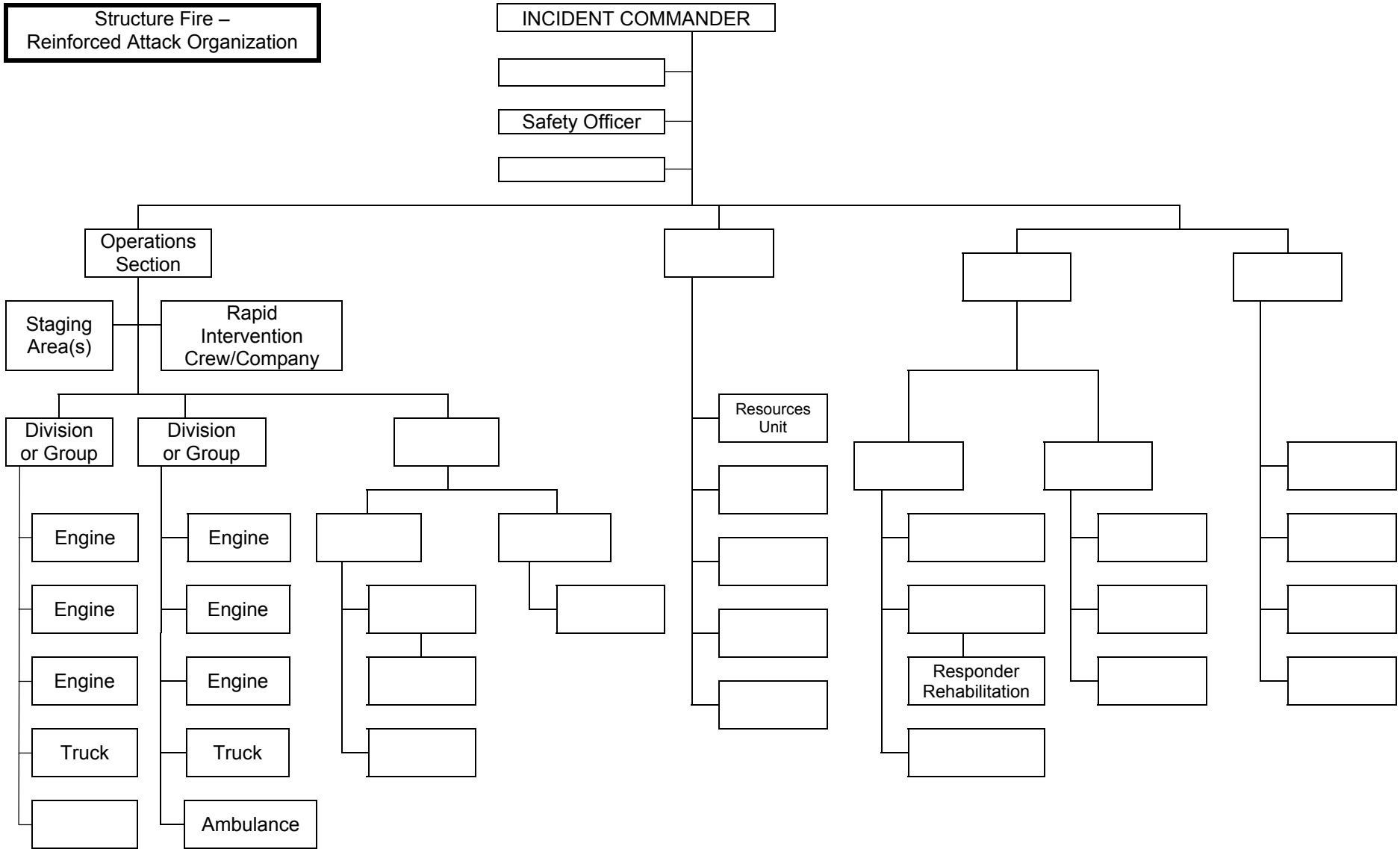
Reinforced Response – This example depicts an expansion of the organizational structure to accommodate additional resources. In this case, a second alarm has been ordered and received along with resources to assist the Incident Commander and support the personnel on scene.

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

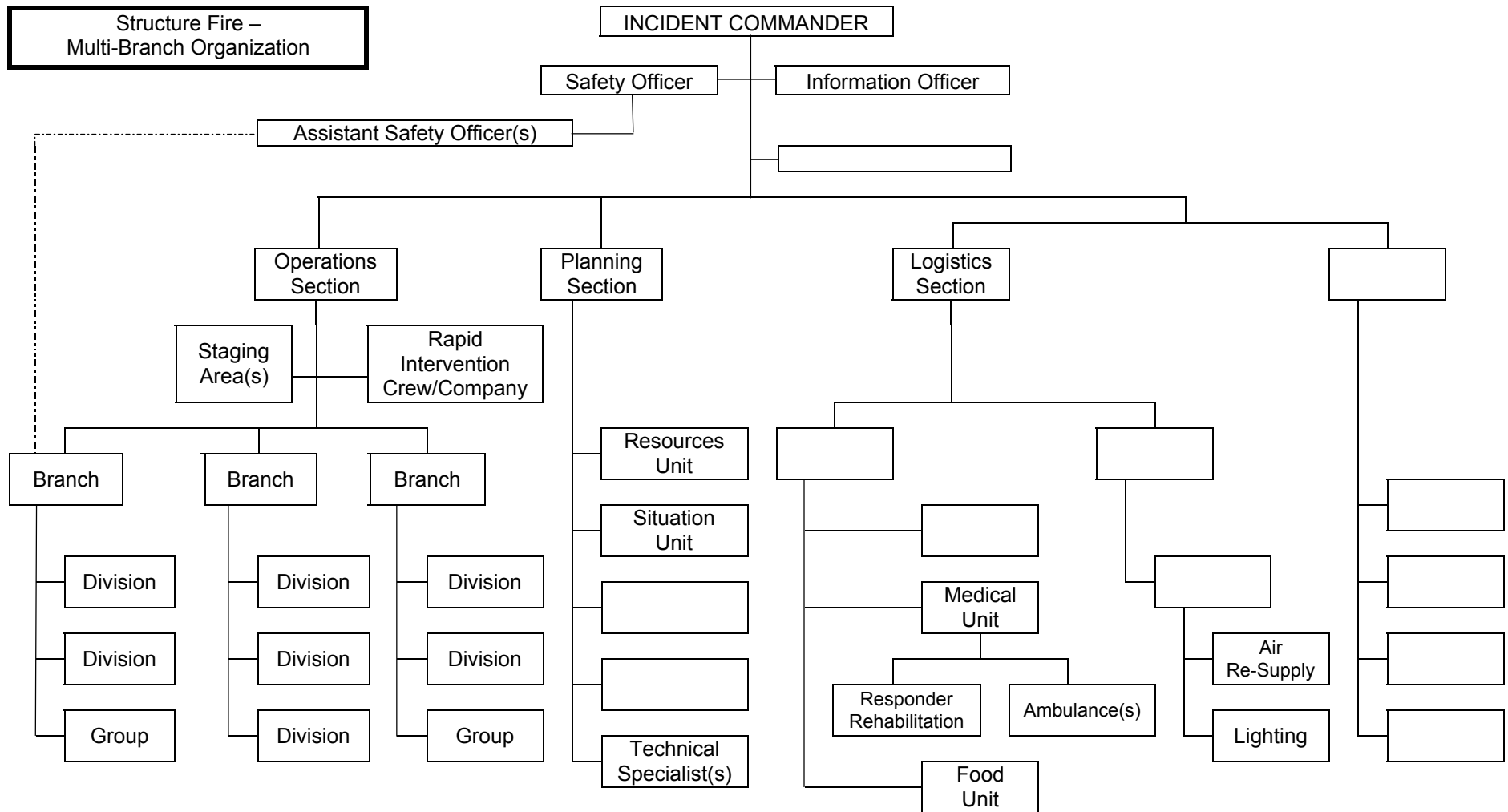


Structure Fire – Initial Attack Organization (example): This example depicts the assignment of three engines, a single truck company and a Command Officer on a structural fire. The Incident Commander manages all elements of the response. The only formal ICS position identified is that of Incident Commander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

Structure Fire – Reinforced Attack Organization



Structure Fire – Reinforced Attack Organization (example): Additional suppression resources have arrived and are deployed. An Operations Section Chief is activated to manage the dynamic suppression efforts. Further development of the Operations Section could include either Divisions (Division A, B,... or Roof Division, or Division 3 for third floor operations) or Groups (Attack, Support, Rescue or Ventilation) or a combination of both (for multi-story buildings, Divisions 2 and 3 and a Ventilation Group may be established). The Incident Commander has activated the Safety Officer position to monitor all incident activities for safety issues and to ensure corrective actions are taken. In addition, the Incident Commander has established a Staging Area and a Rapid Intervention capability. The Resource Unit will assist in resource tracking and a Responder Rehabilitation Unit is established.



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

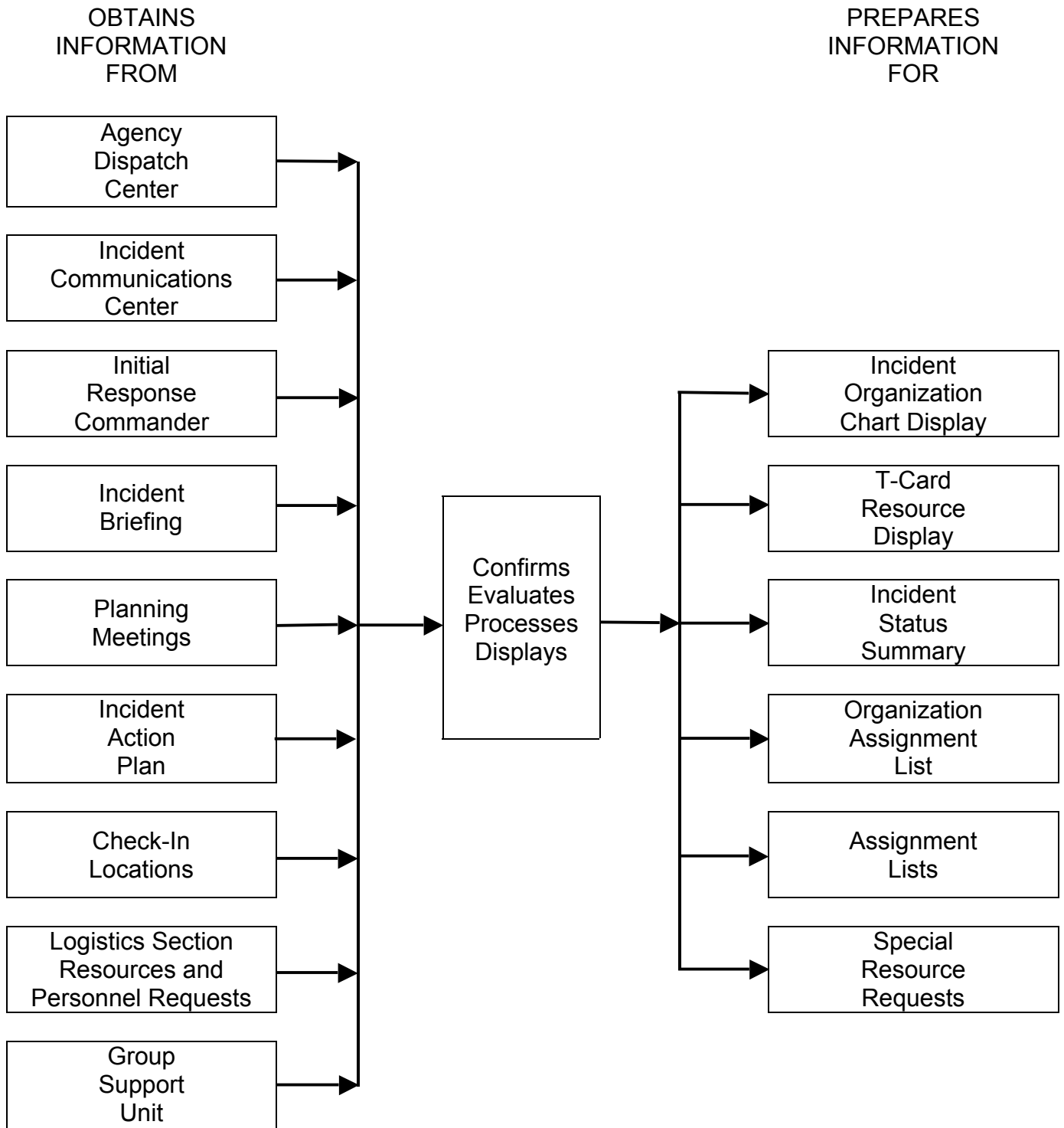
ICS ORGANIZATION GUIDE						
C O M M A N D	1. Incident Commander - one per incident, unless incident is multi-jurisdictional.					
	2. Multi-jurisdictional incidents establish Unified Command with each jurisdiction supplying an individual to represent agency in Unified Command Structure.					
	3. Incident Commander may have Deputy.					
	4. Command Staff Officer - one per function per incident.					
	5. Command Staff may have Assistants as needed or as required by statute or standard.					
	6. Agency Representatives report to Liaison Officer on Command Staff.					
<u>INCIDENT BASE RECOMMENDED MINIMUM PERSONNEL REQUIREMENTS</u> (PER TWELVE-HOUR OPERATIONAL PERIOD)						
(If camps are established, the minimum personnel requirements for the Base may be modified or additional personnel may be added to support camps.)						
UNIT POSITION		<u>SIZE OF INCIDENT (NUMBER OF DIVISIONS)</u>				
		2	5	10	15	25
O P E R A T I O N S	Operations Section Chief	One Per Operational Period				
	Branch Director		2	3	4	6
	Division/Group Supervisor	2	5	10	15	25
	Strike Team Leaders	As Needed				
	Task Force Leaders	As Needed				
	Air Operations Director		1	1	1	1
	Air Tactical Group Supervisor	1	1	1	1	1
	Air Tanker/Fixed Wing Coordinator	As Needed				
	Helicopter Coordinator	As Needed				
	Air Support Group Supervisor	1	1	1	1	1
	Helibase Manager	One Per Helibase				
	Helispot Manager	One Per Helispot				
	Fixed Wing Support Leader	One Per Airport				
	Staging Area Manager	One Per Staging Area				
	Technical Specialist	As Needed				
P L A N N I N G	Planning Section Chief	One Per Incident				
	Resources Unit Leader	1	1	1	1	1
	Status Recorders	1	2	3	3	3
	Check-In Recorders	As Needed				
	Technical Specialists	As Needed				
	Situation Unit Leader	1	1	1	1	1
	Field Observer		1	2	2	3
	Weather Observer	As Needed				
	GIS Technical Specialist	As Needed				
	Damage Inspection Specialist	As Needed				
	Aerial/Ortho Photo Analyst	As Needed				
	Display/Report Processor		1	1	1	2
	IR Equipment Operators	Two If Needed				
	Computer Terminal Operator		1	1	1	1
	Photographer			1	1	1
	Documentation Unit Leader		1	1	1	1
	Demobilization Unit Leader			1	1	1
	(Demobilization Recorders from Resources)	As Needed				

	UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)				
		2	5	10	15	25
L O G I S T I C S	Logistics Section Chief	One Per Incident				
	Service Branch Director	As Needed				
	Communications Unit Leader	1	1	1	1	1
	Incident Communications Manager	1	1	1	1	1
	Incident Dispatcher	1	2	3	3	4
	Message Center Operator		1	1	2	2
	Messenger		1	2	2	2
	Communications Technician		1	2	4	4
	Medical Unit Leader	1	1	1	1	1
	Medical Unit Assistant(s)	As Needed				
	Fireline EMT	As Needed				
	Responder Rehabilitation Manager	As Needed				
	Food Unit Leader		1	1	1	1
	Food Unit Assistant (each camp)	As Needed				
	Mobile Food Service		1	1	1	1
	Support Branch Director	As Needed				
	Supply Unit Leader		1	1	1	1
	Camp Supply Assistant (each camp)	As Needed				
	Ordering Manager			1	1	1
	Receiving/Distribution Manager		1	1	1	1
	Tool/Equipment Specialist			1	1	1
	Recorders		1	1	2	2
	Helpers		2	2	2	2
	Facility Unit Leader		1	1	1	1
	Base Manager		1	1	1	1
	Camp Manager (each camp)	As Needed				
	Facility Maintenance Specialist		1	1	1	1
	Security Manager		1	1	1	1
	Helpers		6	6	12	12
	Ground Support Unit Leader	1	1	1	1	1
	Equipment Manager		1	1	1	1
	Ground Support Assistant(s)	As Needed				
Equipment Timekeeper		1	1	1	1	
Mechanics	1	1	3	5	7	
Drivers	As Needed					
Operators	As Needed					
F I N - A D M I N	Finance/Administration Section Chief	One Per Incident				
	Time Unit Leader		1	1	1	1
	Time Recorder, Personnel		1	3	3	5
	Time Recorder, Equipment		1	2	2	3
	Procurement Unit Leader		1	1	1	1
	Compensation/Claims Unit Leader		1	1	1	1
	Compensation Specialist	As Needed				
	Claims Specialist	As Needed				
	Cost Unit Leader		1	1	1	1
	Cost Analyst			1	1	1
Technical Specialist	As Needed					

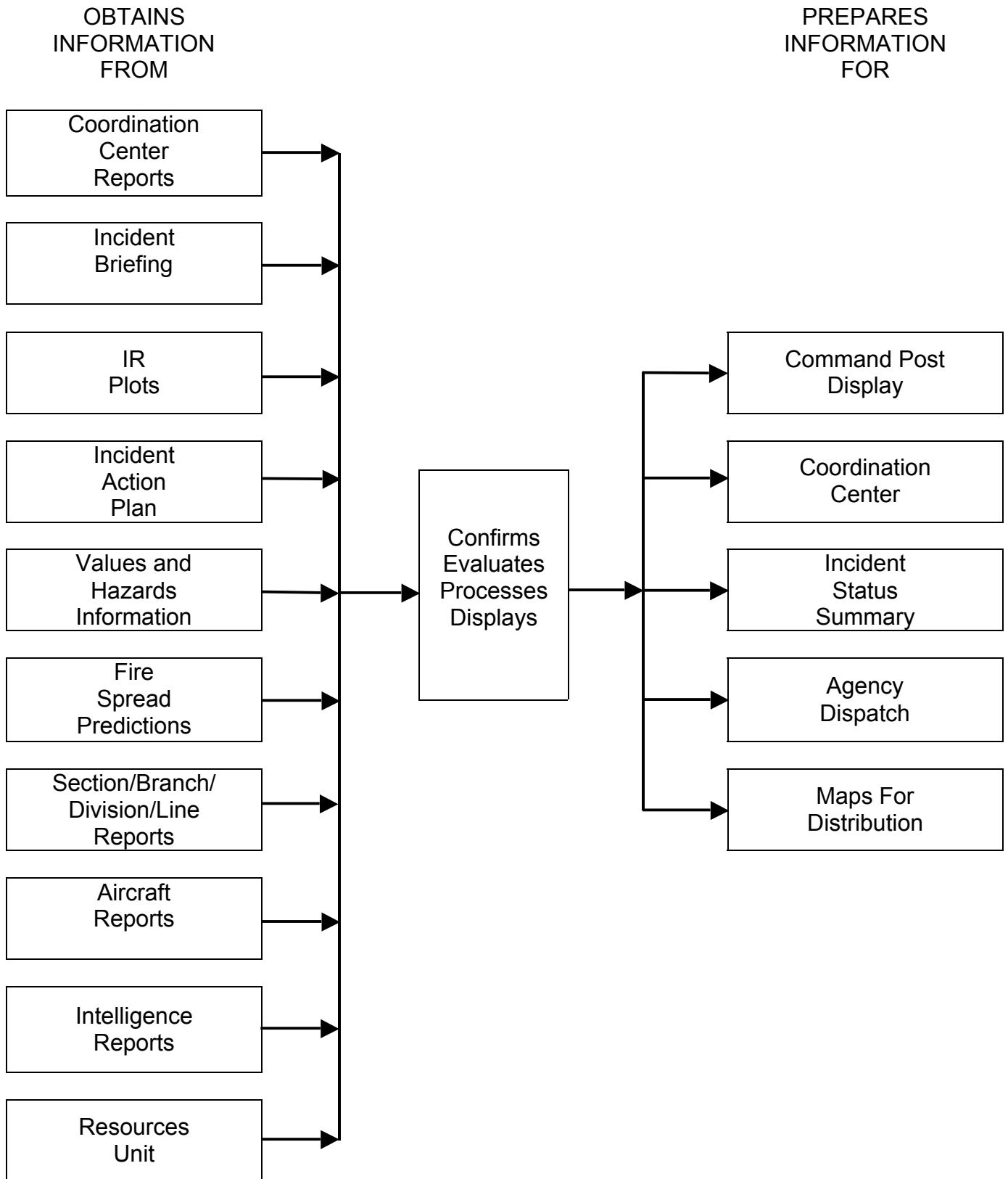
T-CARD COLORS AND USES		
Ten different color resource cards (T-cards) are used to denote kind of resources. The card colors and resources they represent are:		
KIND RESOURCE	CARD COLOR	FORM NUMBER
Engines	Rose	219-3
Handcrews	Green	219-2
Dozers	Yellow	219-7
Aircraft	Orange	219-6
Helicopter	Blue	219-4
Misc. Equip/Task Forces	Tan	219-8
Personnel	White	219-5
Location Labels	Gray	219-1
Property Record	White/red	219-9
Transfer Tag	White Tag	219-9A
INCIDENT COMMAND SYSTEM FORMS		
Forms and records that are routinely used in the ICS are listed below. Those marked with an (*) are commonly used in written Incident Action Plans.		
Incident Briefing	ICS Form 201	
* Objectives	ICS Form 202	
* Organization Assignment List	ICS Form 203	
* Assignment List	ICS Form 204	
* Incident Radio Communications Plan	ICS Form 205	
* Medical Plan	ICS Form 206	
Incident Organization Chart	ICS Form 207	
Site Safety and Control Plan	ICS Form 208	
Incident Status Summary	ICS Form 209	
Check-In List	ICS Form 211	
Demobilization Vehicle Safety Inspection	ICS Form 212	
General Message	ICS Form 213	
Unit/Activity Log	ICS Form 214	
Incident Safety Analysis – Generic/Wildland	ICS Form 215 AG/AW	
Operational Planning Worksheet – Generic/Wildland	ICS Form 215 G, W	
Incident Resource Projection Matrix	ICS Form 215 M	
Radio Requirements Worksheet	ICS Form 216	
Support Vehicle Inventory	ICS Form 218	
Resource Status Card (1-9A)	ICS Form 219	
Air Operations Summary	ICS Form 220	
Demobilization Checkout	ICS Form 221	
Incident Weather Forecast Request	ICS Form 222	
Tentative Release List	ICS Form 223	
Crew Performance Rating	ICS Form 224	
Incident Personnel Performance Rating	ICS Form 225	
Compensation for Injury Log	ICS Form 226	
Claims Log	ICS Form 227	
Incident Cost Worksheet	ICS Form 228	
Incident Cost Summary	ICS Form 229	
Contractor/Vendor Performance Evaluation	ICS Form 230	

ICS MAP DISPLAY SYMBOLOGY	
SUGGESTED FOR PLACEMENT ON BASE MAP	SUGGESTED FOR PLACEMENT ON OVERLAYS
MINIMUM RECOMMENDED	
<p>BLACK { (xx) RIDGE () () ----- }</p> <p>HIGHLIGHTED GEOGRAPHIC OR MANMADE FEATURES</p>	<p>10 AUG 1730 * UNCONTROLLED FIRE EDGE</p>
<p>BLACK { XXXXXX * COMPLETED LINE LINE BREAK COMPLETED</p>	<p>10 AUG 1730 ♂ SPOT FIRE</p> <p>10 AUG 1700 ● * HOT SPOT</p>
<p>RED { 10 AUG 1430 ⊗ * HAZARD (IDENTIFY TYPE OF HAZARD, e.g. POWER LINES)</p>	<p>10 AUG 2000 * FIRE SPREAD PREDICTION</p>
<p>BLUE { ■ * INCIDENT COMMAND POST Ⓟ * INCIDENT BASE Ⓢ HOLT * CAMP (IDENTIFY BY NAME)</p>	<p>* PLANNED FIRE LINE</p> <p>* PLANNED SECONDARY LINE</p>
<p>BLUE { ● H3 * HELISPOT (LOCATION AND NUMBER) Ⓜ * HELIBASE Ⓡ * REPEATER/MOBILE RELAY</p>	<p>BLACK { [I] [II] * BRANCHES { INITIALLY NUMBERED CLOCKWISE FROM FIRE ORIGIN (A) (B) * DIVISIONS { INITIALLY LETTERED CLOCKWISE FROM FIRE ORIGIN W/10 1600 → * WIND SPEED AND DIRECTION</p>
<p>OPTIONAL</p> <p>BLUE { Ⓣ TELEPHONE ⓕ FIRE STATION Ⓦ POND * WATER SOURCE (IDENTIFY TYPE, i.e. POND, CISTERN, HYDRANT) or e.g. Ⓧ MOBILE WEATHER UNIT Ⓛ IR GROUND LINK Ⓢ * FIRST AID STATION</p>	<p>* PROPOSED DOZER LINE</p> <p>* FIRE BREAK (PLANNED OR INCOMPLETE)</p>
	<p>BLUE Ⓢ REDFERN * STAGING AREA (IDENTIFY BY NAME)</p> <p>ALL OVERLAYS MUST CONTAIN REGISTRATION MARKS. THESE MAY CONSIST OF IDENTIFIED ROAD INTERSECTIONS, TOWNSHIP/RANGE COORDINATES, MAP CORNERS, ETC.</p>
* - TO BE USED ON INCIDENT BRIEFING AND ACTION PLAN MAPS (NO COLOR)	

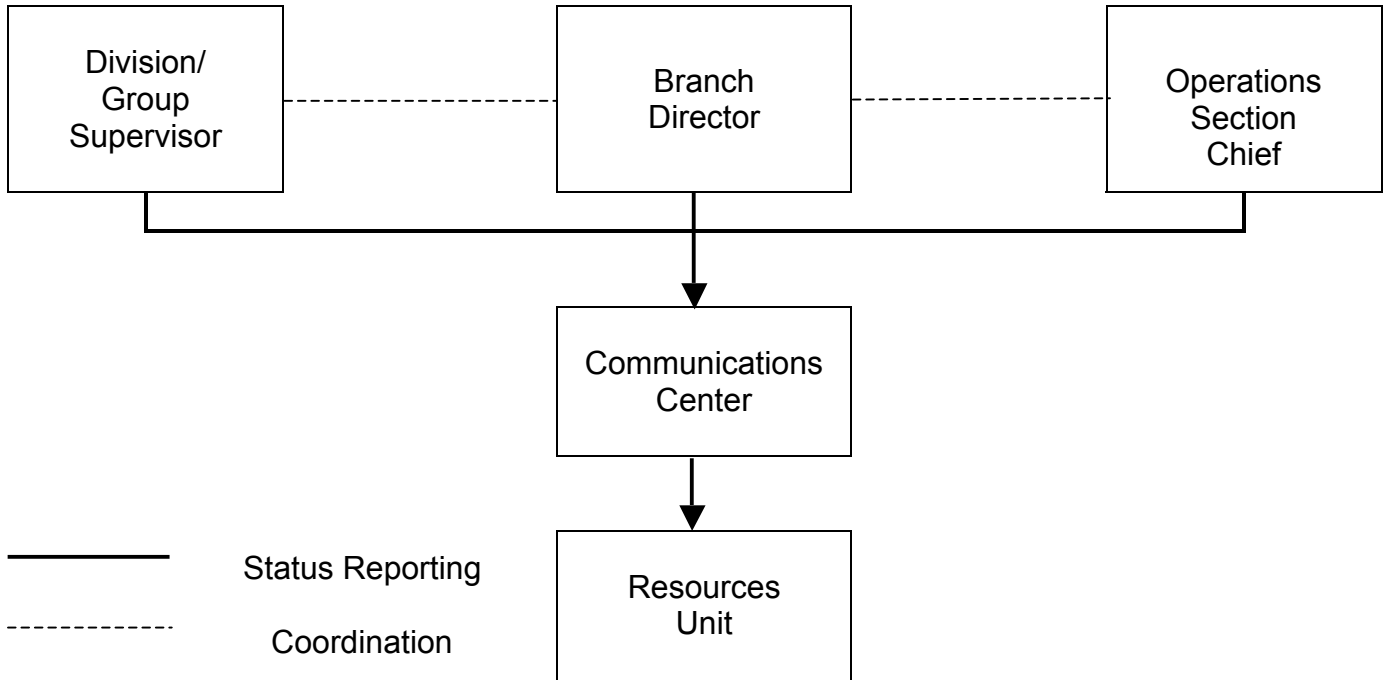
RESOURCES UNIT FUNCTIONS AND INTERACTIONS



SITUATION UNIT FUNCTIONS AND INTERACTIONS

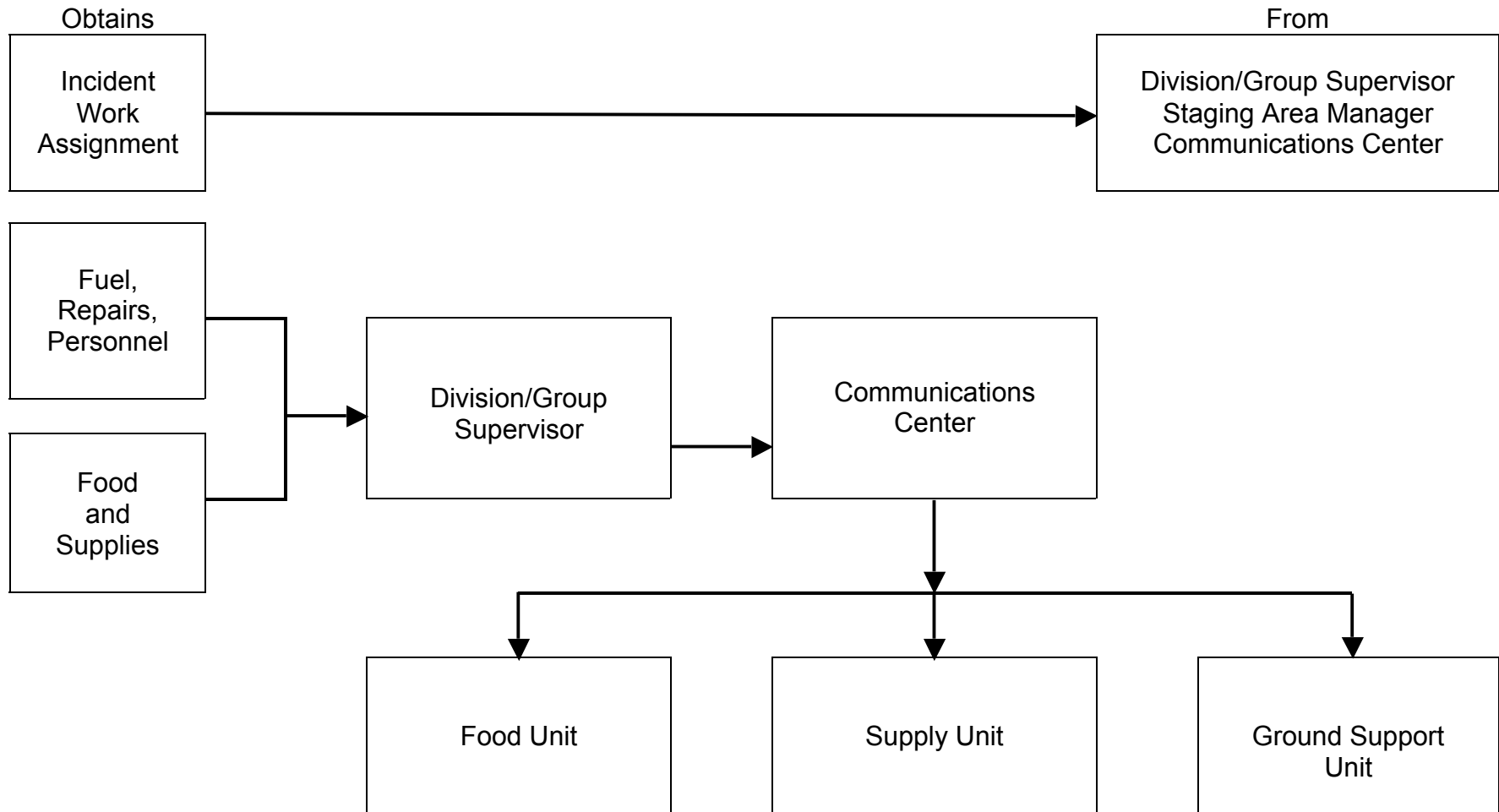


RESOURCE STATUS CHANGE REPORTING



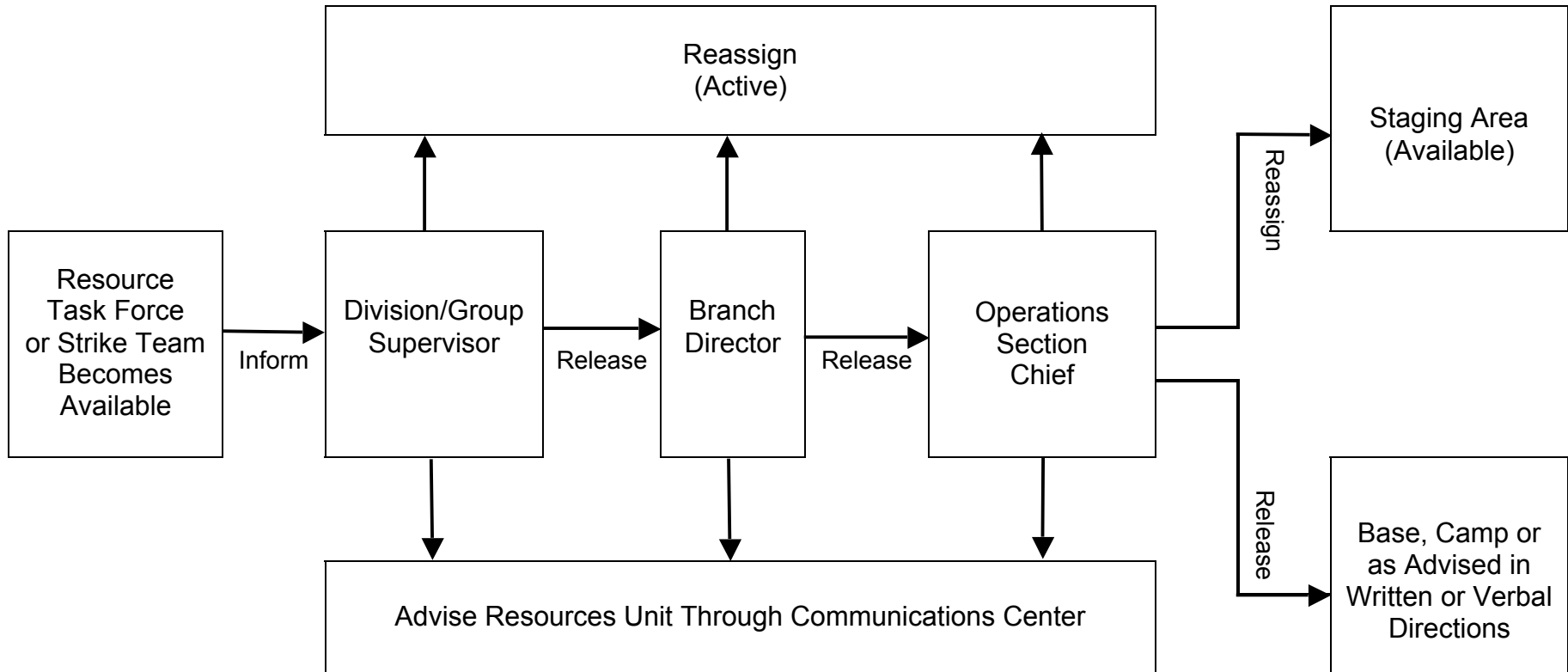
1. Report:
 - A) Resources changing status (assigned, available, out of service)
 - B) Resources moving between Divisions
2. Note: Authority who approves the status change is responsible for reporting it to Resources Unit

STRIKE TEAM LEADER INTERACTIONS



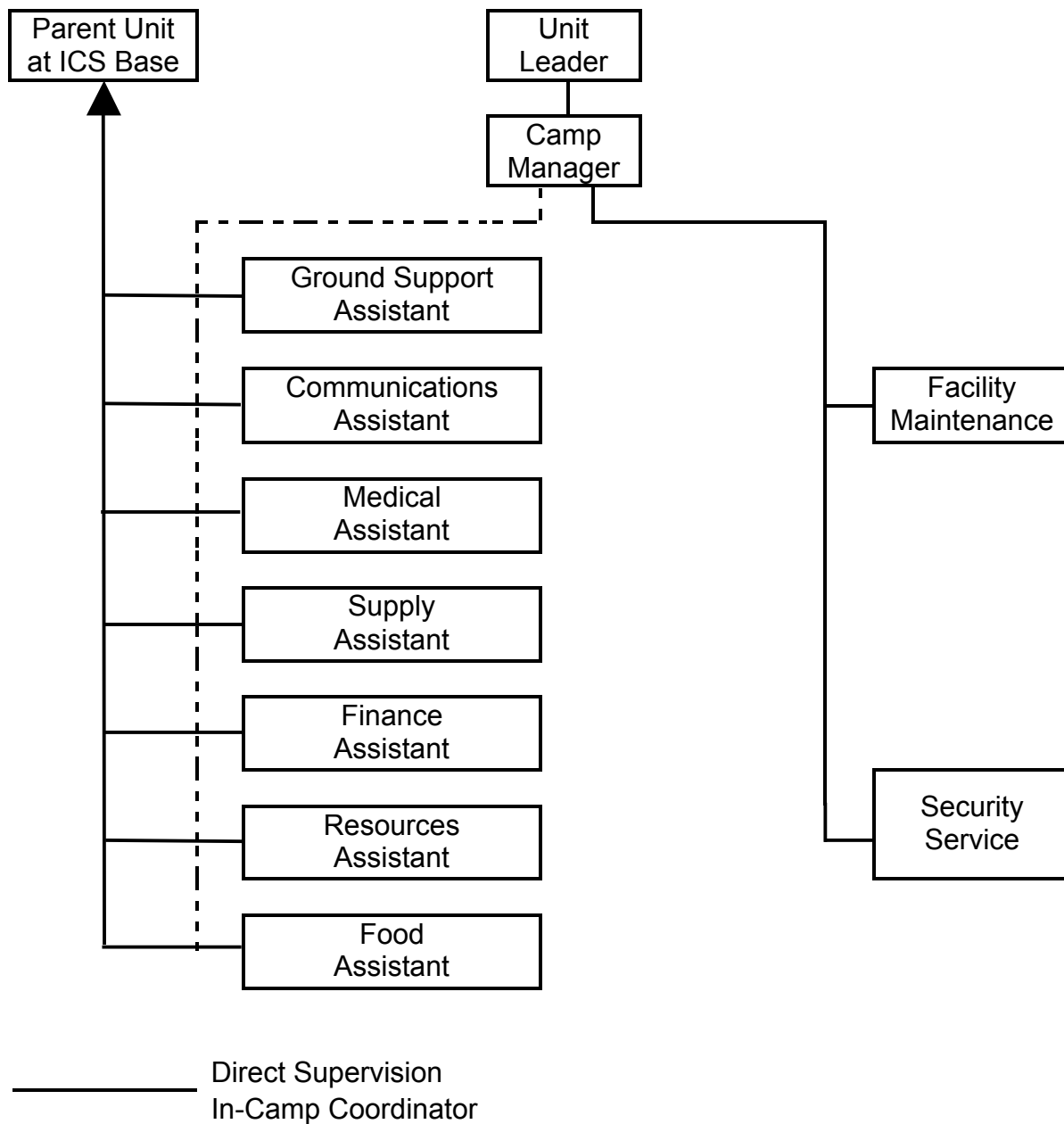
Note: Out-of-service resources interact directly with appropriate units for service and support

REASSIGN/RELEASE OF RESOURCES



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

CAMP ORGANIZATION AND REPORTING RELATIONSHIPS



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