

ON-SITE INCIDENT MANAGEMENT

Capability Definition

Onsite Incident Management is the capability to effectively direct and control incident activities by using the Incident Command System (ICS) consistent with the National Incident Management System (NIMS).

Outcome

The event is managed safely, effectively and efficiently through the common framework of the Incident Command System.

Relationship to National Response Plan Emergency Support Function (ESF)/Annex

All Emergency Support Functions (ESFs) are coordination (resource providing) functions, thus ESFs are not involved in on-scene command. The ESFs work through coordination centers to provide the incident management organization with the resources it needs. Command is generally a local/county or State responsibility.

Preparedness Tasks and Measures/Metrics

Activity: <i>Develop and Maintain Plans, Procedures, Programs, and Systems</i>	
Critical Tasks	
Res.B1a 1.1.2	Develop NIMS-compliant plans and standard operating procedures (SOPs) for emergency response operations within the jurisdiction
Res.B1a 1.1.3	Develop jurisdiction emergency management plans and SOPs that are compatible and integrate support for unified command during operations
Res.B1a 1.2.1	Pre-identify resources available to supplement command and control capabilities
Res.B1a 1.1.1	Develop processes to order, track, and assign incident resources
Res.B1a 1.1.2	Develop systems for tracking on-site incident resources and personnel
Preparedness Measures	Metrics
Emergency management plans and SOPs include a formal process for activating onsite incident management for large and complex events	Yes/No
Emergency management plans and SOPs include are based on a formal assessment of risks and vulnerabilities	Yes/No
Emergency management plans and SOPs address establishing incident command (e.g., IC posts, staging areas, command and general staff)	Yes/No
Emergency management plans and SOPs address the process for developing an incident action plan (e.g. to establish priorities, procedures, actions to meet incident objectives)	Yes/No
Emergency management plans and SOPs address command management (e.g., transitioning from Incident Command to Unified Command, interface with agency administrators like municipal executives)	Yes/No

Emergency management plans and SOPs address communication requirements (e.g., maintaining communications with responding units, dispatching centers, EOC)	Yes/No
Emergency management plans and SOPs address demobilization of onsite incident management (e.g. transition from IC to recovery management, incident resources are returned to normal service)	Yes/No
Incident Command Post is equipped with processes and/or technologies to maintain accountability of deployed resources and personnel	Yes/No
Incident Command Post is equipped with ability to display real-time video feed of incident site (large cities only)	Yes/No
Standard Operating Procedure (SOP) is in place to provide Incident Commander with observation trips for aerial view or satellite imaging of incident (large cities only)	Yes/No
Plans and SOPs are NIMS-compliant and support multi-agency response operations	Yes/No
Electronic personnel tracking system is in place with ability to transmit personnel information to Department Operations Center (large cities only)	Yes/No
Command Post is equipped with ability to receive information from Command and General Staff and participating agencies and transmit IAPs and other documentation	Yes/No
A records management system is in place (or is accessible) to order, track, and assign incident resources and to identify personnel who need training	Yes/No
Emergency management plans and procedures include processes for ensuring the safety, security, structural integrity, and self-sufficiency of facilities used for onsite incident management facilities	Yes/No

Activity: <i>Develop and Maintain Training and Exercise Programs</i>	
Critical Tasks	
Res.B1a 2.1.1	Train personnel in accordance with NIMS typing
Res.B1a 2.2.1	Exercise personnel in accordance with NIMS typing
Res.B1a 2.1.3	Arrange for command and elected officials to attend NIMS and other applicable training
Res.B1a 2.1.2	Develop a records management system to identify appropriate personnel who lack Incident Command System (ICS) training, and provide automated notification of training opportunities
Preparedness Measures	Metric
Percent of capability staff and elected officials trained and exercised on their roles and responsibilities for implementing National Incident Management System (NIMS) during an incident	100%
Percent of command staff (police, fire, EMS, public health) with training on how ICS will be applied locally	90%
Percent of personnel trained and exercised on incident command and management protocols and procedures in compliance with NIMS	100%
Personnel have had experience (e.g., through exercises) in activating and implementing onsite incident command operations	Yes/No

Performance Tasks and Measures/Metrics

Activity: Direct On-Site Incident Management	
Definition: In response to indication of an incident, implement management, planning, and coordination of on-site incident	
Critical Tasks	
Res.B1a 3.3.6.1	Establish and maintain communications with EOC, dispatch center, and responding units
Res.B1a 3.3.6.2	Direct and coordinate with arriving local, tribal, regional, State, and Federal first responders
Res.B1a 3.3.4	Monitor/measure performance of assigned resources and request additional resources as needed
Performance Measures	Metric
Time in which additional resources are requested following initial scene assessment	Within 5 minutes from completion of assessment
Frequency with which resources are tracked and managed from arrival on-scene or at staging area until release	Continuous
Time in which communication is established with appropriate local, State, and Federal response entities	Within 30 minutes from arrival

Activity: Implement On-Site Incident Management	
Definition: In response to an incident, arrive on scene and provide initial scene report while beginning response operations; carry out management, planning, and coordination of on-site incident	
Critical Tasks	
Res.B1a 4.1.1	Conduct initial assessment (size-up) (first arriving units)
Res.B1a 4.1.2	Determine initial incident site perimeter (first arriving unit)
Res.B1a 4.2	Initiate and implement the Incident Command System (ICS)
Res.B1a 4.2.5	Transfer command between oncoming and outgoing Incident Commander as appropriate
Res.B1a 4.2.4	Request additional resources as necessary for operations and on-site incident management
Performance Measures	Metric
Frequency with which resources are tracked and managed from arrival on-scene or at staging area until release	Continuous
Frequency with which communication is established with appropriate local, tribal, regional, State, and Federal response entities	Continuous
Time in which initial incident conditions are reported to responding units	Within 2 minutes from arrival of first unit on scene

Activity: Establish Full On-Site Incident Command**Definition: Establish staff and facilities necessary to conduct on-site incident command****Critical Tasks**

Res.B1a 5.1	Establish Incident Command (IC)	
Res.B1a 5.1.2	Establish the command structure to manage the incident and meet objectives	
Res.B1a 5.1.3	Establish branches, groups, and divisions needed to manage the incident and meet incident objectives, strategies, and tactics	
Res.B1a 5.1.1	Establish an incident command post (ICP), incident bases, camps, staging areas, helispot or helibase, and other facilities as required	
Res.B1a 4.2.1	Establish communications with emergency operations center multi-agency coordinating center (EOC/MACC)	
Res.B1a 4.2.1.1	Maintain communications with emergency operations center multi-agency coordinating center (EOC/MACC)	
Res.B1a 4.2.2	Coordinate operations with specialized emergency response teams (e.g. SWAT/tactical, bomb squad/explosives, HAZMAT, Land-based Search and Rescue)	
Res.B1a 5.3.2	Transition from incident command to unified command for incidents involving multiple jurisdictions, a single jurisdiction with multi-agency involvement, or multiple jurisdictions with multi-agency involvement	
Res.B1a 5.2	Implement processes to order, track, and assign incident resources	
Performance Measures		Metric
Time in which on-site incident command is established		Within 5 minutes from arrival of the first unit on scene
Time in which the Incident Commander designates command and general staff, dependent upon complexity and scope of incident		Within 30 minutes from establishment of command
Command is successfully transferred to incident command organization able to manage the level of complexity and achieve the incident objectives		Yes/No

Activity: Conduct Resource Management**Definition: Implement policies and procedures to ensure the provision and tracking of all necessary resources****Critical Tasks**

Res.B1a 5.2	Implement processes to order, track, assign and release incident resources	
Res.B1a 3.3.4	Monitor/measure performance of assigned resources and request additional resources as needed	
Res.B1a 5.2.2	Request mutual aid through the EOC and Multi-Agency Coordination (MAC) Group ordering process	
Res.B1a 4.2.3	Direct and coordinate with arriving local, tribal, regional, State, and Federal first responders	
Performance Measures		Metric
Percent of resources tracked throughout incident		100%

Activity: Develop Incident Action Plan (IAP)**Definition: Develop all necessary components of the IAP and obtain approval****Critical Tasks**

Res.B1a 6.1	Establish incident objectives, priorities, and operational periods
Res.B1a 6.2	Develop the incident action plan (IAP) to establish priorities, procedures, and actions to be accomplished to meet the incident objectives
Res.B1a 6.2.1.1	Obtain IC/UC approval of IAP
Res.B1a 6.1.1	Establish operational period, not to exceed 24 hours

Performance Measures**Metric**

Initial incident priorities and objectives are effectively communicated	Yes/No
Time in which Incident Action Plan (IAP) is developed and approved	Within 12 hours from designation of command and general staff
Incident Action Plan (IAP) incorporates Incident Command System (ICS) management structures in accordance with the National Incident Management System (NIMS)	Yes/No
IAP clearly states measurable incident objectives and communicates strategies and tactics required to fulfill the incident objectives throughout the entire operational period	Yes/No

Activity: Execute Plan**Definition: For each operational period, distribute Incident Action Plan (IAP) to response organizations for their assigned operations. The IAP is implemented to achieve the desired incident objectives****Critical Tasks**

Res.B1a 7.1.1	Disseminate IAP to other response organization through operational briefing
Res.B1a 7.3	Direct efforts to meet incident objectives in accordance with current IAP
Res.B1a 7.5.1	Review progress towards meeting incident objectives
Res.B1a 7.3.2	Direct efforts to achieve personnel accountability
Res.B1a 7.3.3	Develop mechanisms for controlling incident
Res.B1a 7.3.5	Consider potentially impacted areas
Res.B1a 7.3.4	Update IAP based on review of resource requirements
Res.B1a 7.5.1	Evaluate, revise and prioritize tactics to meet incident developments

Performance Measures**Metric**

Time in which IAP is shared with other agencies and organizations at each operations briefing	Within 30 minutes from IAP approval
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Formal operational briefings are conducted at the start of each operational period	Yes/No
Incident objectives are accomplished through strategic and tactical actions	Yes/No
Potentially impacted areas are considered	Yes/No
IAP is re-assessed, revised, distributed, and briefed at least at the start of each new operational period	Yes/No
All on-site management activities are coordinated through the Incident Command System (ICS)	Yes/No

Activity: *Demobilize On-Site Incident Management*

Definition: Upon completion of the incident, implement demobilization plan and/or transition to recovery operations

Critical Tasks

Res.B1a 8.1	Implement demobilization plan
Res.B1a 8.3	Transition incident command to recovery management
Res.B1a 8.2	Monitor demobilization/transition process

Performance Measures

Metric

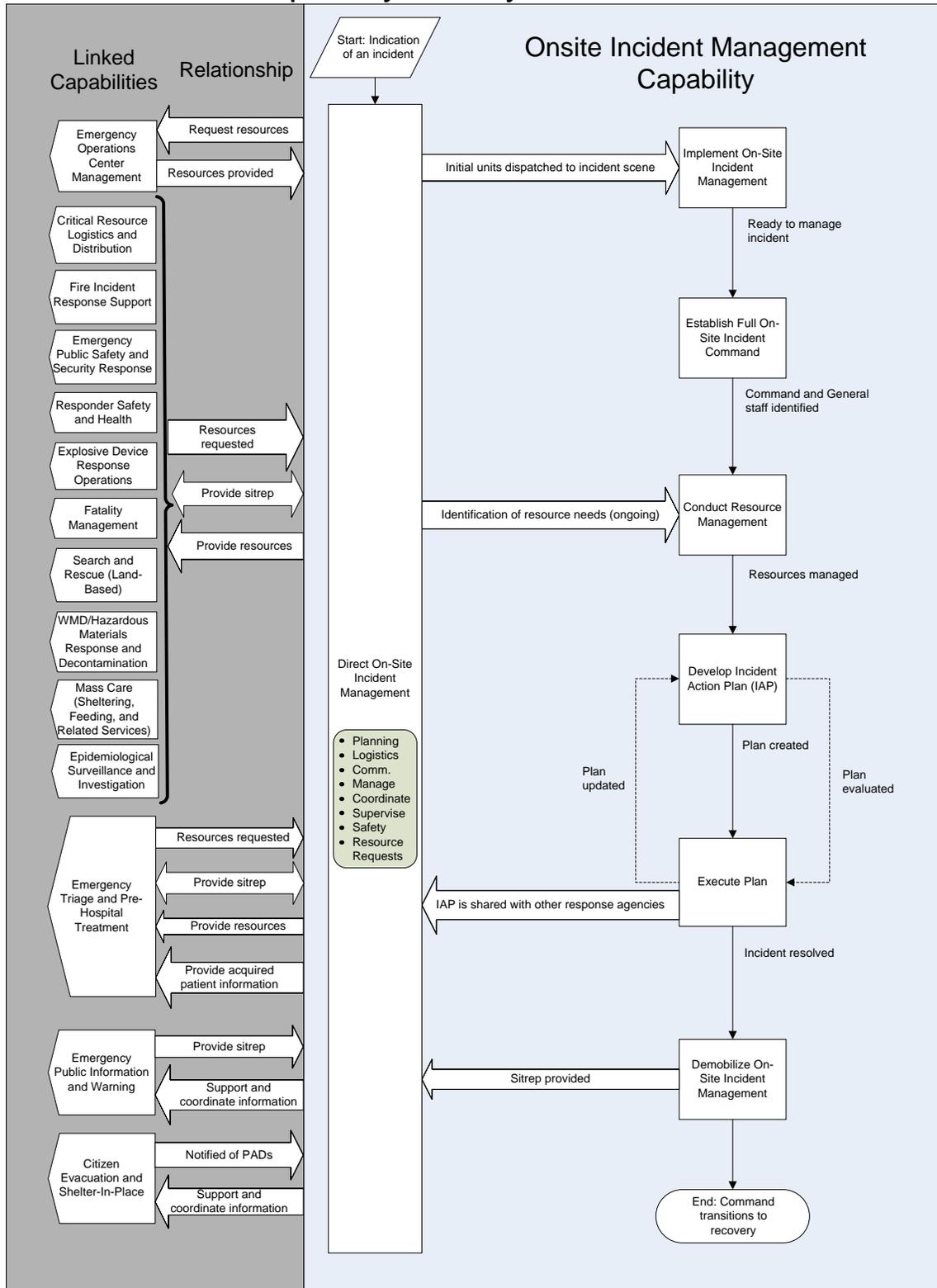
Demobilization is implemented in accordance with demobilization plan	Yes/No
Effective transition is made from the on-site Incident Commander to recovery manager	Yes/No
Incident resources are returned to normal service when no longer needed	Yes/No

Linked Capabilities

Linked Capability	Relationship
Emergency Operations Center Management	On-Site Incident Management requests resources from the EOC and provides regular situation reports on incident response operations.
Critical Resource Logistics and Distribution	On-Site Incident Management receives resource requests and coordinates resource allocation.
Fire Incident Response Support	On-Site Incident Management receives resource requests and incident updates.
Emergency Public Safety and Security Response	On-Site Incident Management requests public safety resources and coordinates resource allocation.
Responder Safety and Health	On-Site Incident Management provides resources and processes resource requests.
Explosive Device Response Operations	On-Site Incident Management provides resources and processes resource requests specific to EDRO
Fatality Management	On-Site Incident Management processes resource requests and coordinates fatality management with the appropriate agencies/organizations.

Linked Capability	Relationship
Search and Rescue (Land-Based)	On-Site Incident Management coordinates with Search and Rescue (Land-Based) to determine resource needs and identify the scope of the incident.
WMD and Hazardous Materials Response and Decontamination	On-Site Incident Management provides resources and requests technical assistance on CBRNE incidents.
Mass Care (Sheltering, Feeding, and Related Services)	On-Site Incident Management processes resource requests and provides assistance to shelter impacted individuals.
Epidemiological Surveillance and Investigation	On-Site Incident Management coordinates with public health when the incident is expected to have adverse human effects.
Emergency Triage and Pre-Hospital Treatment	On-Site Incident Management coordinates with EMS and hospitals to ensure rapid triage, treatment, and transport of impacted individuals while tracking the quantity, destination, and disposition of patients leaving the incident site.
Emergency Public Information and Warning	On-Site Incident Management provides support and coordination to ensure prompt warning and notification to the public.
Citizen Evacuation and Shelter-In- Place	On-Site Incident Management receives protective action decisions and provides support and coordination to ensure citizens receive correct information regarding the need to shelter in place or evacuate.

Capability Activity Process Flow



Resource Element Description

Resource Elements	Components and Description
Type IV Incident Management Team	NIMS Typed Resource. Type IV IMTs are designated teams of fire, EMS, and/or law enforcement officers from a region or single jurisdiction (city or county), activated to manage a major or complex incident during the first 6-12 hours and possibly transition to a Type III IMT. Capable of functioning in an incident management function that may involve resources from multiple agencies from the discovery of and arrival at an incident up to and including a full operational period as defined by the agency or jurisdiction.
Type III Incident Management Team	NIMS Typed Resource. Type III IMTs are standing teams of trained personnel from different departments, organizations, agencies, and jurisdictions within a State or metropolitan region, deployed within a State or region to manage or support incident management at incidents that extend beyond one operational period and possibly transition to a Type II or Type I IMT. Capable of functioning in an incident management function that involves resources from multiple agencies and jurisdictions from local to Federal levels for multiple operational periods.
Type II Incident Management Team	NIMS Typed Resource. Type II IMTs are Federally or State-certified standing team comprised of up to approximately 38 members qualified and certified through the National Wildfire Coordinating Group (NWCG) qualification process. A Type II IMT may be self-contained and is typically deployed to incidents of regional significance. Capable of functioning in an incident management function that involves utilization of significant numbers of State and Federal-level resources.
Type I Incident Management Team	NIMS Typed Resource. Type I Incident Management Teams (IMTs) are Federally or State-certified standing teams comprised of approximately 38 members qualified and certified through the NWCG qualification process. A Type I IMT is the most robust IMT with the most experience; is fully equipped and self-contained and is typically deployed to catastrophic events. Capable of functioning in an incident management function that involves utilization of significant numbers of Federal-level resources.
Federal Incident Response Support Team (FIRST)	Per the National Response Plan, a quick and readily deployable Emergency Response Team providing on-scene support to the local incident command. The FIRST is a forward extension of the Emergency Response Team-Advanced (ERT-A) providing the ERT-A Team Leader and, after a Stafford Act Declaration, the Federal Coordinating Officer (FCO). FIRST has an Incident Command System (ICS) structure and each team has five permanent team members including a Team Leader, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and a Communications Unit Leader. A State may choose to assign a person(s) to respond with the FIRST. Other Federal expertise may be assigned to augment the FIRST on an as-needed basis. The FIRST is considered a National Asset but is stationed in a FEMA Region and on a day-to-day basis reports to the Regional Response and Recovery (R&R) Division Director

Planning Assumptions

- Although applicable to several of the 15 National Planning Scenarios, the capability planning factors were developed from an in-depth analysis of the “Toxic Industrial Chemical” scenario. Other

scenarios were reviewed to identify required adjustments or additions to the planning factors and national targets

- Any scenario might require the combined efforts of responders from various local, State, regional, private sector, and Federal entities to carry out sustained support for emergency operations and expand the Incident Command System (ICS) to an inter-jurisdictional and national focus. The coordination of the ICS will be critical in this regard to avoid duplication of effort and to manage strained resources. While the focus would be on response, it is important to note that some scenarios can impact a large geographical area in a relatively short period of time (e.g., when hazards are fast-moving).
- Establishment of an intelligence/investigation function will be required if the event is terrorist-initiated and, as such, is a criminal act that will require coordinated intelligence gathering and analysis and extensive criminal investigation.
- Type V IMTs are a “pool” of primarily fire officers from several neighboring departments, trained to serve in Command and General Staff positions during the first 6-12 hours from a major or complex incident and possibly transition to a Type IV or Type III IMT.
- Complex incident management-unified incident command will have to be established immediately. Multi-agency coordination will be required.
- Resource management processes will have to be established immediately.
- An inadequate number of first responder resources will be available to manage the entire incident scene as it grows due to the wind transportation of toxic chemicals.
- Incident command post, incident base camps, staging areas, and decontamination sites will have to be established.
- The multi-agency coordinating group and incident communications management required to supplement dispatch centers and Emergency Operations Centers (EOCs) will be overwhelmed from the onset.
- Responder care issues will have an immediate impact on the emergency response system.
- All incidents will be managed using the National Incident Management System/Incident Command System (NIMS/ICS) at the local level. Expanding or complex incidents may require transitioning incident management to a Type III, Type II, or Type I Incident Management Team (IMT).
- “Drawdown” of Type I and Type II IMTs due to significant wildfire activity results in increased use of Type III IMTs at catastrophic events.
- Hazardous conditions, weather, size of area, scope, access, and criminal activity (hazard) affect how quickly incident scene can be sized up.
- The Toxic Industrial Chemical scenario involves a fire and toxic industrial chemical release from a petroleum refinery caused by terrorist attack using rocket-propelled grenades and explosive devices. There are 350 fatalities, 1,000 hospitalized victims, 10,000 evacuated, 1,000 seeking shelter, 25,000 shelter-in-place, and 100,000 self-evacuating. One-half of the structures at the refinery are damaged from explosions.

Planning Factors from an In-Depth Analysis of a Scenario with Significant Demand for the Capability (Toxic Industrial Chemical)

Resource Organization	Estimated Capacity	Scenario Requirement Values	Quantity of Resources Needed
Type III Incident Management Team	One Team can respond to one moderate/complex incident	All-risk incident Single or unified command Assume 100-200 responders in operations section	1 IMT; if incident is a long-duration incident, it may require a transition of a new IMT
Type II Incident Management Team	One Team can respond to one moderate/complex incident	All-risk incident Single or unified command Assume 200-500 responders in operations section	1 IMT; if incident is a long-duration incident, it may require a transition of a new IMT
Type I Incident Management Team	One Team can respond to one complex incident	All-risk incident Single or unified command Assume 500+ responders in operations section	1 IMT; if incident is a long-duration incident, it may require a transition of a new IMT

Approaches for Large-Scale Events

- National ICS positions and qualification standards need to be established by the NIMS Integration Center (NIC) using existing standards established for IMTs by the National Fire Protection Association (NFPA), National Wildfire Coordinating Group (NWCG), U.S. Department of Agriculture (USDA), U.S. Coast Guard (USCG), and U.S. Fire Administration.
- Increase the local-level Type III and IV IMT training using existing programs such as that of the U.S. Fire Administration. Use subject matter experts (SMEs) from local, State, and Federal agencies certified/qualified in ICS to accomplish national training needs.
- The NIMS Integration Center (NIMS) needs to establish training and exercise requirements; use those established by NWCG, USDA, and USCG.

Target Capability Preparedness Level

Resource Element Unit	Type of Element	Number of Units	Unit Measure (number per x)	Lead	Capability Activity supported by Element
Type IV Incident Management Team	NIMS-Typed Resource	1	Per large cities, counties, or regions	Local	All Activities
Type III Incident Management Team	NIMS-Typed Resource	1	State and UASI Regions	State/Local (City)	All Activities
Type II Incident Management Team	NIMS-Typed Resource	1	Per State with high occurrence, or per regional area available to multiple States	State	All Activities

Resource Element Unit	Type of Element	Number of Units	Unit Measure (number per x)	Lead	Capability Activity supported by Element
Type I Incident Management Team	NIMS-Typed Resource	6	Nationally, strategically placed	Federal	All Activities
Federal Incident Response Support Team	NIMS-Typed Resource	1	Nationally	Federal	All Activities

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