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KEITH

SOME EXAMPLES

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ORGANIZATION:

ORGANIZING TO RESPOND TO AN INCIDENT

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ORGANIZATION: ORGANIZING TO RESPOND TO AN INCIDENT

OBJECTIVES: A STUDENT WILL BE ABLE TO:

DESCRIBE THE FUNCTIONS AND STRUCTURE OF AN EFFECTIVE INCIDENT ORGANIZATION.

LIST AND BRIEFLY DISCUSS THE COMPONENTS OF THE INCIDENT COMMAND SYSTEM (ICS).

FUNCTION EFFECTIVELY ON AN INCIDENT MANAGED BY THE ICS.

COOPERATION - THE KEY TO SUCCESSFUL INCIDENT MANAGEMENT

REDUCED TO SIMPLEST TERMS, THERE ARE THREE PRIMARY ELEMENTS THAT WILL INFLUENCE THE SUCCESS OF AN INCIDENT. ONE IS THE RESOURCES; IF THE RIGHT PEOPLE, EQUIPMENT AND OTHER RESOURCES ARE READILY AVAILABLE, THE CHANCES FOR SUCCESS ARE HIGHER THAN IF NOT. A SECOND ELEMENT IS STRATEGY AND TACTICS -- THE WAY IN WHICH THE RESOURCES ARE USED. THE THIRD, AND MOST CRITICAL ELEMENT, IS THE FUNCTION OF MANAGING THE WHOLE THING!

THE OBJECTIVE OF ANY EMERGENCY INCIDENT RESPONSE ALWAYS HAS BEEN TO LOCATE VICTIMS, REDUCE PAIN AND SUFFERING , ELIMINATE THE DAMAGE AND PREVENT RECURRENCE TO THE EXTENT POSSIBLE. TAKING NOTHING AWAY FROM THIS -- THE ULTIMATE GOAL -- CONDITIONS NOWADAYS DICTATE THAT WE MUST ACCOMPLISH THESE EFFICIENTLY, EFFECTIVELY, AND ECONOMICALLY. EFFICIENCY IS DOING THINGS RIGHT -- MEANING, PERHAPS, USING WELL TRAINED RESOURCES. EFFECTIVENESS IS DOING THE RIGHT THINGS RIGHT -- COMBINING WELL TRAINED RESOURCES WITH GOOD STRATEGY AND TACTICS. BUT WHAT PULLS ALL THIS TOGETHER AND MAKES IT RUN SMOOTHLY, AND THEREFORE ECONOMICALLY, IS GOOD MANAGEMENT.

IT IS IMPORTANT TO UNDERSTAND THAT ECONOMY, AS USED HERE, DOES NOT NECESSARILY MEAN TO OMIT SOMETHING TO SAVE MONEY. ONE THING NEARLY EVERYBODY WILL AGREE ON IS THAT WHEN A HUMAN LIFE IS AT STAKE, NO AMOUNT OF SKIMPING IS ACCEPTABLE. ECONOMY IS SOMETHING THAT WILL RESULT NATURALLY WHEN AN INCIDENT IS BEING MANAGED WELL.

ASIDE FROM THE GENERAL HIGH COST OF EVERYTHING THESE DAYS, ECONOMY IS TREMENDOUSLY IMPORTANT TO CONSIDER BECAUSE OF THE VAST AMOUNTS OF TIME (MUCH OF WHICH IS VOLUNTEERED) EXPENDED DURING RESPONSES TO EMERGENCIES.

ECONOMY IS NOT THE ONLY REASON FOR GOOD MANAGEMENT ON AN INCIDENT. THE CHANCES OF SUCCESSFULLY CONCLUDING THE INCIDENT WILL ALSO BE IMPROVED BECAUSE GOOD MANAGEMENT WILL CREATE OPPORTUNITIES AND CAUSE THINGS TO HAPPEN.

THE STARK FACT IS THAT GOOD MANAGEMENT IS LACKING ON MANY INCIDENTS. THERE IS AMPLE EFFORT, BUT PROBLEMS EXIST AND TOO OFTEN WE TEND TO APPROACH THEIR SOLUTIONS UNREALISTICALLY.

GOOD MANAGEMENT IS CAPABLE PEOPLE, KNOWING WHAT TO DO (GIVEN A SET OF CIRCUMSTANCES) AND THEN CARRYING IT OUT THROUGH OTHER PEOPLE. A USEFUL SYSTEM HAS EVOLVED OVER THE YEARS THAT CAN BE ADAPTED TO ANY EMERGENCY AND ADJUSTED ACCORDING TO THE SITUATION.

WHAT IS NIIMS?

The National Interagency Incident Management System (NIIMS) is the product of several fire managment systems recently used by Federal, state and local fire suppression agencies across the United States. The NIIMS incorporates the best of each of these systems into a management system adaptable to any type of emergency, and available to all agencies and organizations.

WHY CHANGE SYSTEMS?

Throughout the country, more and more emergencies require many agencies and jurisdictions to work together. Urgan sprawl has developed a situation in which there is no clearcut line among agencies either physically or administratively. Agencies have had a difficult time cooperating using current management systems. They have not accepted the position titles, or terminology. NIIMS overcomes this barrier by using uniform terminology and titles meaningful to all emergency services. These aspects alone will greatly increase our ability to work together and to share resources to mutual advantage. Not only does NIIMS enhance the sharing of local emergency response resources, but it also provides a means of obtaining help quickly from throughout the United States.

NIIMS makes more effective use of special skills and capabilities through coordination among various emergency response resources. For example, a flood may require effective coordination of law enforcement personnel to secure the area; search forces to locate the survivors and victims; fire companies for heavy rescue and fire supression; air and ground ambulances for evacuation of injured and a variety of support resources.

WHY SHOULD I ADOPT NIIMS?

Federal, state and local budgets and personnel ceilings are getting tighter and tighter. The use of a uniform emergency response system will allow managers to use people who are trained and qualified by others. This is currently being done, but NIIMS makes it easier for Federal, state and local agencies to exchange resources and to coordinate effective emergency response. The common standards in orgainzation, procedures, communications and terminology provide the basis for flexibility.

First-hand experiences and secondhand stories abound where fast and effective emergency service was hindered -- on such emergencies as fires, floods, airplane crashes and lost person incidents. NIIMS provides acceptable procedures, organization and terminology that can be used by all emergency services to work together.

* GIVEN A BAD START, TROUBLE WILL INCREASE AN AN EXPONENTIAL RATE *

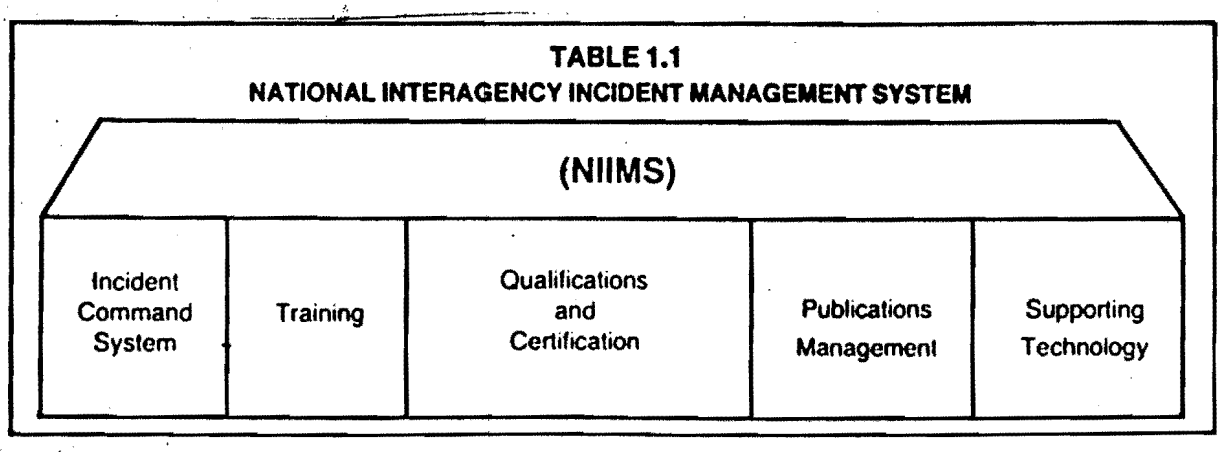
WHAT IS THE REAL BASIC ADVANTAGE OF NIIMS?

Some of the things already mentioned include the use of uniform terminology, procedures, and organization. Agencies can more easily share resources with their neighbors and find ways to become more efficient in troubled times. The public will look with greater respect on agencies when they visibly and actively work together.

When agencies can communicate with each other and work together to support on another, they will find ways to become more efficient and effective. They will get acquainted and better understand each other's strengths, weaknesses, and responsibilities. Turf problems can be settled, giving way to a climate of understanding and support. As you know, these things do not just happen, they must be made to happen. NIIMS can provide the thrust to help make them happen.

WHAT DOES NIIMS CONSIST OF?

TABLE 1.1
NATIONAL INTERAGENCY INCIDENT MANAGEMENT SYSTEM



NIIMS consists of five major subsystems which collectively provide a total systems approach to all-risk incident management. The subsystems are:

- An on-scene management structure called the Incident Command System (ICS). This system includes operating requirements, interactive components and procedures for organizing and operating the System.

- Standardized training which supports the effective operation of NIIMS.

- A qualification and certification subsystem for those personnel who are expected to be assigned regionally or nationally and that allows for the development of local minimum standards to meet local needs.

- A publication management subsystem which includes development, publication and distribution of NIIMS materials.

- Other supporting technologies such as orthophoto mapping, infrared technology, search statistical analyses, computers, hazard materials technologies or integrated communications, which may be used to support NIIMS.

Here, we will concentrate only on the on-scene management subsystem - the Incident Command System (ICS).

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1.0 ICS OPERATING REQUIREMENTS

The following are basic system design operating requirements for the Incident Command System.

1.1 The system provides for the following kinds of operation: (1) single jurisdiction / single agency, (2) single jurisdiction with multi-agency involvement, (3) multi-jurisdiction / multi-agency involvement.

1.2 The system's organizational structure is able to adapt to any emergency or incident to which emergency services personnel would be expected to respond.

1.3 The system is applicable and acceptable to users throughout the country.

1.4 The system is readily adaptable to new technology.

1.5 The system expands in a logical manner from an initial attack situation into a complex incident.

1.6 The system has basic common elements in organization, terminlogy and procedures which allow for the maximum application and use of already developed qualifications and standards and ensure continuation of a total mobility concept.

1.7 The system is effective and cost efficient.

2.0 COMPONENTS OF THE ICS

The Incident Command System has eight crucial components. They work together interactively to provide direction and control over the incident response.

- Common Terminology
- Modular Organization
- Integrated Communications
- Unified Command Structure
- Consolidated Action Plans
- Manageable Span of Control
- Predesignated Incident Facilities
- Comprehensive Resource Management

2.1 Common Terminology

In order to reduce confusion, it is essential for any management system, and especially one which will be used in joint operations by many diverse users, that common terminology be established for the following elements:

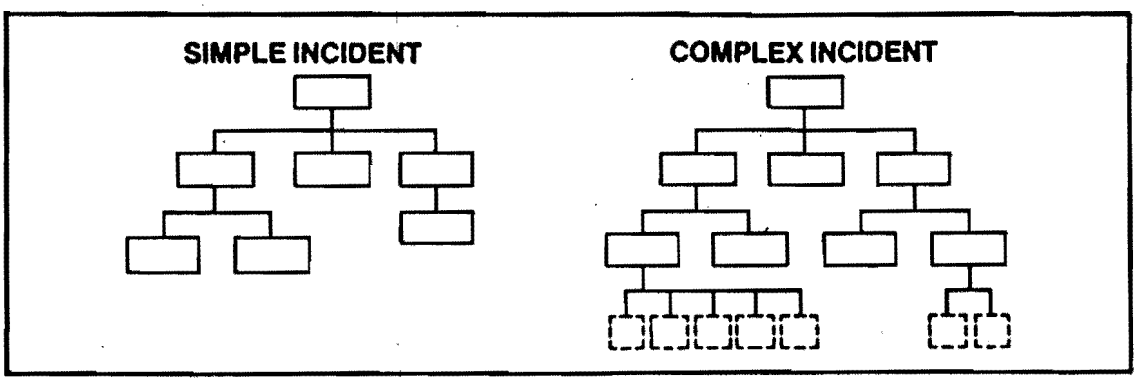
a. Organizational Functions - A standard set of major functions and functional units has been predesignated and named. Terminology for the organizational elements is standard and consistent.

b. Resources - Resources refers to the combination of personnel and equipment used in tactical incident operations. A key element in effective management of emergency resources is to establish common names for all primary and support resources. Any resource which varies in capability is clearly typed as to capability.

c. Facilities - Common identifiers are used for those facilities in and around the incident area that will be used during the course of the incident.

2.2 Modular Organization

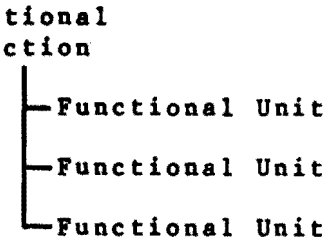
The ICS organizational structure develops in a modular fashion based upon the kind and size of an incident. The organization's staff expands logically with responsibility and performance placed initially with the Incident Commander. As the need exists, four separate functional Sections can be added, each with several Units which may be established. The specific organization structure established for any given incident will be based upon the management needs of the incident. If one individual can simultaneously manage all major functional areas, no further organization is required. If one or more of the functions requires independent management, an individual is named to be responsible for that function.



For ease of reference and understanding, personnel assigned to manage at each level of the organization will carry a distinctive organizational title:

- Incident Command - Incident Commander
- Command Staff - Officer
- Section - Section Chief
- Branch - Branch Director
- Division - Division Supervisor
- Unit - Unit Leader

In the ICS, the first management assignments by the Initial Attack Incident Commander will normally be one or more Section Chiefs to manage the major functions. Section Chiefs will further delegate management authority for their functions only as required. If the Section Chief sees the need, additional Units may be established within the Section. Similarly, each Unit Leader will further assign individual tasks within the Unit only as needed.



2.3 Integrated Communications

Communications at the incident are managed through the use of a common communications plan and an incident-based communications center established solely for the use of tactical and support resources assigned to the incident. All communications among organizational elements at an incident should be in plain English. No codes should be used, and all communications should be confined only to essential messages. The Communications Unit is responsible for all communications planning at the incident. This will include incident-established radio networks, on-site telephone, public address, and off-incident telephone/microwave/radio systems.

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

Command Net This net should link together: Incident Command, key staff members, Section Chiefs, Division and Group Supervisors.

Tactical Nets	There may be several tactical nets. They may be established around agencies, departments, geographical areas or even specific functions. The determination of how nets are set up should be a joint Planning/Operations responsibility. The Communications Unit Leader will develop the plan.
Support Net	A support net will be established primarily to handle status-changing for resources as well as for support requests and certain other non-tactical or commmand traffic.
Ground-Air Net	A ground to air tactical frequency may be designated, or regular tactical nets may be used to coordinate ground to air traffic.
Air-Air Nets	Air to air nets will normally be predesignated and assigned for use at the incident.

2.4 Unified Command Structure

The need for a unified command is brought about because:

a. Incidents have no regard for jurisdictional boundaries. Searches, wildland fires, floods, hurricanes, earthquakes usually require multi-jurisdictional response.

b. Individual agency responsibility and authority is normally legally confined to a single jurisdiction.

The concept of unified command simply means that all agencies that have a jurisdictional responsibility at a multi-jurisdictional incident contribute to the process of:

- determining overall incident objectives
- selection of strategies
- ensuring that joint planning for tactical activities will be accomplished
- ensuring that integrated tactical operations are conducted
- making maximum use of all assigned resources

The proper selection of participants to work within a unified command structure will depend on:

a. The location of the incident, i.e., which political jurisdictions are involved (e.g., the incident overlaps into two or more counties).

b. The kind of incident, i.e., which functional groups of the involved jurisdiction(s) are required (e.g., an aircrash requiring fire, medical and law enforcement response in which each chief has authority for his/her functional group).

A unified command structure could consist of a key responsible official from each jurisdiction in a multi-jurisdictional situation or it could consist of several functional groups within a single political jurisdiction. As an option, the command structure could include landowners or their representatives. It could also invite the advice of individuals or agencies having functional expertise or capability.

Common objectives and strategy on major multi-jurisdictional incidents should be written. The objectives and strategies then guide development of the action plan.

> **Under a unified command structure in the ICS, the implementation of the action plan will be done under the direction of a single individual - the Operations Chief.**

The Operations Chief normally will be from the agency which has the greatest jurisdictional involvement. Designation of the Operations Chief must be agreed upon by all agencies having jurisdictional and functional responsibility at the incident, and could be identified in the preplan.

2.5 Consolidated Action Plan

The Consolidated Action Plan is a plan for successfully resolving the emergency. Every incident needs some form of an action plan. For small incidents of short duration, the plan may not be written. The following are examples of when action plans should be written:

a. When resources from several agencies are being used.

b. When several jurisdictions are involved.

c. When the incident will require changes in shifts of personnel and/or equipment.

The Incident Commander will initially establish objectives and make strategy determinations for the incident based upon the requirements of the jurisdiction. In the case of a unified command, the incident objectives must adequately reflect the policy and needs of all the jurisdictions involved.

> **The Consolidated Action Plan must be dynamic and must be updated for each operational period.**

The Consolidated Action Plan consists of the objectives and strategy along with an organizational chart, divisional assignments and incident maps. Larger incidents may require additional attachments such as communications plan, medical plan, transportation plan.

Preprinted forms and records exist which commonly contribute to the Consolidated Action Plan and overall documentation of the incident. (While basically oriented to wildland fire suppression actions, the forms are useable with little or no change for all other incidents, and are gradually being adapted to more general use.) See Appendixes for an example set of forms completed for a lost person search mission.

Forms and records which 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
*Incident Objectives	ICS Form 202
*Organization Assignment List	ICS Form 203
*Division Assignment List	ICS Form 204
*Incident Radio Communications Plan	ICS Form 205
*Medical Plan	ICS Form 206
Incident Organization Chart	ICS Form 207
Incident Status Summary	ICS Form 209
Status Change Card	ICS Form 210
Check-In List	ICS Form 211
General Message	ICS Form 213
Unit Log	ICS Form 214
Operational Planning Worksheet	ICS Form 215
Radio Requirements Worksheet	ICS Form 216
Radio Frequency Assignment Worksheet	ICS Form 217
Support Vehicle Inventory	ICS Form 218
Resource Status Card (1-8)	ICS Form 219
Air Operations Summary Worksheet	ICS Form 220

2.6 Manageable Span of Control

Safety factors as well as sound management planning both influence and dictate span of control considerations. In general, within the ICS, the span of control of any individual with emergency management responsibility should range from three to seven - with five being established as the general optimum. Of course, there will be exceptions (e.g., an individual crew leader normally will have more than five personnel under supervision).

The kind of incident, the nature of the task, hazard and safety factors and distances among elements all will influence span of control considerations.

An important consideration in span of control is to anticipate change and prepare for it. This is especially true during rapid build-up of the organization when good management is made difficult because of many reporting elements.

> **The span of control dictates the need for step-up or expansion of the organization.**

2.7 Designated Incident Facilities

There are several kinds and types of facilities which can be established in and around the incident area. The determination of kinds of facilities and their locations will be based upon the requirements of the incident and the direction of Incident Command. The following facilities are defined for possible use.

Command Post -Designated as the CP, the Command Post is the location from which all incident operations are directed. There is only one Command Post for the incident. In a unified command structure, the responsible individuals designated by their respective agencies will be located at the Command Post. The planning function is also performed at the Command Post, and normally the Communications Center will be established at this location. The Command Post may be located with the Incident Base if communications requirements can be met.

Incident Base -The Incident Base is the location where primary support activities are performed. The Base will house all equipment and personnel support operations. The Incident Logistics Section, which is responsible for ordering all personnel, equipment and supplies is also

located at the Base. There is only one Base established for each incident, and normally the Base will not be relocated. If possible, Incident Base locations should always be included in the preplan.

Camps -Camps are locations where resources may be located to better support the incident operations. At Camps, certain essential support operations (e.g., feeding, sleeping, sanitation) can be maintained. Also at Camps, minor maintenance and servicing of equipment may be done. Camps may be relocated if necessary to meet tactical operational requirements.

Staging Areas -Staging Areas are established for temporary location of available resources on three-minute notice. Staging Areas will be established by the Operations Chief to locate resources not immediately assigned. A Staging Area can be anywhere in which mobile equipment can be temporarily parked awaiting assignment. Staging Areas may include temporary sanitation services and fueling. Feeding of personnel may be provided by mobile kitchens or sack lunches. Staging Areas should be highly mobile. The Operations Chief will assign a Staging Area Manager for each Staging Area.

Helibases -Helibases are locations in and around the incident area where helicopters may be parked, maintained, fueled and loaded with personnel or equipment. More than one Helibase may be required on a very large incident. Once established, a Helibase usually will not be relocated.

Helispots -Helispots are more temporary and less used locations at which helicopters can land and take off to load or unload personnel or equipment.

2.8 Comprehensive Resource Management

Resources may be managed in three different ways, depending upon the needs of the incident:

Single Resource - The smallest unit that can operate independently. Could be a helicopter, a search dog with handler, an ambulance, etc., each

of which can be assigned as a primary tactical Unit. A single resource is the equipment plus the required individuals to properly use it.

Task Force - A Task Force is any combination of resources which can be temporarily assembled for a specific mission. All resource elements within a Task Force must have common communications and each Task Force must have a Leader. A Task Force is established to meet a specific tactical need and subsequently demobilized as single resources or reorganized into another Task Force configuration.

Strike Team - A Strike Team is a set number of resources of the same kind and type, which have an established minimum number of personnel. A Strike Team will always have a Leader and will have common communications. Strike Teams can be made up of engines, search crews, search dogs, ambulances, police squads, or any other kind of resource where the combination of single resources of the same kind becomes a useful tactical unit.

The use of Strike Teams and Task Forces is encouraged, whenever possible, to maximize the use of resources, increase the management control of a large number of single resources, and reduce the communications load. In most incidents, the use of Task Forces will be more appropriate to resolving the emergency.

In order to maintain an up-to-date and accurate picture of resource use, it is necessary that:

a. All resources be assigned a current status condition.

b. All changes in resource locations and status conditions be made promptly to the appropriate functional Unit.

Status Conditions - Three status conditions are established for use with tactical resources at the incident:

- Assigned - Performing an active assignment.
- Available - Ready for assignment. All resources in Staging Areas should be available.
- Out-of-Service - Not ready for available or assigned status.

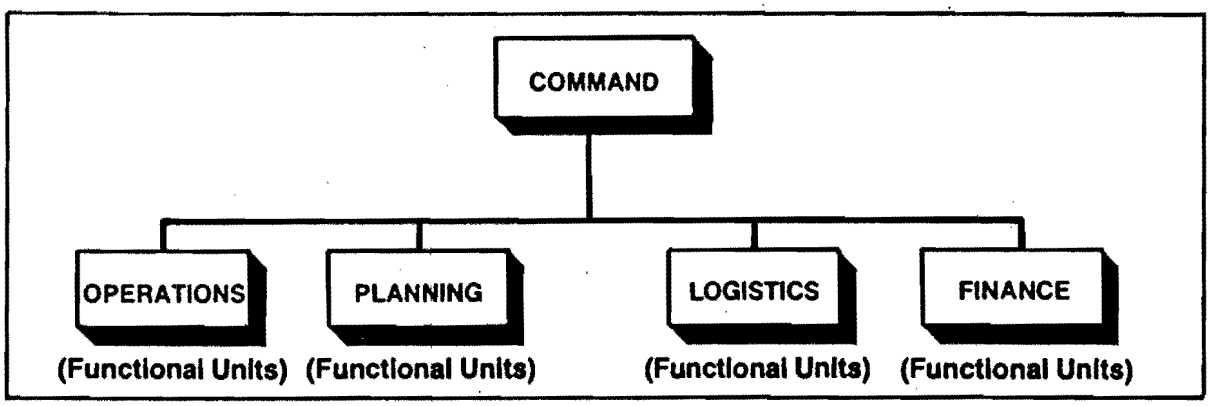
Changes in Status - Normally the individual who makes the change in a resource's status is responsible for providing that information to the central resource status-keeping function.

3.0 ORGANIZATION AND OPERATIONS

The ICS organization has five major functional components. These are:

- Command
- Operations
- Planning
- Logistics
- Finance

These components are structured as follows:



3.1 Command

Responsible for overall management of the incident. Includes:

- Preparing incident objectives
- Determining strategy
- Approving Consolidated Action Plan
- Approving all requests for ordering/releasing primary resources

Incident objectives and strategy form the foundation upon which subsequent action planning is based.

* THE ONLY IMPORTANT INFORMATION IN A HIERARCHY IS WHO KNOWS WHAT *

Command includes certain staff positions (e.g., PIO, Liaison, and Safety) to support the command function. The Incident Commander may have a Deputy. The Deputy must have the same qualifications as the Incident Commander, and may work with the Incident Commander, be a relief Incident Commander, or perform other specifically assigned tasks.

The Command function within the ICS may be conducted in two general ways:

- Single Command
- Unified Command

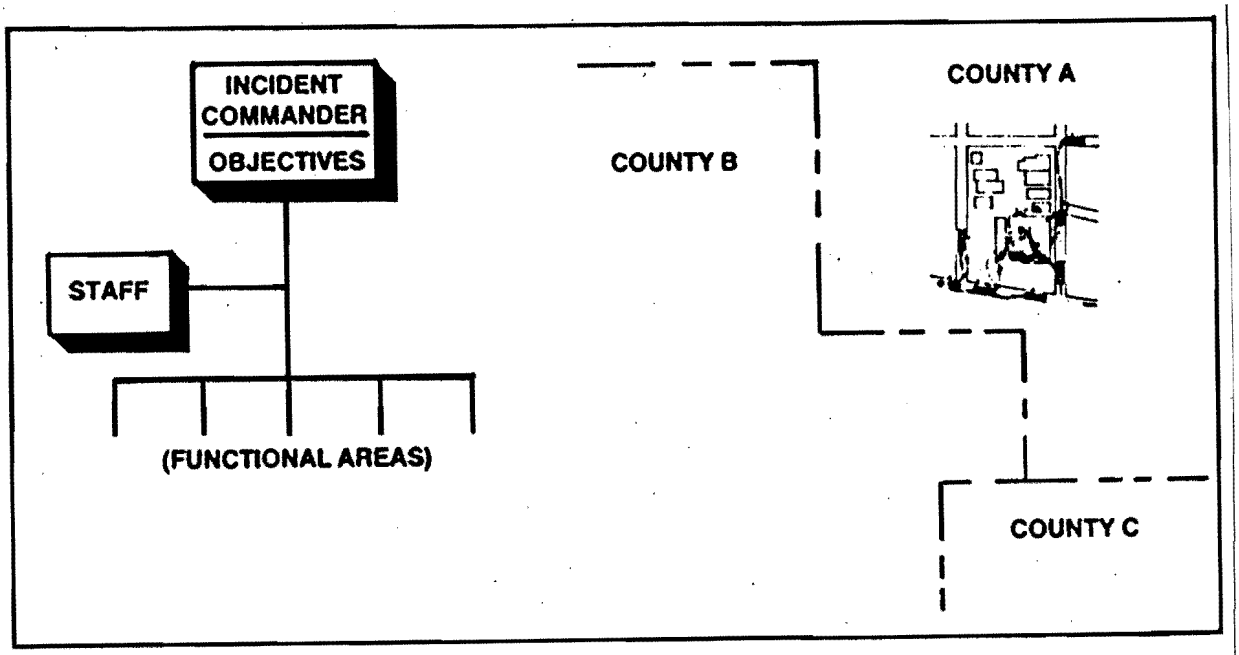
3.1.1 Single Command

An incident involving single command can occur in three different situations:

Single political jurisdiction/Single functional group

An Incident Commander is designated by the jurisdictional agency and normally would be from the functional group.

A Deputy Incident Commander, if needed, may come from the same group, or could come from another group or even another jurisdiction.



Single political jurisdiction/multiple functional groups

The Incident Commander may be from any one of the groups, and the Deputy Incident Commander may be from any one of the groups or from an outside jurisdiction.

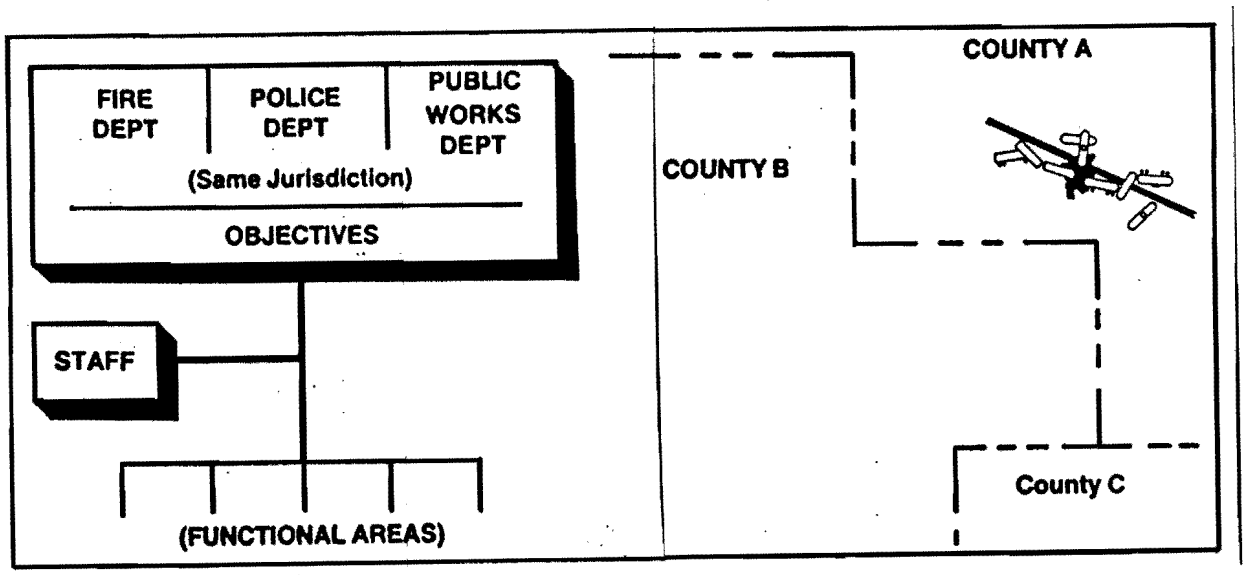
Multiple political jurisdiction/multiple functional groups

Designation of the Incident Commander and the Deputy Incident Commander follows the same approach as in single political jurisdiction/multiple functional group. More than one Deputy Incident Commander could be designated.

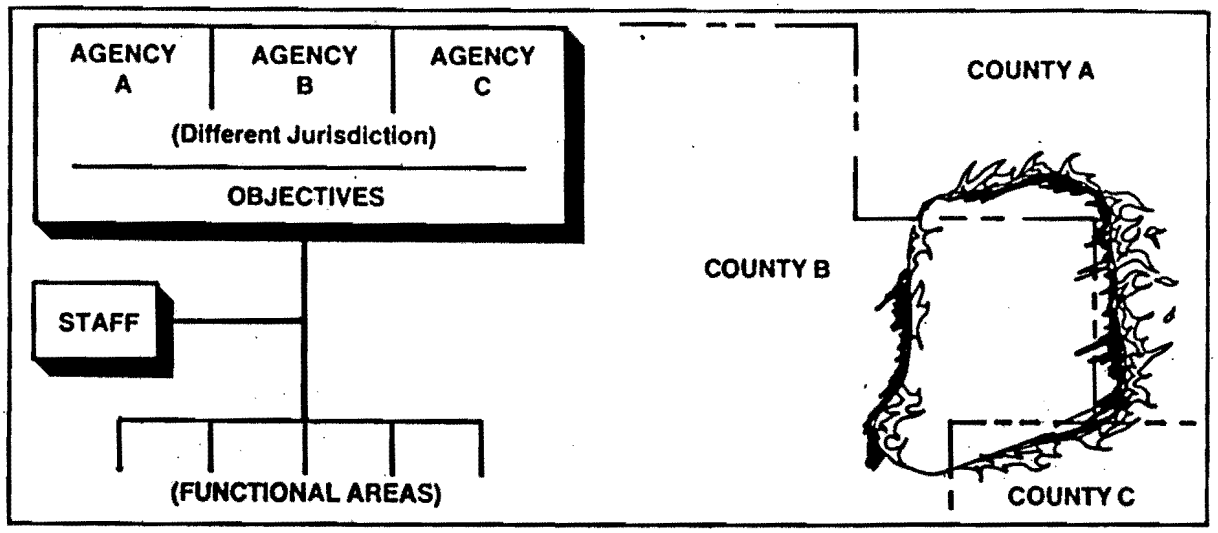
3.1.2 Unified Command

A unified command structure may be useful and effective under the following conditions:

a. The incident is totally contained within a single jurisdiction, but more than one functional group shares management responsibility due to the nature of the incident or the kinds of resources required. For example, a passenger airliner crash within a National Forest. Fire, medical and law enforcement all have immediate but diverse objectives. An example of this kind of unified command structure is depicted below:



b. The incident is multi-jurisdictional in nature. For example, a major wildland fire. Each jurisdiction shares management for the incident. An example of this unified command structure is shown below:



3.1.3 Single/Unified Command Differences

The primary differences between the single and unified command structures are:

a. In a single command structure, a single Incident Commander is solely responsible (within the confines of his/her authority) to establish objectives and overall management strategy associated with the incident. The Incident Commander is directly responsible for follow-through, to ensure that all functional unit actions are directed toward accomplishment of the objectives. The implementation of the plan required to effect operational control will be the responsibility of a single individual (Operations Chief) who will report directly to the Incident Commander.

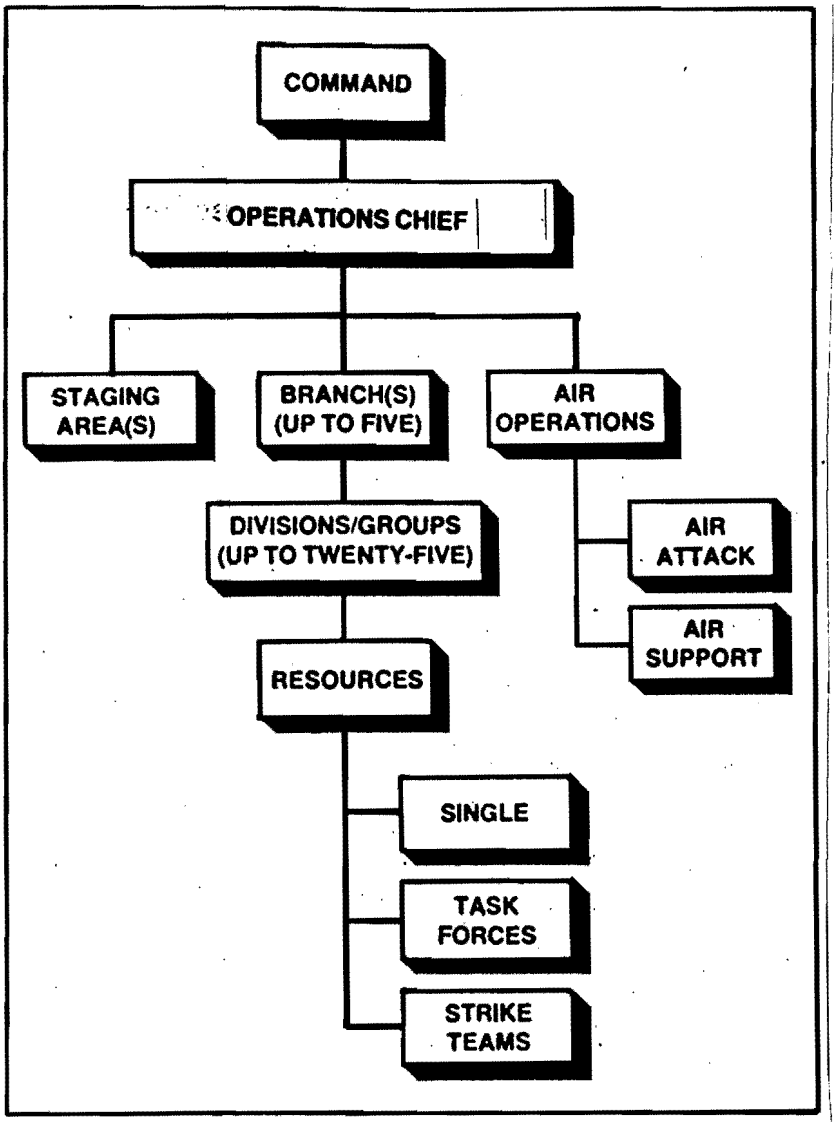
b. In a unified command structure, the individuals designated by their jurisdictions (or by departments within a single jurisdiction) must jointly determine objectives, strategy and priorities. As in a single command structure, the Operations Chief will have responsibility for implementation of the plan. The determination of which agency (or department) the Operations Chief represents must be made by mutual agreement of the unified command. It may be done on the basis of greatest jurisdictional involvement,

number of resources involved, by existing statutory authority, cooperative agreement, or by mutual knowledge of the individual's qualifications.

3.2 Operations Section

Responsible for direct management of all incident tactical operations. Includes:

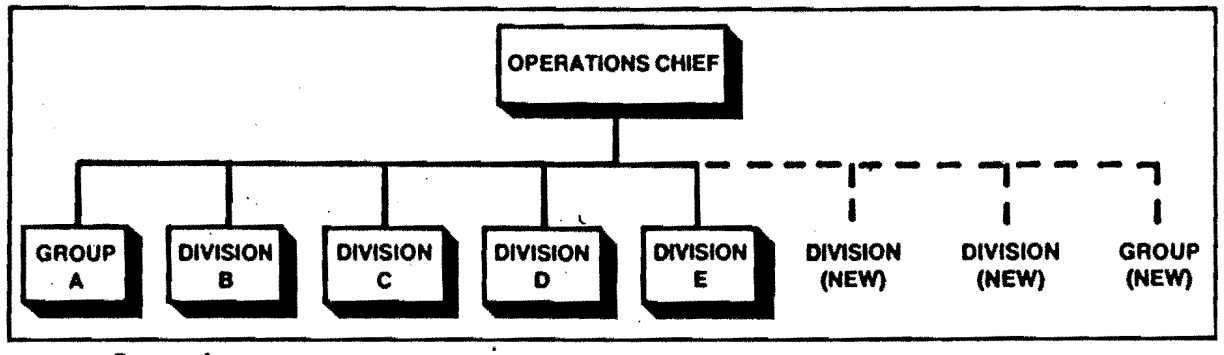
- Assisting in developing Consolidated Action Plan
- Supervising air and ground operations
- Establishing, relocating, demobilizing staging areas



Divisions and Groups

Divisions and Groups are established on an incident when the number of resources (Single Resources, Task Forces or Strike Teams) exceeds the span of control of the Operations Chief.

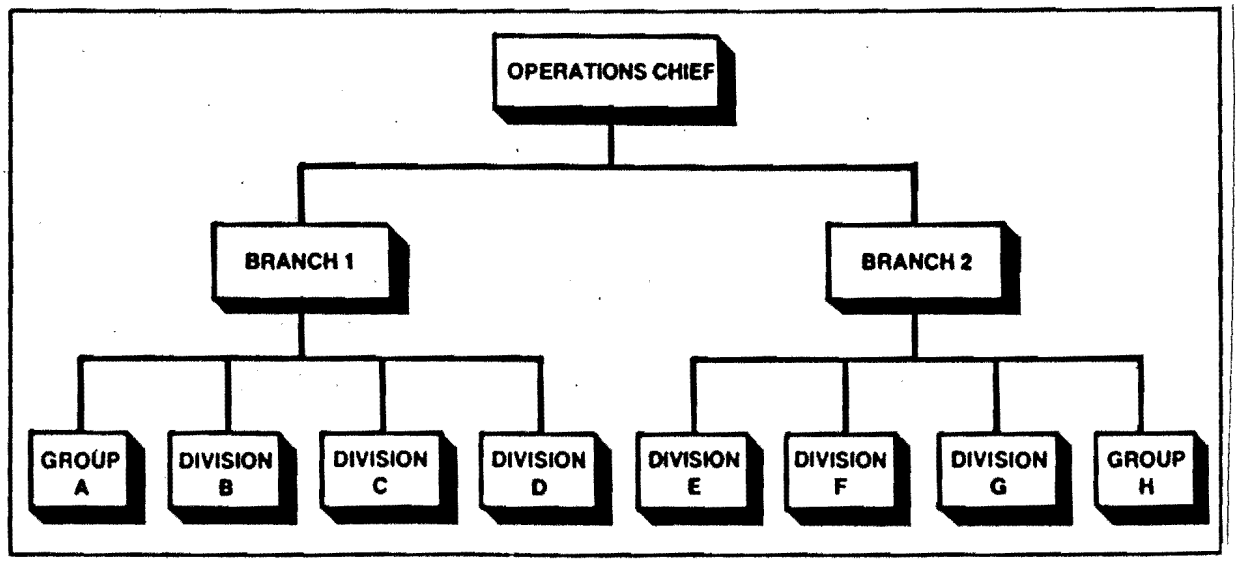
- Divisions are normally established to divide an incident into geographical areas of operation.
- Groups are normally established to divide the incident into functional areas of operation.



Branches

Branches are established when needed for three reasons:

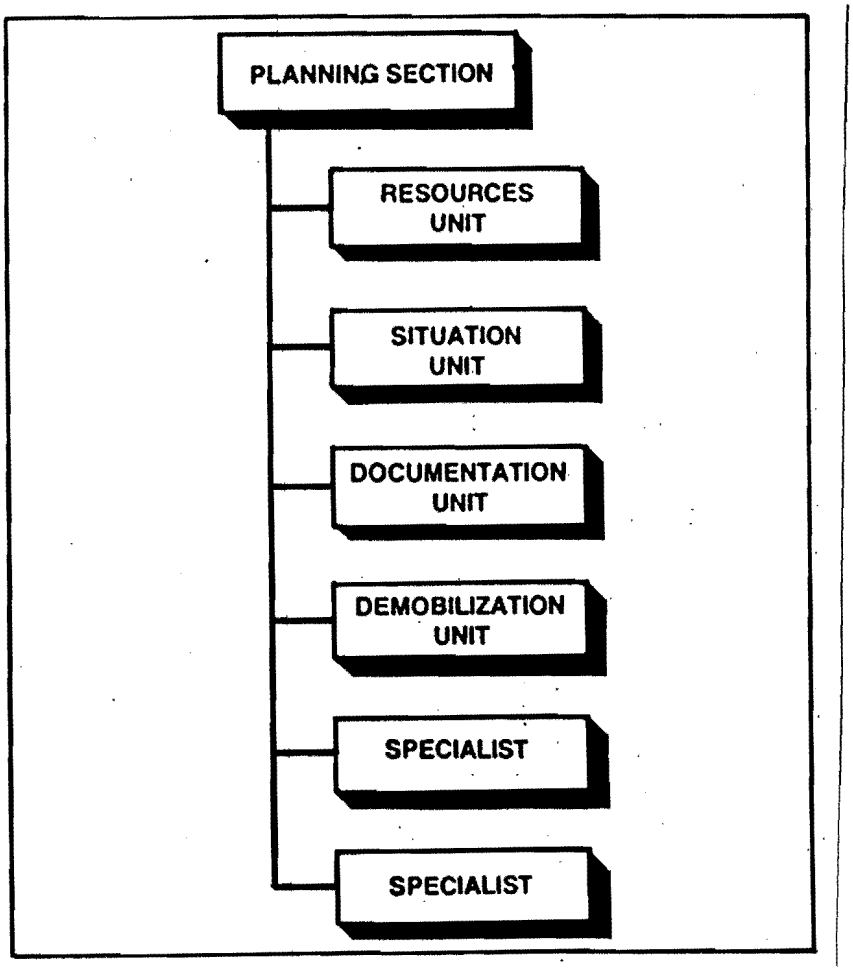
- To maintain a manageable span of control (more than five Divisions or Groups would be reporting to the Operations Chief).
- When functional Branches are the best means of managing resources.
- To maintain agency integrity, rather than dividing resources from an agency and mixing them with other agencies' resources.



3.3 Planning Section

Responsible for collection/evaluation/dissemination of all incident information. Includes:

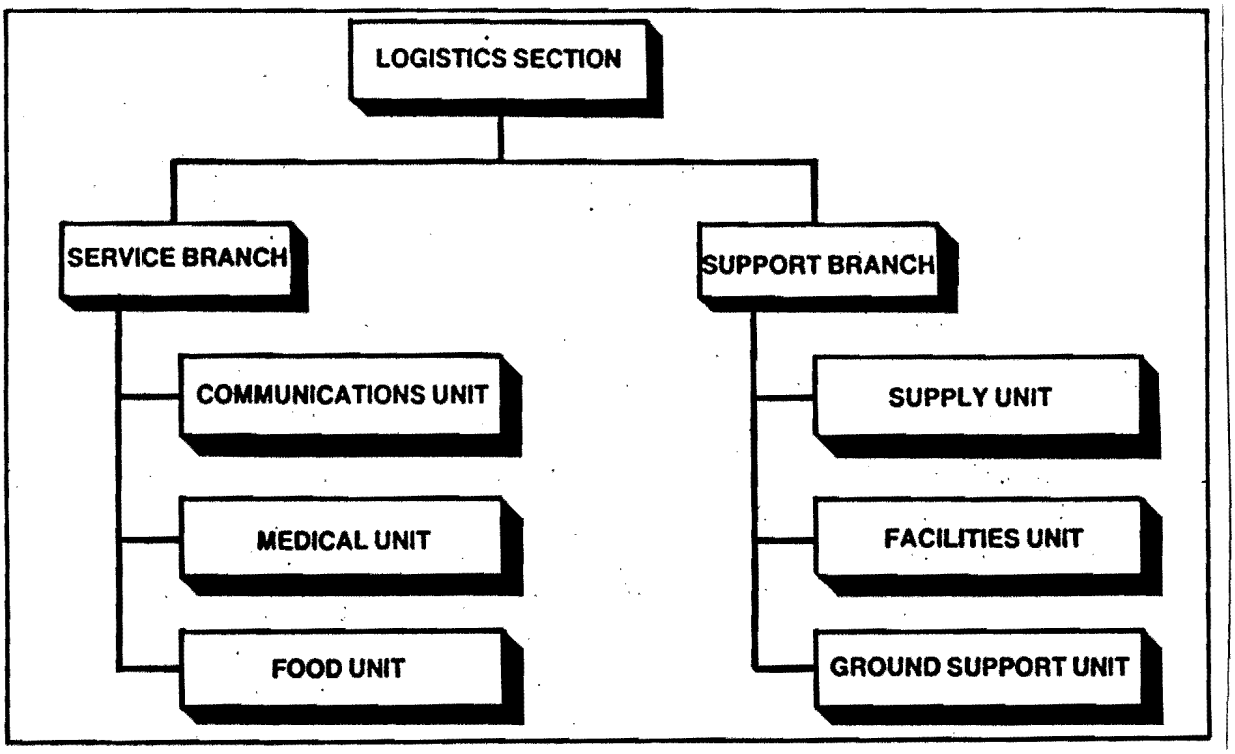
- Developing alternative tactical plans
- Conducting planning meetings
- Preparing/distributing consolidated action plan
- Tracking/reporting current and predicted events
- Maintaining status of all incident resources
- Documenting incident activities
- Maintaining incident maps
- Preparing/distributing demobilization plans



3.4 Logistics Section

Responsible for providing facilities, materials, personnel, and supplies in support of the incident. Includes:

- Ordering all personnel, equipment
- Receiving/recording/storing/distributing all personnel/ equipment/supplies
- Providing facilities for rest, feeding, maintenance
- Providing fueling, transportation, repair services
- Providing communications including equipment/personnel
- Establishing/staffing/supervising incident communications center
- Providing medical services for incident personnel

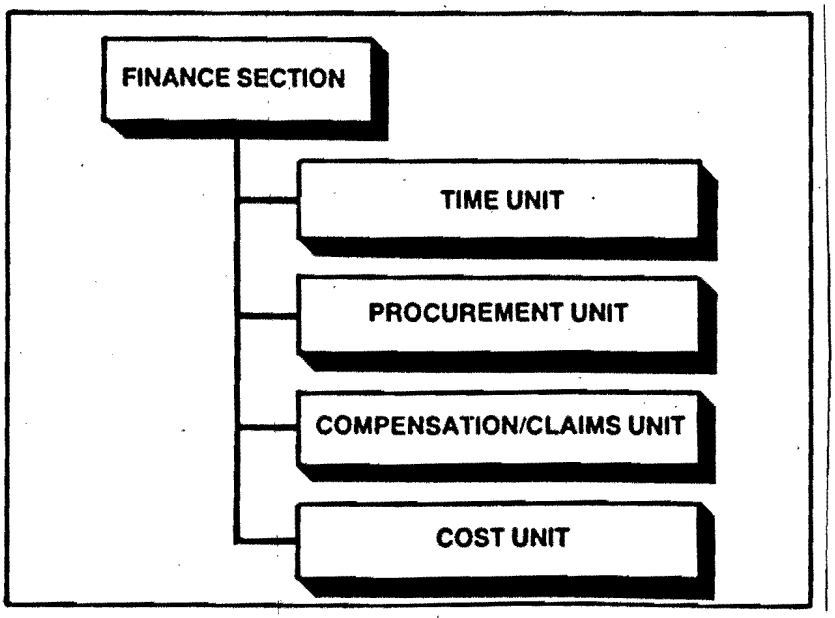


3.5 Finance Section

Responsible for all financial and cost analysis aspects of the incident. Includes:

- Recording time for personnel/equipment
- Procuring vendor contracts
- Investigating/processing of claims/compensation
- Maintaining cost records
- Providing cost analysis data

Note: The Cost Unit is becoming more important in improving operational efficiency. They work closely with the Planning Section to ensure that the most cost efficient resources are applied to the incident in the most effective manner.



4.0 COMPLEX INCIDENTS

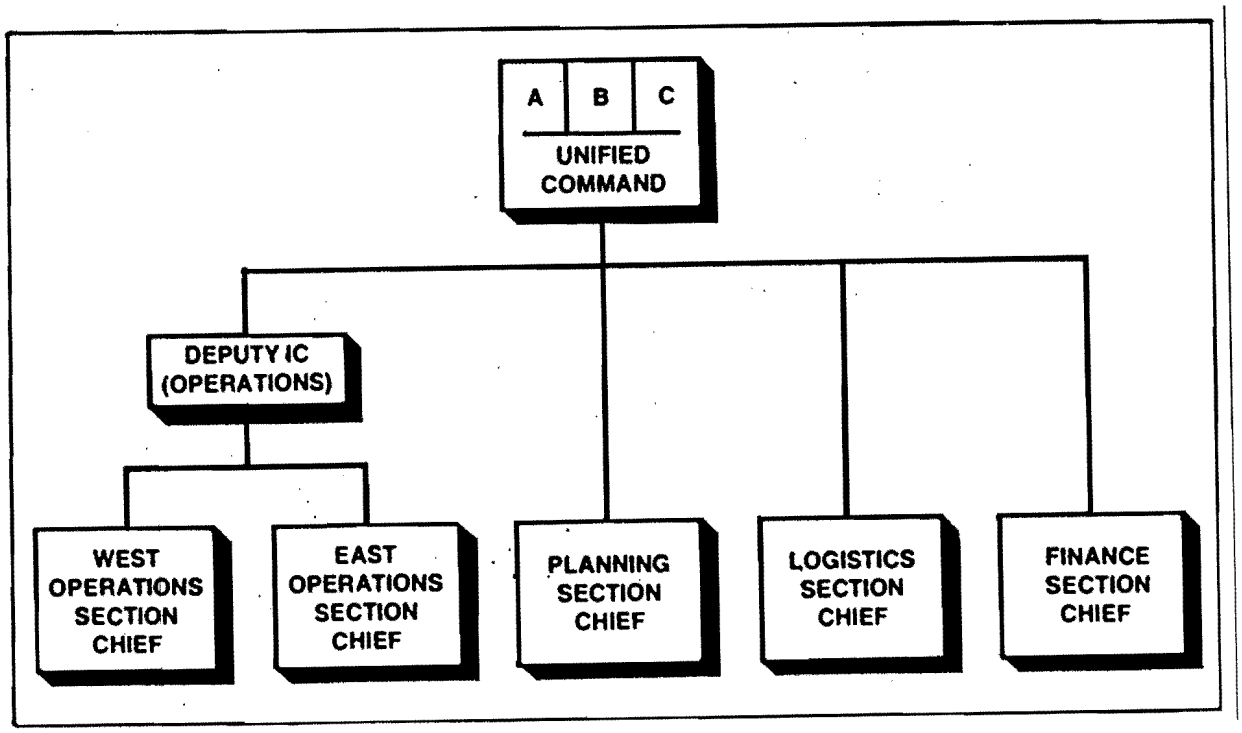
In the application of ICS to very complex and large incidents (e.g., a hurricane which may affect thousands of acres over several political subdivisions) it is possible to use a modified ICS organizational structure to meet the needs of the incident. This section provides a brief explanation of large incident management which may be employed. Not all situations are alike, and forms of organization other than those described here may be as suitable.

Two different examples of organizing for large incident management are possible. The first deals with a single but large disaster incident which, because of its size, requires additional support but does not require the establishment of two complete incident organizations. The second deals with a large disaster incident which could be divided into two separate incidents, each with a complete command structure and with an Area Command Authority. The Area Command Authority (ACA) is an individual and/or organization established to ensure inter-incident coordination for command, operations, planning and logistical matters. The ACA may be located at either of the Incident Command Posts or at a separate location nearby. It may also function from a regional facility, such as an established Emergency Operations Center (EOC). When in existence, the ACA may change the priorities/objectives at any of the incidents under its authority.

4.1 Extending the ICS Organization

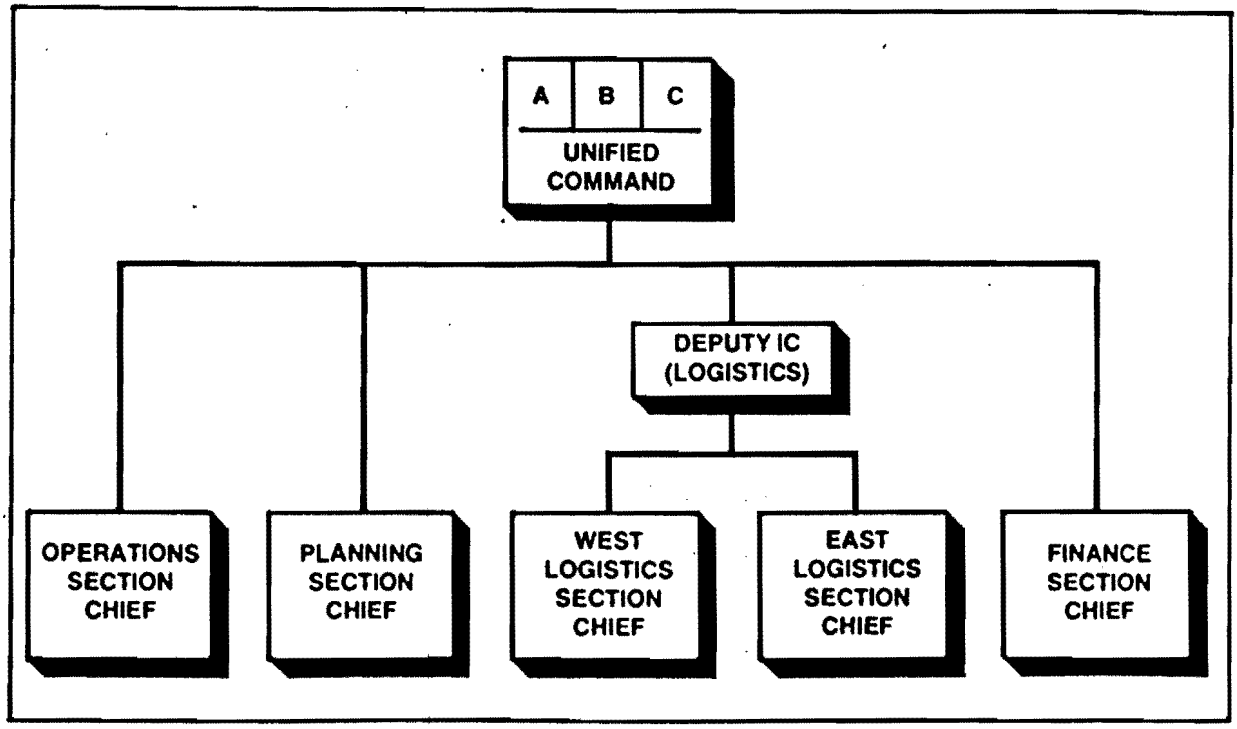
A very large disaster incident has grown from a single command (County A) to a unified command organization (Counties A, B, and C). The standard ICS functional Sections of Operations, Planning, Logistics and Finance have applied to this point. The following situations could require changes in the structure of the ICS for an incident of this magnitude:

- The Operations Section is not large enough to accomodate adequate resources under the span of control guidelines.



In order to provide additional Operations personnel and stay within the span of control guidelines, another Operations Section could be added to the existing incident organization. At this time, the unified command structure of the incident would be modified to include a Deputy Incident Commander for Operations. This Deputy would have the responsibility to ensure that all aspects of the two (old and new) Operations Sections were fully coordinated (between each other and with other Sections). The Deputy Incident Commander for Operations would normally be located with the Incident Command.

° Logistical support can no longer be maintained adequately.



If the incident were so large geographically that it would not be possible for the Incident Base to support the required number of camps and other Logistics needs, it may be necessary to establish another Logistics Section to support one part of the incident.

In this situation, another Incident Base and necessary camps serviced by that Base could be established. At this point, a Deputy Incident Commander for Logistics should be added to the command structure to ensure full coordination of the two Logistics efforts.

° Incident becomes too large for a single Action Plan.

If the incident becomes so large that there were no logical set of objectives that pertain to the entire incident, or if the preparation and/or distribution of the plan could not be feasibly accomplished within the required time frame, then a modified planning structure could be adopted. In this case, the addition of another Planning Section is not recommended. The better solution would be to have detailed action planning done at the Branch level. This could be accomplished by the Planning Section providing the following to each Branch:

- Incident general objectives
- Specific objectives for the Branch for the next operational period
- Incident resource summary for the next operational period.
- Weather and Safety information as appropriate
- Any changes to Logistical support

4.2 Dividing the Incident

This could occur in two ways: An incident covering an extensive area within several political jurisdictions, becomes so large that the management of both Planning and Logistics has become very complex. Or an event (e.g., flood or hurricane) involves an extensive geographic area resulting in more than one widely separated incident locations. In either case, the following should be accomplished:

a. An Area Command Authority (ACA) should be established. The existing unified command members may continue as jurisdictional liaison representatives to the ACA.

b. A decision would be reached by the unified command on how best to divide the incident. This could be done in several ways, depending upon terrain considerations, political boundaries, current Branch structure, etc.

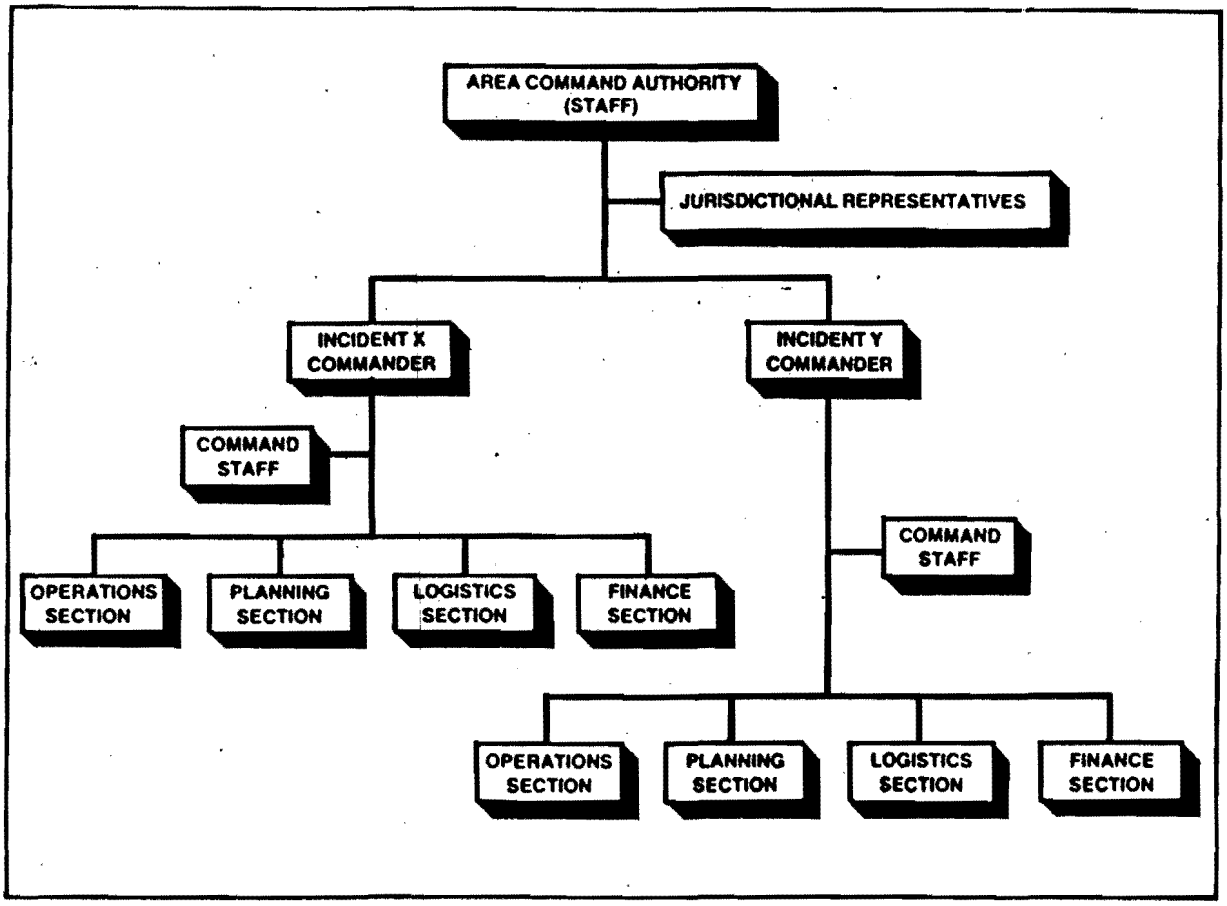
c. Incident Commanders, command and general staff would be selected for each incident.

d. Supporting organizations, facilities, locations, etc., would be designated.

e. An appropriate time would be designated for establishing the separate incidents with individual names.

f. The ACA would be responsible to ensure that jurisdictional objectives are being met through the respective Incident Action Plans, and that necessary procedures are established and functioning to ensure inter-incident coordination on all matters.

The organization would appear as follows:



4.3 Final Considerations

The key factors to be kept in mind in making a determination to establish an Area Command Authority for large incident management or to extend an existing organization are cost and effectiveness.

If the Incident Planning and Operations functions are adequate, and have room for growth, but Logistics is not adequate, then the decision should be to establish another Logistics organization, and save the cost of establishing an entirely new complete incident organization and facilities. Similarly, if Operations and Logistics appear to be adequate but detailed action planning can no longer be accomplished by a single entity, then from an effectiveness standpoint, it would seem better to allow Branch Action Planning and ensure that appropriate planning coordination is taking place.

If the incident is divided into two main segments by geographical barriers; is separated naturally; or if it appears that any two of the major functional Sections of the ICS will require extensive augmentation, the most effective solution would be to create two separate incident organizations.

SUMMARY

O IN THE FINAL ANALYSIS, IT IS THE VICTIM WE WORK FOR O

The National Interagency Incident Management System can bring together many autonomous agencies and organizations, each with its own jurisdictions, policies, funding, and other capabilities and constraints, into a cooperative association previously unknown in emergency response. Most of the concepts are not new. But in the past they have not been brought together into a unified system having significant benefits to all emergency response organizations. The NIIMS is a practical, workable method of effective use of the collective resources of all emergency responders for handling any kind of incident quickly, effectively and economically..."that others may live".

▬ SUCCESS ALWAYS OCCURS IN PRIVATE, FAILURE IN FULL PUBLIC VIEW ▬

BIBLIOGRAPHY

1. The following publications are available from:

International Fire Service Training Association
Fire Protection Publications
Oklahoma State University
Stillwater, Oklahoma 74078
Phone: (405) 624-5723

- Incident Command System Manual (220 pages). Contains operational system description and field operations guide. Packet also includes one pocket sized Field Operations Guide.

- Field Operations Guide. Package of five pocket sized guides.

- Position Descriptions for Command, Operations, Planning, Logistics and Finance. Set of five (one each).

2. "The National Interagency Incident Management System - Teamwork in Emergency Management". Sixteen page brochure explaining basics of the NIIMS. Available from Cooperative Fire Protection, USDA Forest Service, Boise Interagency Fire Center, 3905 Vista Ave., Boise, Idaho, 83705.

3. Instructional assistance for basic Incident Command System training is available by contacting the Boise Interagency Fire Center (see address above): Phone: (208) 334-9807 - U.S. Forest Service; (208) 334-1080 - National Park Service.

INCIDENT OBJECTIVES
ICS 202

1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
Jones Search	11/18/83	1900 HRS

4. OPERATIONAL PERIOD (DATE/TIME)
11/19/83 0600 - 1800 HRS

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

1. Contain search area to that area north of the river, south and east of the barrier cliffs, west of the eastern edge of Clear Creek Canyon.

2. Find lost subject no later than 1900 hours 11/21/84 due to survivability, weather factors, age & condition of subject

3. Entire search area must be searched with 95% POD by 1900 hrs, 11/21/84.

4. Obtain 95% POD on 10 segments A, N & 80% POD on 10 segments B, C by 1800 hrs tonite.

6. WEATHER FORECAST FOR OPERATIONAL PERIOD
Hi temp low 70's, low temp mid 30's, winds SW @ 12 knots, gusting to 22 knots. Cloud ceiling 4000' early rising to 8000' AGL later in day. Occasional rain showers.

7. GENERAL/SAFETY MESSAGE
Search for clues! Not just the victim. Watch out for cactus, careful of your footing around cliff edges.
Hot food in camps tonite!

8. ATTACHMENTS (✓ IF ATTACHED)

- ✓ ORGANIZATION LIST (ICS 203)
- ✓ DIVISION ASSIGNMENT LISTS (ICS 204)
- ✓ COMMUNICATIONS PLAN (ICS 205)
- ✓ MEDICAL PLAN (ICS 206)
- ✓ INCIDENT MAP
- ☐ TRAFFIC PLAN
- ✓ SUBJECT PROFILE
- ☐ _____
- ☐ _____

202	ICS 3-80	9. PREPARED BY (PLANNING SECTION CHIEF)	10. APPROVED BY (INCIDENT COMMANDER)
		R Sauers	B. Forshaw

7540-130-6888

ORGANIZATION ASSIGNMENT LIST ICS-203

1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
Jones Search	11/18/83	2200

4. OPERATIONAL PERIOD (DATE/TIME)
11/19/83 0600 - 1800

POSITION	NAME
5. INCIDENT COMMANDER AND STAFF	
INCIDENT COMMANDER	B. Forshaw
DEPUTY	J. Andrews
SAFETY OFFICER	D. Frost
INFORMATION OFFICER	B. Fogle
LIAISON OFFICER	N. Stevens
6. AGENCY REPRESENTATIVES	
OCSO	J. Dickson
MRA	T. Sales
WDOF	B. Brown
7. PLANNING SECTION	
CHIEF	R. Sauers
DEPUTY	S. Withers
RESOURCES UNIT	S. Styles
SITUATION UNIT	T. Breckenridge
DOCUMENTATION UNIT	M. Sinclair
DEMOBILIZATION UNIT	S. Styles
TECHNICAL SPECIALISTS	J. Bennett (Searches)
	J. Evans (Investigator)
8. LOGISTICS SECTION	
CHIEF	N. Clark
DEPUTY	S. Hanba
A. SUPPORT BRANCH	
DIRECTOR	K. Robinson
SUPPLY UNIT	
FACILITIES UNIT	
GROUND SUPPORT UNIT	
B. SERVICE BRANCH	
DIRECTOR	B. Martin
COMMUNICATIONS UNIT	R. Murray
MEDICAL UNIT	E. Kraus
FOOD UNIT	B. VanMaanen

9. OPERATIONS SECTION	
CHIEF	B. Lopez
DEPUTY	L. VanSickle
A. BRANCH I — DIVISIONS/GROUPS	
BRANCH DIRECTOR	
DEPUTY	
DIVISION/GROUP	I J. Thomas
DIVISION/GROUP	II K. Johnson
B. BRANCH II — DIVISIONS/GROUPS	
BRANCH DIRECTOR	
DEPUTY	
C. BRANCH III — DIVISIONS/GROUPS	
BRANCH DIRECTOR	
DEPUTY	
D. AIR OPERATIONS BRANCH	
AIR OPERATIONS BR. DIR.	B. Huff
AIR ATTACK SUPERVISOR	
AIR SUPPORT SUPERVISOR	C. Green
HELICOPTER COORDINATOR	M. Gonsolus
AIR TANKER COORDINATOR	
10. FINANCE SECTION	
CHIEF	V. Vann
DEPUTY	P. Bauer
TIME UNIT	P. Hobbs
PROCUREMENT UNIT	
COMPENSATION/CLAIMS UNIT	
COST UNIT	

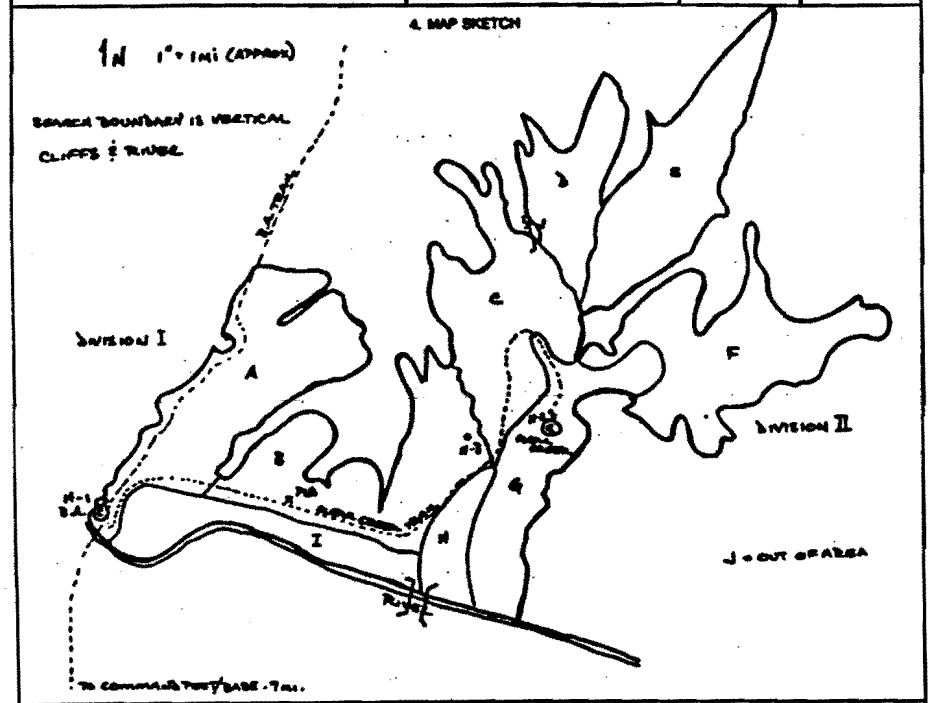
203	ICS 3-82	PREPARED BY (RESOURCES UNIT)	S. Styles

7540-130-8724

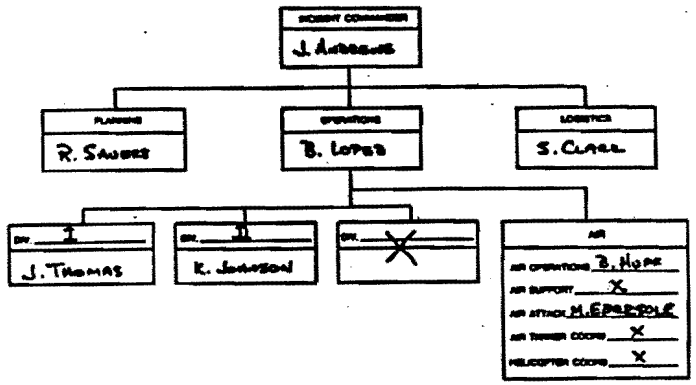
PAGE 1

INCIDENT BRIEFING	1. INCIDENT NAME: Jones Search	2. DATE PREPARED: 11/18/03	3. TIME PREPARED: 1600 HRS.

4. MAP SKETCH



5. CURRENT ORGANIZATION



ICS 201	PAGE 1	6. PREPARED BY (NAME AND POSITION): John Ambrose - Incident Commander

PAGE 2

6. RESOURCES SUMMARY

RESOURCES ORDERED	RESOURCE IDENTIFICATION	ETA	ON SCENE	LOCATION/ASSIGNMENT
	Ambrose		✓	ICP/Incident Commander
	Sayers		✓	ICP/Planning Section Chief
	Thomas		✓	Div I / Supervisor
	Johnson		✓	Div II/ Supervisor
	Lopez		✓	ICP / Operations Section Chief
	Clark		✓	Base/ Logistics Section Chief
	Evans		✓	ICP / Investigator
Type I Search Dog S/T	NPS - Fosdick		✓	Div I/ Sign cut Clear Ck. Trail
	NPS - Lobson		✓	Div II, Segment G/ Sign cut clear Ck to River
	NPS - West		✓	Div II, Segment H/ Sign cut around H
	NPS - Buccalo		✓	Div II, Segment F/ Sign cut around F
	CCSO - Reynolds		✓	Div I/ Containment - BA Trail, North Boundary
Type I Search Dog S/T	Wolf - Dawson		✓	Div I/ Search Segment B
2 Type II Helicopters	210, 2108		✓	Div I / Search Segment A, I
1 Type I Helicopter		1900		

7. SUMMARY OF CURRENT ACTIONS

Actions to Present (1600 hrs)

- Hasty search of PLS, BA trail, Clear Ck trail from BA camp - no clues found
- Investigator developing subject profile
- Division I - containment established on BA trail at Ridge & North boundary
- Segments A, I, B will be searched by 1900 hrs. To-date (one search dogs, Helos Field POD very high for these segments
- Division II - Segments H, F will be sign cut & eliminated from search area by 1900
- Clear Ck. drainage will have one search by 1900 hrs (low POD estimate)
- Incident command post, base & three camps have been established. Due to wilderness character of area, CP/base are at roadhead w/ resources available 7 miles to search area. Vertical cliffs and loose rock create hazards for searchers.
- Weather forecast: Hi temp 70°, low 40°, winds SW at 15 knots, no ppt.

ICS 201	PAGE 2	

Appendix

DIVISION ASSIGNMENT LIST ICS 204 (1-82)

2. Division/Group	I
3. Incident Name	Jones Search
4. Operational Period	Date 11/19/83, Time 0600-1800
Operations Chief	B. Lopez
Division/Group Supervisor	J. Thomas
Air Attack Supervisor	H. Ebersole

6. Resources Assigned This Period

Strike Team/Task Force/Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off Pt./Time	Pick Up Pt./Time
NPS ST 101	R. Hanson	10	Y	Clear Cr. Camp 0600	Stand night @ CC camp
NPS ST 301	D. Simmons	10	Y	Point last seen 0630	Stand night @ TA camp
WOOF 1	S. Anshaw	2	Y	Clear Cr. camp 0615	Stand night @ CC camp
WOOF 2	D. Woods	2	Y	Point last seen 0630	Stand night @ TA camp
CCSO 34	P. Rich	3	Y	AA camp 0600	TA camp 1800
CCSO 35	J. Sloane	3	Y	AA trailhead 0630	Stand night at [illegible]
CCSO ST 108	B. Bange	10	Y	Clear Cr. camp 0645	CC camp 1815 hrs

7. Control Operations

Search segments A, C w/80% POD (cumul. (204 search)) by 1800 hrs. Concentrate @ base of cliffs, bottom of drainages.

Relieve and maintain all trail blocks on AA trail at river & cliffs. Continue attraction then tend at trail blocks.

8. Special Instructions

- Need 210 [illegible] search segment I [illegible] air between 0600-1000 hrs, and in segments B, C from 1000-1800 hrs.
- Report all clues to ICP before collecting

9. Division/Group Communication Summary

Function		Freq.	System	Chan.	Function		Freq.	System	Chan.
Command	Local	166.950	NPS	3	Support	Local	168.200	NPS	1
	Repeat	166.775	NPS	4		Repeat	168.700	NPS	2
Div/Group Tactical		155.160	MRA	1	Ground to Air		167.550	NPS	6

Prepared by (Resource Unit Ldr.)	Approved by (Planning Sect. Ch.)	Date	Time
S. Styles	R. Sauers	11/19/83	0330

7540-130-0285

INCIDENT STATUS SUMMARY ICS 209 (1-81)

1. Incident Name	Jones Search
2. Incident No.	2090100
3. Incident Commander	B. Foreman
4. Jurisdiction	NPS
5. County	[illegible]
6. Type Incident	Land search
7. Location	Clear Creek Area
8. Started (Date/Time)	11/17/83 2100 hrs
9. Cause	Subject failed to return from hike
10. Area Involved	25 sq. mi.
11. Percent Contained	N/A
12. Expected Containment	Date N/A
13. Percent Controlled	N/A
14. Expected Control	Date 11/21, Time 1900
15. Current Threat	N/A
16. Control Problems	Difficult terrain, remote area, cliffs.
17. Est. Loss	N/A
18. Est. Savings	N/A
19. Injuries / Deaths	None / None
20. Line Built	N/A
21. Line to Build	N/A
22. Current Weather	WS 17 knots, WD SW, Temp 42°, RH 17%
23. Predicted Weather Next Period	WS 5-15 knots, WD SW, Temp 35°, RH 17%
24. Incident Costs - Previous Day	10,780
25. Total Cost to Date	21,400

27. Resources / 26. Agencies	NPS INC	NPS ST	WOOF INC	WOOF ST	CCSO INC	CCSO ST	MRA INC	MRA ST	TOTALS INC	TOTALS ST
Engines / Search Crew		4			3	1		1	3	6
Search Dogs			5							5
Crews										
Helicopters	3								3	
Air Tankers										
Truck Co.										
Rescue/Med.										
Water Tenders										
Overhead Personnel	28				2		1		31	
Total Personnel	77		10		28		10		118	

28. Cooperating Agencies

WOOF, CCSO, MRA

29. Remarks

- All high probability areas have been searched w/80-90% POD cum.
- Clues located include footprint @ river in segment G which matches that of the subject. Trackers are following currently. No other significant clues.

30. Prepared by	31. Approved by	32. Date / Time	33. Initial / Update / Final	34. Sent to
R. Sauers	B. Foreman	11/19, 1730		Superintendent, Date 11/19, Time 1730, by Foreman

7540-130-0289

UNIT LOG

1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
James Season	11/19/03	1900

4. UNIT NAME/DESIGNATORS	5. UNIT LEADER (NAME AND POSITION)	6. OPERATIONAL PERIOD
DIV I	J. Thomas	0800 - 1600 11/19/03

PERSONNEL ROSTER ASSIGNED

NAME	ICS POSITION	HOME BASE
R. Hanson	S/T Leader	Turlock
D. Sheehan	S/T Leader	Turlock
S. Ralston	Dozer Operator	Tahoe
D. Woods	Dozer Operator	Tahoe
P. Rich	Swamper Crew Boss	Flag
J. Sloane	Swamper Crew Boss	Flag
B. Hentz	S/T Leader	Flag

8. ACTIVITY LOG (CONTINUE ON REVERSE)

TIME	MAJOR EVENTS
0730	Swamp Crew leave B.A. (Manzana) to clear trail blocks
0730	All Teams/Crews @ location and Treatment (Crew Time)
0845	All S/T & Crews in place. Beginning swamp coverage
	Held 210 Scheduling Sec. I
0940	Held 210 Finish Sec. I - No clues, 40% 20' Tree Pass - 4 passes
1300	Current status of Teams
	Dozer working Hotel, 60% complete, no clues
	NPS S/T 401 on schedule Sec. C } no clues
	NPS S/T 201 on schedule Sec. C }
	CCSO S/T 208 working Independent above clues Sec. B, will finish on time.
	All trail blocks in place. Notified Logistics to Report
	Held 210 Scheduling Sec. B
1545	CCSO S/T 208 reports Blood Stains on Rock, Piece of Cloth, Grid J-2.
	Evans Mill Rd Held 210 to Investigate - Appears to be Animal Debris.

TIME	MAJOR EVENTS

214 ICS 5-88

8. PREPARED BY (NAME AND POSITION) J. Thomas Div I Sup.

sexipuedd

INCIDENT RADIO COMMUNICATIONS PLAN

1. INCIDENT NAME: Jones Search
2. DATE/TIME PREPARED: 11/18/83 2300 HRS
3. OPERATIONAL PERIOD DATE/TIME: 11/19/83 0600-1800

4. BASIC RADIO CHANNEL UTILIZATION

SYSTEM CACHE	CHANNEL	FUNCTION	FREQUENCY	ASSIGNMENT	REMARKS
NPS	3 4	Command	Local 166.950 Repeat 166.775	IC, Command Staff, General Staff, Division Supv.	① Repeaters located @ Twin Towers ② Command, Gen. Staff, Div. Supv, Monitor command freq.
HRA	1	Tactical	155.160	Division I	
NPS	1 2	Status & Logistics	Local 168.200 Repeat 168.700	Air Ops, Air Support, Gen. Staff, Div. Supv.	
NPS	6	Air Ops Ground/Air Tactical	170.000	Aircraft, Helicopters, Air Support, Ops. Sec. Chief, Div. Supv.	
NPS	5	Tactical	167.550	Division II	

205 ICS 8-78

5. PREPARED BY (COMMUNICATIONS UNIT): R. Murray, Unit Leader

MEDICAL PLAN

1. INCIDENT NAME: Jones Search
2. DATE PREPARED: 11/18/83
3. TIME PREPARED: 2300
4. OPERATIONAL PERIOD: 11/19/83 - 0600 - 1800

5. INCIDENT MEDICAL AID STATIONS

MEDICAL AID STATIONS	LOCATION	PARAMEDICS YES	PARAMEDICS NO
Cache Co. Camp	Cache Co. Canyon camp		✓
AA Camp	AA Canyon Camp		✓
Jones Base	SR 66 - 84 Junction	✓	

6. TRANSPORTATION

A. AMBULANCE SERVICES

NAME	ADDRESS	PHONE	PARAMEDICS YES	PARAMEDICS NO
Williams Ambulance	417 Howard, Neota	578-7141	✓	
NP Ambulance	SR 66, Turlock	634-3143	✓	

B. INCIDENT AMBULANCES

NAME	LOCATION	PARAMEDICS YES	PARAMEDICS NO
NR Ambulance	Jones Base	✓	

7. HOSPITALS

NAME	ADDRESS	TRAVEL TIME AIR	TRAVEL TIME GRND	PHONE	HELIPAD YES	HELIPAD NO	BURN CENTER YES	BURN CENTER NO
GC Clinic	SR 66 Turlock		30 min	634-3300	✓			✓
Flag Hospital	714 Avenue, Flag	15 min	1½ hr	775-7127	✓			✓

8. MEDICAL EMERGENCY PROCEDURES

Notify incident command post on freq. 166.775 (NPS chan. 4) if assistance or medical transportation is required.

206 ICS 8-78

9. PREPARED BY (MEDICAL UNIT LEADER): E. Kraus

10. REVIEWED BY (SAFETY OFFICER): [illegible]

OPERATIONAL PLANNING WORK SHEET

1. Incident Name: Jones Search
2. Date Prepared: 11/18/83 — Time Prepared: 2300
3. Operational Period (Date/Time): 11/19/83 0600-1800

Division Group or Other Location	Work Assignments		Search Crew (Engines)	Dozers	Helicopters	Other	Reporting Location	Requested Arrival Time
DIV I / DIV II	CONTAINMENT: BA TRAIL AT BLUFFS; BA TRAIL AT RIVER; SEGMENT D,E SOUTH ROAD	REQ	3				1S/T8 SE ...	0530
		HAVE	1				2S/T8 BA ...	0430
		NEED	2					
DIV I	SEARCH SEGMENT B,C (5 sq. mi) w/80% POD ... SEG. I-4 SEARCHES BY HELO	REQ	24 ✓	2	1		SR. HELIBASE	0530
		HAVE	24 ✓	1	1			
		NEED	24 ✓	1	0			
DIV II	SEARCH SEG. DEF BY HELO - 3 SEARCHES; SEARCH SEG. G,H (4 sq. mi) 95% POD	REQ	24 ✓	3	2		TV HELIBASE	0600
		HAVE	12 ✓	0	1			
		NEED	24 ✓	3	1			

Total Resources Required / Total Resources On Hand / Total Resources Needed

Prepared by (Name and Position): R. Sayers, Planning Section Chief

215 ICS 2-82

AIR OPERATIONS SUMMARY ICS 220

1. Incident Name: Jones Search
2. Operational Period (Date & Time): 11/19/83 0600-1800
3. Distribution: Helibases ✓ Fixed Wing Bases ____

Personnel and Communications	Name	Air/Air Frequency	Air/Ground Frequency
Air Operations Director	B. Huff	170.000	170.000
Air Attack Supervisor	M. Carlisle	170.000	170.000
Helicopter Coordinator			
Air Tanker Coordinator			

5. Remarks (Specs, Instructions, Safety Notes, Hazards, Priorities): - Watch out for other aircraft over search area.

6. Location/Function	7. Assignment	8. Fixed Wing No.	8. Fixed Wing Type	9. Helicopters No.	9. Helicopters Type	10. Time Available	10. Time Commence	11. Aircraft Assigned	12. Operating Base
Div I	Search segment I, remaining segments A,C one search			1	3	0530	0600 seg I	210	SR. Helibase
Div II	Search segments D,E,F 3 searches; segments G,H. 3 searches			2	3	0530	0615 seg D	210a, 210b	SR. Helibase
13. Totals									

14. Air Operations Support Equipment

15. Prepared by (Include Date & Time): B. Huff 11/18/83 2345

220 ICS 7540-130-0306 2-82

GENERAL MESSAGE

TO: B. Fordham — POSITION: I.C.

FROM: J. T. & N. Clark — POSITION: Logistics Section Chief

SUBJECT: Food Borne Illness — DATE: 11/18 — 0300

MESSAGE: The bag lunches supplied by J.C. Catering for Sunday, this afternoon, where rec'd. Specimens in Clark Co. camp discovered mold growing on the ham sandwiches, after several people has eaten theirs. Food unit stopped all deliveries from J.C. Catering to field, and we will change suppliers as of next meal. Advise Plans Safety Officer. Contact Camp Mgr. Dawson at Clark Co. camp ASAP. We may have some decisions by morning. Let me know where you want to done regarding this problem.

SIGNATURE/POSITION: N. Clark Log. Sect. Chief.

REPLY:
1. Cancel contract
2. Have medical unit flown to camp at first light
3. Anticipate evacuation of affected personnel at first light.
4. Arrange transport.
5. Keep me advised of developments.

Safety officer is investigating.

DATE: 11/18 — TIME: 2345 — SIGNATURE/POSITION: B. Fordham I.C.

ICS 1/79 — PERSON RECEIVING GENERAL MESSAGE KEEP THIS COPY

SENDER: REMOVE THIS COPY, FOR YOUR FILE