

**National Park Service**  
U.S. Department of the Interior



**National Park Service**  
**Reference Manual – 55**  
*Incident Management Program*

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## Chapter 1

### Introduction

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#### **1. Purpose**

This Reference Manual has been developed to provide comprehensive information, standard operating procedures and other recommendations for the implementation of the policies and requirements of Director's Order 55, the National Park Service incident management program.

#### **2. Objectives**

This Reference Manual meets the following objectives:

1. Reference and describe the authorities for the National Park Service's incident management program.
2. Describe the historical development of incident management in general and the National Park Service's "all-hazard" (i.e., non-wildland fire) incident management program in particular.
3. Provide definitions for pertinent incident management terminology.
4. Describe how the National Park Service's incident management program is managed.
5. Describe how the National Park Service will develop qualifications and certifications for incident management personnel.
6. Provide a transition plan for NPS non-fire incident management qualifications.
7. Describe the workforce development plan for NPS incident management personnel.
8. Provide guidelines for non-fire incident and event management.
9. Provide guidelines for the management of NPS all-hazard Incident Management Teams.

10. Provide incident business management procedures specific to the National Park Service for non-fire incidents and events.
11. Provide guidelines for coordinating incidents with other agencies.
12. Provide supplementary information regarding incident management, including specialized resources, related documents, contacts and other information.

### **3. Background**

**Initial Development of the Incident Command System.** During the 1970's, a series of large fires occurred in portions of Southern California. Numerous problems arose during the responses to these events, including unclear lines of authority, unspecified or unclear incident objectives, different organizational structures, inadequate and incompatible communications, multiple plans by different agencies for managing the same incident, lack of coordination by agencies, different terminology and many other issues.

A need for a standardized emergency management system was identified and an interagency task force, called FIRESCOPE (Firefighting Resources of California Organized for Potential Emergencies) began research and development. The task force identified four requirements of the new system:

- The system must be sufficiently flexible to meet the needs of any kind or size incident.
- The system must be used on a day-to-day basis as well as during major emergencies.
- There needed to be sufficient standardization so that personnel from multiple agencies in numerous locations could rapidly assemble and organize a planned, integrated response.
- The system needed to encourage a careful balance between cost and effectiveness.

After several years, the Incident Command System (ICS) was introduced for use on wildland fires. Other agencies noticed the applicability of the principles and features of ICS to other kinds of incidents, including its common terminology, modular organization, integrated communications, adaptive command structure, manageable span of control, pre-designated incident facilities and comprehensive resource management. Increasingly, other public safety and public service agencies began to use the system.

**Evolution of the Incident Command System.** In 1980, the original ICS was incorporated as the operational component of the new National Interagency Incident Management System (NIIMS). All Federal land management agencies adopted NIIMS for use in managing incidents. As the system demonstrated its strengths, other agencies started adopting it, including the Federal Emergency Management Agency (FEMA), the U. S. Coast Guard, the National Fire Academy, OSHA, NOAA, the EPA and other agencies.

Numerous State and local agencies began adopting ICS for firefighting, search and rescue, law enforcement, hazardous material releases, disaster response and other major events.

However, there was no standard national ICS training curriculum and most of the available ICS training was fire-specific. Thus, in the early 1990s, an interagency, multidisciplinary steering group undertook the development of a standardized modular course to provide detailed knowledge of ICS. The course was designed for government agencies and private organizations to be used for all kinds of incidents and events.

**National Incident Management System.** Following the terrorist attacks of September 11, 2001, the White House established the Office of Homeland Security, which later became the Department of Homeland Security. In accordance with Homeland Security Presidential Directive 5, the Department is developing the National Incident Management System (NIMS). The operational element of this system is the incident command system (ICS). All Federal agencies, as well as State and local agencies receiving Federal funds, will be required to use NIMS and ICS in the future.

**National Park Service Use of ICS.** During the early 1980's, the National Park Service began using ICS to manage fires and, subsequently, many parks began using ICS to manage other types of incidents. The results were successful and the use of ICS to manage emergencies and planned events was mandated by policy in *Management Policies* (1988).

In April 1990, the former Mid-Atlantic Region formed an ad-hoc Incident Management Team to manage the 125<sup>th</sup> anniversary of the Surrender Ceremony at Appomattox Courthouse National Historical Park. The four-day event was extremely successful and Regional Chief Ranger Chris Andress decided to form two standing type 2 "all-risk" (now known as all-hazard) Incident Management Teams to handle special events and large incidents within the region. These teams were established and trained in December, 1990. These teams went on to manage events related to the Gulf War at Independence National Historical Park and Colonial National Historical Park.

Following this example, the Ranger Activities Division of the Washington Office formed a (type 1) National Incident Management Team in July, 1991, with Rick Gale as Incident Commander. This team's first deployment was to manage the 50<sup>th</sup> Anniversary of the bombing of Pearl Harbor, at the U.S.S. Arizona Memorial, in December, 1991. This

team also responded to perhaps its best known incident, Hurricane Andrew, in August of 1992.

As a result of the needs demonstrated by Hurricane Andrew and other incidents in the fall of 1992, a second (type 1) National Incident Management Team was established in 1993, with Bill Pierce as the Incident Commander. Also in 1993, the former Rocky Mountain and Midwest regions established and trained three regional type 2 Incident Management Teams, the Southeast Region established two teams and the North Atlantic Region established one.

In March of 1994 the Western Region and Alaska Region each formed an Incident Management Team.

Following the reorganization of the National Park Service in 1994, the number and make-up of NPS “all-risk” incident management teams was evaluated. Five teams were identified:

- National Incident Management Team (type 1), sponsored by WASO Ranger Activities (later the Division of Law Enforcement and Emergency Services). Each position was filled by two qualified individuals (“two deep”).
- Eastern Incident Management Team (type 2), jointly sponsored by the Northeast Region, the National Capital Region and the Southeast Region. Each position was filled “three deep.”
- Central Incident Management Team (type 2), jointly sponsored by the Midwest and Intermountain Regions. Each position was filled “three deep.”
- Western Incident Management Team (type 2), sponsored by the Pacific West Region. Each position was filled “two deep.”
- Alaska Incident Management Team (type 2), sponsored by the Alaska Region. Each position was filled “one deep.”

An attempt was made to develop standard operating procedures for all of the teams in 1995, although the document was never finalized. Most of the teams operated under similar procedures for recruitment, training, dispatching and deployment.

During the mid and late 1990s, many parks developed in-house type 3 Incident Management Teams for extended incidents that did not reach type 2 complexity.

In early 1999, the Service created an Incident Management Program Steering Committee chartered by the Division of Ranger Activities, with Rick Gale, the Service’s Deputy Chief Ranger, as the primary contact. The purpose of the Committee was to develop consensus across the Service regarding the management of the program and to obtain dedicated funding for the program. The Committee developed a five-year Strategic Plan for the program.

The final version of the agency’s principal policy document, *Management Policies*,

published in 2001, required the use of ICS for emergency incidents and events.

The terrorist attacks on September 11, 2001 caused the National Park Service to reassess the protection of parks considered to be “icons” of America as well as other significant infrastructure. This action resulted in additional protection being given to these sites, especially when the terrorist alert status was raised or special events were planned.

The additional protection requirements created competition for the law enforcement and incident management resources of the Service. As a result, the Service created a National Emergency Response Plan. That plan provided for the establishment of a Multi-Region Coordinating Group (MRCG), as needed, to evaluate the needs for resources and set priorities for events and incidents.

With Rick Gale’s retirement in early 2002, the reorganization of the Washington Office in 2002 and 2003 and the transfer or retirement of many of its members, the Incident Management Program Steering Committee did not meet for a year.

2003 brought several significant incidents, including Operation Liberty Shield, Operation July 4<sup>th</sup> and Hurricane Isabel. As a result of the review of these incidents and a subsequent Incident Management Program review, the Incident Management Program Steering Committee was reestablished in January of 2005. The new committee has undertaken many of the tasks identified in the old five-year plan, including this Reference Manual.

**Significant Incidents Managed Using ICS.** Significant incidents and events where National Park Service Incident Management Teams were deployed include the following:

#### 1994

- Operation Opportunity. The National Incident Management Team managed the downsizing of National Park Service central offices. The team developed an Incident Action Plan centered on work flow diagrams and a work plan. After the initial set-up, personnel rotated in to operate the system on a type 3 basis for about nine months.
- World Unity Fest. A regional team managed this Rainbow Family event in Kaibab National Forest. The U. S. Forest Service became interested in developing an “all-risk” incident management team for similar events.
- Transition of the Presidio. A regional team managed the change of management of the Presidio of San Francisco from the U. S. Army to the National Park Service.

#### 1995

- Grand Canyon Flood. A regional team managed the aftermath of a massive flood, including the destruction of the main water line to the South Rim Village.
- Lund Fugitive Search. A regional team handled this search in Yosemite National

Park.

- Grand Teton Presidential Vacation. The National Team managed President Clinton's vacation in the Jackson Hole, Wyoming, area. The team operated under delegations of authority from the Superintendent of Grand Teton National Park, the Supervisor of Bridger-Teton National Forest and the Sheriff of Teton County, Wyoming.
- Hurricane Marilyn. Regional teams did two rotations in Virgin Islands National Park and Christiansted National Historic Site.
- Eppling Search and Rescue. The Alaska team managed this lost person search at Katmai National Park.

### 1996

- Kaloko-Honokohau Evictions. The Western Team planned and executed evictions at this park in Hawaii.
- Mount Hunter SAR. In May, the Alaska Team conducted this operation in Denali National Park.
- Bridle Trail Incident. The Eastern Team established a Unified Command with the FBI to investigate the murders of two women in Shenandoah National Park. The operation continued as a type 3 incident for the rest of the year.
- Dunda Bay Assault. The Alaska Team worked on this incident for 19 days. The suspect barricaded himself within Glacier Bay National Park.
- Chino Well Flood. The National Team managed the results of flash flooding on the Mescalero-Apache Reservation in New Mexico in July.
- Atlanta Summer Olympics. The Eastern Team managed the National Park Service role in the Olympics.
- Grand Teton Presidential Vacation. The National Team again managed President Clinton's vacation in the Jackson Hole, Wyoming, area.
- Totem Pole Raising. The Alaska team managed this cultural event at Sitka National Historical Park.

### 1997

- Highwater 97A. The National Team and the Eastern Team rotated through this incident managing the results of the New Years Day flooding at Yosemite National Park. The Western Team was not available because many of the members were employees of Yosemite and were already involved in the incident.
- 150<sup>th</sup> Anniversary of Women's Rights. A special all-woman team managed this event in Seneca Falls, New York.
- Molycorp HazMat Spill. Both the Pacific West and Alaska Teams rotated through this incident at Mojave National Preserve.
- Scorpion Flood. The Western Team managed the consequences of this flooding event at Channel Island National Park.
- Missing Aircraft Search. This search was managed by the Alaska team in Denali

National Park.

### 1998

- Continuity of Operations Plan. The National Team developed this plan for the Washington Office during the late winter.
- Nicodemus Dedication. The Central Team managed the dedication of the new Nicodemus National Historic Site in Kansas.
- Hurricane Georges. The Eastern Team rotated two rosters through to manage the consequences of Hurricane Georges at Gulf Islands National Seashore.
- International Park Dedication. The Alaska team managed this event at Klondike Gold Rush National Historical Park.
- Deshae Canyon. The Central team provided assistance in managing park operations and conducting a fugitive search at Glen Canyon National Recreation Area.

### 1999

- Makuakane-Jarrell Death. The Western Team managed the events resulting from the line-of-duty death (by shooting) of a Park Ranger at Kaloko-Honokohau National Historical Park in Hawaii.
- Y2K. The National Team staffed an agency “command center” in Washington to coordinate responses to problems potentially generated by the change of the century.
- Pecos Repatriation. The repatriation of 2017 Native American remains was conducted at Pecos National Historical Park by the Central team.

### 2000

- Cruise Ship Grounding. The Alaska Team established a Unified Command with the U.S. Coast Guard to manage this incident at Glacier Bay National Park.
- Operation Apollo. The Central team provided assistance to Bandelier National Monument following the outbreak of the Cerro Grande Fire.
- Cerro Grande Fire Aftermath. The Central team managed mop-up, BAER and close-out activities of the Cerro Grande Fire at Bandelier National Monument.
- Tower Demolition. The National Team managed the safety, public services and ceremony related to the demolition of the National Tower at Gettysburg National Military Park.

### 2001

- Comprehensive Condition Assessment. The National Team worked with the Service’s Facilities Management Division to develop the system by which the infrastructure of the Service would be assessed.
- Foot and Mouth Plans. The National Team worked with the Service’s Biological Resources Management Division to develop prevention and response plans for this

disease.

- New River Flood. The Eastern Team responded to New River Gorge National River to manage the consequences of heavy flooding in July.
- NPS Response to 9/11. Two rotations each of the National Team and the Eastern Team managed the details of the aftermath of the terrorist attacks.

## 2002

- Salt Lake City Winter Olympics. The Central Team managed the National Park Service activities related to these Olympics, including the special security provided by winter activity specialists.
- July 4<sup>th</sup>. The first all-hazard Area Command was established to prioritize the assignment of critical resources, coordinate and manage various July 4<sup>th</sup> events in the aftermath of 9/11. Incident management teams were assigned to Jefferson National Expansion Memorial, Mount Rushmore National Memorial and Lake Mead National Recreation Area to manage the various events.
- Eggle Death. The Central Team managed the aftermath of the Kris Eggle line-of-duty death at Organ Pipe Cactus National Monument and in Cadillac, Michigan.
- Planning for Remembering Mrs. Johnson. The National team revised the funeral plan for the future funeral of Lady Bird Johnson at LJB National Historical Park.

## 2003

- Operation Liberty Shield. Two rotations of the National Team coordinated “icon park” security activities related to the beginning of the war in Iraq, including the assignment of weapons of mass destruction personal protective equipment to all law enforcement employees in the Service.
- July 4<sup>th</sup>. The National Team served as Area Command and Incident Management Teams were assigned to Jefferson National Expansion Memorial, Mount Rushmore National Memorial and Independence National Historical Park to manage the various July 4<sup>th</sup> events, including the opening of the new Constitution Center at Independence.
- Hurricane Isabel. The National team and two rotations each of the Eastern and Central teams managed the aftermath of this hurricane at Cape Hatteras National Seashore, Cape Lookout National Seashore, Colonial National Historical Park, Fredericksburg and Spotsylvania National Military Park, Richmond National Battlefield Park and Petersburg National Battlefield.
- Centennial of Flight. The Eastern team managed this event at Dayton Aviation Heritage National Historical Park.

## 2004

- Centennial of Flight. The Eastern team managed this large event at Wright Brothers National Memorial.

- Hurricane Ivan. The Eastern team managed emergency stabilization activities in the aftermath of the hurricane at Gulf Islands National Seashore.

2005

- Jeff Christensen Search. The Eastern team managed this search for a missing Park Ranger at Rocky Mountain National Park.
- Hurricane Dennis. The Eastern team managed emergency stabilization activities in the aftermath of the hurricane at Gulf Islands National Seashore.
- Hurricane Katrina. Six rotations of the National Team, the Western team and two Eastern teams managed the aftermath at Everglades National Park, Gulf Islands National Seashore, Dry Tortugas National Park, Jean Lafitte National Historical Park, New Orleans Jazz National Historical Park and the Natchez Parkway.
- Hurricane Rita. The Central team managed the incident at Big Thicket National Preserve and the National team coordinated activities at Cane River Creole National Historical Park.
- Hurricane Wilma. The National team and the Western team managed emergency stabilization activities at Big Cypress National Preserve, Biscayne National Park, Everglades National Park and Dry Tortugas National Park.



## Chapter 2

### Authorities

1. Authorities
  2. Exhibit 1: Homeland Security Presidential Directive 5
  3. Exhibit 2: Incident Management Program Steering Committee Charter
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#### 1. Authorities

**Law.** Several Federal laws give authority for various components of the National Park Service incident management program:

- 16 USC 1-4. Generally known as the National Park Service “Organic Act,” these sections authorize the creation of the National Park Service and provide broad discretion in taking management actions to achieve the mission of the Service and the protection of parks and resources. These authorities include developing and maintaining facilities; managing resources; providing public services; enforcing laws; managing emergencies; entering into agreements; assisting other agencies in emergencies; purchasing supplies, equipment and services as well as other actions.
- 16 USC 12. The Service may provide aid to visitors in emergencies.
- 16 USC 13. The Service may provide aid for employees in remote locations, including moving those employees to medical attention.
- 16 USC 14d. The Service may reprogram funds to resolve law enforcement and search and rescue emergencies.
- 16 USC 17c. The Service may provide supplies and equipment for employees and cooperators during an emergency.
- 16 USC 19jj. The National Park System Resource Protection Act requires the Secretary of the Interior to assess and monitor injuries to NPS resources. The Act specifically allows the Secretary to recover response costs and damages from the Responsible Party causing the destruction, loss of, or injury to park system resources. This Act provides that any monies recovered by the NPS may be used to reimburse the costs of response and damage assessment and to restore, replace or acquire the equivalent of the injured resources.
- 16 USC 594. The Department and its agencies are authorized to enter into agreements.
- 33 USC 1251. The objective of Clean Water Act (Federal Water Pollution Control Act) is to restore and maintain the chemical, physical and biological integrity of the nation’s water. The CWA is the principal statute governing pollution control and water quality of the nation’s waterways.
- 33 USC 2701. The Oil Pollution Act of 1990 establishes a liability regime for oil spills that injure or are likely to injure natural resources and/or the services that those resources provide to the ecosystem or humans. Federal and State agencies and Indian tribes act as Trustees on behalf of the public to assess the injuries, scale restoration to compensate for those injuries and implement restoration.
- 42 USC 5192. This portion of the Robert T. Stafford Disaster Relief and Emergency Assistance Act allows (through Presidential direction) any agency to assist States and local

jurisdictions, provide emergency assistance through Federal agencies, remove debris and provide temporary housing.

- 42 USC 5195-5197g. The Stafford Act also provides a system of emergency preparedness for the protection of life and property in the United States and vests responsibility for emergency preparedness jointly in the Federal Government and the States and their political subdivisions. This preparedness includes measures taken to prepare for or minimize the effects of an incident, to deal with the immediate emergency conditions caused by the incident and to restore normal conditions. FEMA may reimburse Federal agencies for such activities.

**Regulation.** The following regulations influence the National Park Service's incident management program:

- 36 CFR 1.2. Federal regulations do not prohibit administrative activities conducted by the National Park Service, or its agents, in emergency operations involving threats to life, property, or park resources.
- 36 CFR 1.5. The Superintendent can close all or any portion of a park when emergency conditions dictate.

**Executive Direction.** The White House has issued the following directive:

- HSPD 5. Homeland Security Presidential Directive 5 mandates the development of the National Incident Management System (NIMS). One of the key elements of the system is the incident command system (ICS). All Federal agencies, as well as State and local agencies receiving Federal funds, are required to use NIMS and ICS. See exhibit 1.

**Department Policy.** Department policy includes the following:

- 145 DM 7. The scope of operations managed by the Associate Director, Visitor and Resource Protection, is outlined. This scope includes law enforcement, emergency services, risk management and public health.
- 245 DM 1. The Director is authorized to exercise the program authority of the Secretary of the Interior with respect to the supervision, management, and operation of the National Park System.
- 350 DM 1. Bureaus are responsible for the effective implementation and execution of Departmental policies related to all aspects of aviation operations.
- 900 DM 1. The Department's Emergency Management Program spans the continuum of prevention, planning, preparedness, response, and recovery. The program encompasses all types of hazards and emergencies that impact the Department's lands, facilities, infrastructure, and resources; Tribal Lands and Insular Areas; the ability of the Department to execute essential functions; and for which assistance is provided to other units of government under Federal laws, Executive Orders, interagency emergency response plans such as the National Response Plan (NRP), and other agreements.
- 905 DM 1. In a major disaster or emergency declared by the President, all elements of the Department will provide equipment, supplies, facilities, personnel and other resources as possible.

- 910 DM 4. This chapter prescribes Departmental policy, functions and responsibilities for responding to discharges of oil and releases of hazardous substances (incidents) pursuant to the National Oil and Hazardous Substances Contingency. Bureaus of the Department shall make proper notifications regarding and shall properly respond to these incidents and may be required to assist states with major release incidents.

**National Park Service Policy.** *Management Policies* (2006) mandates the protection of resources, the protection of employees and the public and the provision of visitor services. Specific policies related to incident management and emergency response include these quotations:

**“5.3.1.1 Emergency Management**

Measures to protect or rescue cultural resources in the event of an emergency, disaster, or fire will be developed as part of a park’s emergency operations and fire management planning processes. Designated personnel will be trained to respond to all emergencies in a manner that maximizes visitor and employee safety and the protection of resources and property.”

And

**“8.2.5.2 Emergency Preparedness and Emergency Operations**

The National Park Service will develop a program of emergency preparedness in accordance with title VI of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 USC 5195-5197g); National Security Decision Directive 259 (February 4, 1987); Department of the Interior policy; and other considerations at the Washington headquarters, regional, and park levels. The program will (1) provide guidance for incident management at the park level and management and relief for emergency incidents and events beyond park capabilities; (2) ensure the agency complies with the Presidential Homeland Security Directives, the National Emergency Response Plan, and the National Incident Management System standards; and (3) support interagency and national response to major incidents. The purpose of the program will be to provide for visitor and employee safety and the protection of resources and property to the extent possible. This program will include a systematic method for alerting visitors about potential disasters and evacuation procedures.

“Superintendents may assist other agencies with emergencies outside of parks, as authorized by 16 USC 1b(1). To the extent practicable and in accordance with Director’s Order #20, written agreements with other agencies must first be in effect. NPS employees who are outside the area of their jurisdiction and who are directed by their supervisors to provide emergency assistance to other agencies will be considered to be acting within the scope of their employment.

“NPS emergency operations will be conducted using the Incident Command System of the National Interagency Incident Management System (NIIMS). The Unified Command System (within the Incident Command System) will be used when other agencies are involved. Each park superintendent will develop and maintain an emergency operations plan to ensure an effective response to all types of emergencies that can be reasonably anticipated.

“As one element of the emergency operations plan, or as a separate document, each park must have an oil and chemical spill response management plan for spills that result from NPS activities or from activities that are beyond NPS control (such as commercial through-traffic on roads that pass through a park). The plans will place first priority on responder and public safety.

“Employees will not be permitted to respond to hazardous material spills unless they are properly qualified and certified in accordance with Director’s Order #30B: Hazardous Spill Response. The Service will seek to recover all allowable direct and indirect costs for responding to oil or hazardous materials spills.

“Parks that have their own aircraft or contract for the use of aircraft must have an aircraft crash rescue response plan or other planning document in place.”

And

**8.6.2 Special Events**

**8.6.2.1 General**

"... Large-scale events will be managed using the Incident Command System."

**Management Direction.** To provide professional guidance and development of the incident management program, the Associate Director, Visitor and Resource Protection, has chartered a steering committee made up of incident management providers, users and experts. A copy of the charter is shown in exhibit 2.

## **2. Exhibit 1: Homeland Security Presidential Directive 5**



For Immediate Release  
Office of the Press Secretary  
February 28, 2003

### **Homeland Security Presidential Directive/HSPD-5**

Subject: Management of Domestic Incidents

#### Purpose

(1) To enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system.

#### Definitions

(2) In this directive:

(a) the term "Secretary" means the Secretary of Homeland Security.

(b) the term "Federal departments and agencies" means those executive departments enumerated in 5 U.S.C. 101, together with the Department of Homeland Security; independent establishments as defined by 5 U.S.C. 104(1); government corporations as defined by 5 U.S.C. 103(1); and the United States Postal Service.

(c) the terms "State," "local," and the "United States" when it is used in a geographical sense, have the same meanings as used in the Homeland Security Act of 2002, Public Law 107-296.

#### Policy

(3) To prevent, prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies, the United States Government shall establish a single, comprehensive approach to domestic incident management. The objective of the United States Government is to ensure that all levels of government across the Nation have the capability to work efficiently and effectively together, using a national approach to domestic incident management. In these efforts, with regard to domestic incidents, the United States Government treats crisis management and consequence management as a single, integrated function, rather than as two separate functions.

(4) The Secretary of Homeland Security is the principal Federal official for domestic incident management. Pursuant to the Homeland Security Act of 2002, the Secretary is responsible for coordinating Federal operations within the United States to prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies. The Secretary shall coordinate the Federal Government's resources utilized in response to or recovery from terrorist attacks, major disasters, or other emergencies if and when any one of the following four conditions applies: (1) a Federal department or agency acting under its own authority has requested the assistance of the Secretary; (2) the resources of State and local authorities are overwhelmed and Federal assistance has been requested by the appropriate State and local authorities; (3) more than one Federal department or agency has become substantially involved in responding to the incident; or (4) the Secretary has been directed to assume responsibility for managing the domestic incident by the President.

(5) Nothing in this directive alters, or impedes the ability to carry out, the authorities of Federal departments and agencies to perform their responsibilities under law. All Federal departments and agencies shall cooperate with the Secretary in the Secretary's domestic incident management role.

(6) The Federal Government recognizes the roles and responsibilities of State and local authorities in domestic incident management. Initial responsibility for managing domestic incidents generally falls on State and local authorities. The Federal Government will assist State and local authorities when their resources are overwhelmed, or when Federal interests are involved. The Secretary will coordinate with State and local governments to ensure adequate planning, equipment, training, and exercise activities. The Secretary will also provide assistance to State and local governments to develop all-hazards plans and capabilities, including those of greatest importance to the security of the United States, and will ensure that State, local, and Federal plans are compatible.

(7) The Federal Government recognizes the role that the private and nongovernmental sectors play in preventing, preparing for, responding to, and recovering from terrorist attacks, major disasters, and other emergencies. The Secretary will coordinate with the private and nongovernmental sectors to ensure adequate planning, equipment, training, and exercise activities and to promote partnerships to address incident management capabilities.

(8) The Attorney General has lead responsibility for criminal investigations of terrorist acts or terrorist threats by individuals or groups inside the United States, or directed at United States citizens or institutions abroad, where such acts are within the Federal criminal jurisdiction of the United States, as well as for related intelligence collection activities within the United States, subject to the National Security Act of 1947 and other applicable law, Executive Order 12333, and Attorney General-approved procedures pursuant to that Executive Order. Generally acting through the Federal Bureau of Investigation, the Attorney General, in cooperation with other Federal departments and agencies engaged in activities to protect our national security, shall also coordinate the activities of the other members of the law enforcement community to detect, prevent, preempt, and disrupt terrorist attacks against the United States. Following a terrorist threat or an actual incident that falls within the criminal jurisdiction of the United States, the full capabilities of the United States shall be dedicated, consistent with United States law and with activities of other Federal departments and agencies to protect our national security, to assisting the Attorney General to identify the perpetrators and bring them to justice. The Attorney General and the Secretary shall establish appropriate relationships and mechanisms for cooperation and coordination between their two departments.

(9) Nothing in this directive impairs or otherwise affects the authority of the Secretary of Defense over the Department of Defense, including the chain of command for military forces from the President as Commander in Chief, to the Secretary of Defense, to the commander of military forces, or military command and control procedures. The Secretary of Defense shall provide military support to civil authorities for domestic incidents as directed by the President or when consistent with military readiness and appropriate under the circumstances and the law. The Secretary of Defense shall retain command of military forces providing civil support. The Secretary of Defense and the Secretary shall establish appropriate relationships and mechanisms for cooperation and coordination between their two departments.

(10) The Secretary of State has the responsibility, consistent with other United States Government activities to protect our national security, to coordinate international activities related to the prevention, preparation, response, and recovery from a domestic incident, and for the protection of United States citizens and United States interests overseas. The Secretary of State and the Secretary shall establish appropriate relationships and mechanisms for cooperation and coordination between their two departments.

(11) The Assistant to the President for Homeland Security and the Assistant to the President for National Security Affairs shall be responsible for interagency policy coordination on domestic and international incident management, respectively, as directed by the President. The Assistant to the President for Homeland Security and the Assistant to the President for National Security Affairs shall work together to ensure that the United States domestic and international incident management efforts are seamlessly united.

(12) The Secretary shall ensure that, as appropriate, information related to domestic incidents is gathered and provided to the public, the private sector, State and local authorities, Federal departments and

agencies, and, generally through the Assistant to the President for Homeland Security, to the President. The Secretary shall provide standardized, quantitative reports to the Assistant to the President for Homeland Security on the readiness and preparedness of the Nation -- at all levels of government -- to prevent, prepare for, respond to, and recover from domestic incidents.

(13) Nothing in this directive shall be construed to grant to any Assistant to the President any authority to issue orders to Federal departments and agencies, their officers, or their employees.

#### Tasking

(14) The heads of all Federal departments and agencies are directed to provide their full and prompt cooperation, resources, and support, as appropriate and consistent with their own responsibilities for protecting our national security, to the Secretary, the Attorney General, the Secretary of Defense, and the Secretary of State in the exercise of the individual leadership responsibilities and missions assigned in paragraphs (4), (8), (9), and (10), respectively, above.

(15) The Secretary shall develop, submit for review to the Homeland Security Council, and administer a National Incident Management System (NIMS). This system will provide a consistent nationwide approach for Federal, State, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, and local capabilities, the NIMS will include a core set of concepts, principles, terminology, and technologies covering the incident command system; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.

(16) The Secretary shall develop, submit for review to the Homeland Security Council, and administer a National Response Plan (NRP). The Secretary shall consult with appropriate Assistants to the President (including the Assistant to the President for Economic Policy) and the Director of the Office of Science and Technology Policy, and other such Federal officials as may be appropriate, in developing and implementing the NRP. This plan shall integrate Federal Government domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan. The NRP shall be unclassified. If certain operational aspects require classification, they shall be included in classified annexes to the NRP.

(a) The NRP, using the NIMS, shall, with regard to response to domestic incidents, provide the structure and mechanisms for national level policy and operational direction for Federal support to State and local incident managers and for exercising direct Federal authorities and responsibilities, as appropriate.

(b) The NRP will include protocols for operating under different threats or threat levels; incorporation of existing Federal emergency and incident management plans (with appropriate modifications and revisions) as either integrated components of the NRP or as supporting operational plans; and additional operational plans or annexes, as appropriate, including public affairs and intergovernmental communications.

(c) The NRP will include a consistent approach to reporting incidents, providing assessments, and making recommendations to the President, the Secretary, and the Homeland Security Council.

(d) The NRP will include rigorous requirements for continuous improvements from testing, exercising, experience with incidents, and new information and technologies.

(17) The Secretary shall:

(a) By April 1, 2003, (1) develop and publish an initial version of the NRP, in consultation with other Federal departments and agencies; and (2) provide the Assistant to the President for Homeland Security with a plan for full development and implementation of the NRP.

(b) By June 1, 2003, (1) in consultation with Federal departments and agencies and with State and local governments, develop a national system of standards, guidelines, and protocols to implement the NIMS; and (2) establish a mechanism for ensuring ongoing management and maintenance of the NIMS, including regular consultation with other Federal departments and agencies and with State and local governments.

(c) By September 1, 2003, in consultation with Federal departments and agencies and the Assistant to the President for Homeland Security, review existing authorities and regulations and prepare recommendations for the President on revisions necessary to implement fully the NRP.

(18) The heads of Federal departments and agencies shall adopt the NIMS within their departments and agencies and shall provide support and assistance to the Secretary in the development and maintenance of the NIMS. All Federal departments and agencies will use the NIMS in their domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation activities, as well as those actions taken in support of State or local entities. The heads of Federal departments and agencies shall participate in the NRP, shall assist and support the Secretary in the development and maintenance of the NRP, and shall participate in and use domestic incident reporting systems and protocols established by the Secretary.

(19) The head of each Federal department and agency shall:

(a) By June 1, 2003, make initial revisions to existing plans in accordance with the initial version of the NRP.

(b) By August 1, 2003, submit a plan to adopt and implement the NIMS to the Secretary and the Assistant to the President for Homeland Security. The Assistant to the President for Homeland Security shall advise the President on whether such plans effectively implement the NIMS.

(20) Beginning in Fiscal Year 2005, Federal departments and agencies shall make adoption of the NIMS a requirement, to the extent permitted by law, for providing Federal preparedness assistance through grants, contracts, or other activities. The Secretary shall develop standards and guidelines for determining whether a State or local entity has adopted the NIMS.

#### Technical and Conforming Amendments to National Security Presidential Directive-1 (NSPD-1)

(21) NSPD-1 ("Organization of the National Security Council System") is amended by replacing the fifth sentence of the third paragraph on the first page with the following: "The Attorney General, the Secretary of Homeland Security, and the Director of the Office of Management and Budget shall be invited to attend meetings pertaining to their responsibilities."

#### Technical and Conforming Amendments to National Security Presidential Directive-8 (NSPD-8)

(22) NSPD-8 ("National Director and Deputy National Security Advisor for Combating Terrorism") is amended by striking "and the Office of Homeland Security," on page 4, and inserting "the Department of Homeland Security, and the Homeland Security Council" in lieu thereof.

#### Technical and Conforming Amendments to Homeland Security Presidential Directive-2 (HSPD-2)

(23) HSPD-2 ("Combating Terrorism Through Immigration Policies") is amended as follows:

(a) striking "the Commissioner of the Immigration and Naturalization Service (INS)" in the second sentence of the second paragraph in section 1, and inserting "the Secretary of Homeland Security" in lieu thereof ;

(b) striking "the INS," in the third paragraph in section 1, and inserting "the Department of Homeland Security" in lieu thereof;

- (c) inserting ", the Secretary of Homeland Security," after "The Attorney General" in the fourth paragraph in section 1;
- (d) inserting ", the Secretary of Homeland Security," after "the Attorney General" in the fifth paragraph in section 1;
- (e) striking "the INS and the Customs Service" in the first sentence of the first paragraph of section 2, and inserting "the Department of Homeland Security" in lieu thereof;
- (f) striking "Customs and INS" in the first sentence of the second paragraph of section 2, and inserting "the Department of Homeland Security" in lieu thereof;
- (g) striking "the two agencies" in the second sentence of the second paragraph of section 2, and inserting "the Department of Homeland Security" in lieu thereof;
- (h) striking "the Secretary of the Treasury" wherever it appears in section 2, and inserting "the Secretary of Homeland Security" in lieu thereof;
- (i) inserting ", the Secretary of Homeland Security," after "The Secretary of State" wherever the latter appears in section 3;
- (j) inserting ", the Department of Homeland Security," after "the Department of State," in the second sentence in the third paragraph in section 3;
- (k) inserting "the Secretary of Homeland Security," after "the Secretary of State," in the first sentence of the fifth paragraph of section 3;
- (l) striking "INS" in the first sentence of the sixth paragraph of section 3, and inserting "Department of Homeland Security" in lieu thereof;
- (m) striking "the Treasury" wherever it appears in section 4 and inserting "Homeland Security" in lieu thereof;
- (n) inserting ", the Secretary of Homeland Security," after "the Attorney General" in the first sentence in section 5; and
- (o) inserting ", Homeland Security" after "State" in the first sentence of section 6.

Technical and Conforming Amendments to Homeland Security Presidential Directive-3 (HSPD-3)

(24) The Homeland Security Act of 2002 assigned the responsibility for administering the Homeland Security Advisory System to the Secretary of Homeland Security. Accordingly, HSPD-3 of March 11, 2002 ("Homeland Security Advisory System") is amended as follows:

- (a) replacing the third sentence of the second paragraph entitled "Homeland Security Advisory System" with "Except in exigent circumstances, the Secretary of Homeland Security shall seek the views of the Attorney General, and any other federal agency heads the Secretary deems appropriate, including other members of the Homeland Security Council, on the Threat Condition to be assigned."
- (b) inserting "At the request of the Secretary of Homeland Security, the Department of Justice shall permit and facilitate the use of delivery systems administered or managed by the Department of Justice for the purposes of delivering threat information pursuant to the Homeland Security Advisory System." as a new paragraph after the fifth paragraph of the section entitled "Homeland Security Advisory System."
- (c) inserting ", the Secretary of Homeland Security" after "The Director of Central Intelligence" in the first sentence of the seventh paragraph of the section entitled "Homeland Security Advisory System".

(d) striking "Attorney General" wherever it appears (except in the sentences referred to in subsections (a) and (c) above), and inserting "the Secretary of Homeland Security" in lieu thereof; and

(e) striking the section entitled "Comment and Review Periods."

GEORGE W. BUSH

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**3. Exhibit 2: Incident Management Program Steering Committee Charter**

**National Park Service  
INCIDENT MANAGEMENT PROGRAM STEERING COMMITTEE  
Charter**

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**I. MISSION**

To provide leadership, support and strategic direction for the development and implementation of the all-hazard incident management program within the National Park Service (NPS) and assure its continuing compatibility and integration with national incident management standards and programs.

**II. AUTHORITY**

The Incident Management Program Steering Committee (IMPSC) is established under the authority of the Associate Director for Visitor and Resource Protection through the Chief Division of Law Enforcement, Security and Emergency Services.

**III. MEMBERSHIP**

A. The Chief, Division of Law Enforcement, Security and Emergency Services will appoint an IMPSC consisting of, but not limited to, the following representatives:

- National Emergency Services Program Manager (1)
- Regional Incident Commander (1)
- National Incident Commander (1)
- Field Representative (involved in day to day park operations) (2)
- Superintendent or Deputy Superintendent (1)
- Regional Chief Ranger/Visitor Services (1)
- WASO Comptroller Office Representative (1)
- Regional Emergency Services Coordinator (1)
- NIFC Fire and Aviation Representative (1)
- Information/Documentation (1)
- Resources/Logistics (1)

See appendix for current list of committee members

B. IMPSC members will determine if additional members(s) or replacement members are needed and will present a recommendation to the Branch Chief of Emergency Services.

C. In addition to the task Groups identified in Section VII, the IMPSC may

request the assistance of subject matter experts on an *ad hoc* basis.

D. The tenure of the committee members is three years, or till they vacate the position they hold.

#### **IV. FUNCTIONS**

The IMPSC will:

- A. Provide strategic direction and recommendation for long-term NPS Incident Management solutions, programs, policies, funding and interagency involvement.
- B. Serve as the focal point for integrating park, regional and national perspectives into the development of Incident management program.
- C. Create an arena for integration of the NPS Incident Management Program with the existing national fire management, Homeland Security and all hazards programs.
- D. Incorporate a qualification system, training curriculum and competency based certification system for Incident operations.
- E. Craft strategies for implementation of IMPSC recommendations.

#### **V. ORGANIZATION AND STRUCTURE**

- A. The IMPSC Chair and Vice Chair will be selected by the steering committee. The Chair term of office is set at two years. The Vice Chair term of office is three years.
- B. If the Chair or Vice Chair position is vacated the replacement will be elected by popular vote by the steering committee. A new tenure begins when the individual assumes the vacated position.
- C. If the Chair is temporarily not available the Vice Chair will assume responsibilities and duties.
- D. Logistics/Resources will be responsible for planning, logistics, and documents and records
- E. Information/Editorial will be responsible for preparing reports on meetings and activities, drafting other documents at the request of the Chair, and editing guidelines and publications.

#### **VI. OPERATING PRINCIPLES and DECISION MAKING PROCESS**

- A. A quorum consisting of a simple majority of steering committee members of the IMPSC is required to conduct official business.
- B. Decisions will be made by consensus. For the purpose of this document, consensus is defined to be: "All Committee members can fully support the decision although it may not be their personal choice or preference. If consensus cannot be reached the alternative positions will be presented to the Chief Division of Law Enforcement, Security and Emergency Services through the Branch Chief of Emergency Services or designee to make the decision.
- C. Recommendations directly affecting specific programs will not be made without opportunities for consultation and input from the affected programs.
- D. The committee will employ the operating principles of Incident Command System (ICS) in the conduct of its business.

## **VII. TASK GROUPS**

- A. The IMPSC will establish task groups to produce recommendations and/or alternatives to address specific issues that can be resolved by an assigned time period.
- B. Incident Management teams can be assigned as Task Groups as appropriate.
- C. A delegation of authority or objectives for the task group will be prepared by IMPSC members and approved by the IMPSC Chair.
- D. The IMPSC member will serve as liaison to each Task Group. That liaison will approve task group memberships.

## **VIII. MEETINGS**

- A. Regular committee meetings will be held at least semi-annually or more frequently if deemed necessary by the steering committee.
- B. Teleconferences may be scheduled to address time-sensitive issues or specific issues if needed.
- C. The Chair is responsible for scheduling meetings and teleconferences.

## **IX. INFORMATION DISSEMINATION**

- A. Logistics/Resources is responsible for updating and distributing working documents, Task Group reports, and appropriate correspondence to IMPSC

members and Chief Division of Law Enforcement, Security and Emergency Services through Branch Chief of Emergency Services.

B. The Chair is responsible for presenting recommendations and/or requests for approval or resolution to the Associate Director, Park Operations and Education through the Chief Division of Law Enforcement, Security and Emergency Services, through the Branch Chief of Emergency Services.

C. Information/editorial is responsible for recording IMPSC meeting minutes, preparing and disseminating reports on IMPSC activities for management, agency staff and other interest parties.

**X. FINANCIAL SUPPORT**

Routine travel and administrative costs of members will be borne by accounts designated by Branch Chief of Emergency Services.

**XI. APPROVAL**

This charter is effective as of the date signed and approved by the Associate Director for Visitor and Resource Protection.

**Recommended:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
Branch Chief of Emergency Services

**Recommended:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
Chief Division of Law Enforcement,  
Security and Emergency Services.

**Approval:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
Associate Director for Visitor and Resource  
Protection



**INCIDENT MANAGEMENT PROGRAM STEERING COMMITTEE  
Committee Members**

Dan Pontbriand, WASO	National Emergency Services Program Manager
Don Boucher, NCRO	Regional Emergency Services Coordinator (Chair)
Holly Rife, BISC	Field Representative – east (Vice Chair)
David Lattimore, YOSE	Field Representative - west
Mark Lewis, BISC	Superintendent/Dept Superintendent
Scot Wanek, PWR	Regional Chief Ranger
JD Swed, SEKI	National Incident Commander
Skip Brooks, COLO	Ad hoc Member appointed by Program Manager
Denny Ziemann, CANY	Regional Incident Commander
Marcus Hathaway	WASO Comptroller Representative
Mark Koontz, FMPC	NIFC Fire and Aviation Representative
Ruth Kohler, SOAR	Logistics/Resources
Bill Halainen, DEWA	Information/Documentation

## Chapter 3

### Definitions

#### 1. Definitions

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#### 1. Definitions

---A---

**ACTION PLAN:** (See Incident Action Plan.)

**AGENCY:** An agency is a division of government with a specific function, or a non-governmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance). (See Assisting Agency, Cooperating Agency, and Multi-agency.)

**AGENCY ADVISOR:** Person designated by the Agency Executive or Administrator to provide advice to an Incident Commander or Incident Management Team or to make decisions on behalf of the agency responsible for the incident.

**AGENCY EXECUTIVE OR ADMINISTRATOR:** Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident. Previously called "Line Officer."

**AGENCY DISPATCH:** The agency or jurisdictional facility from which resources are allocated to incidents.

**AGENCY REPRESENTATIVE:** An individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Incident Liaison Officer.

**ALL-HAZARD.** Incidents and events that are not defined as or related to wildland fire, including wildfire, fire use and prescribed fire.

**AIR OPERATIONS BRANCH DIRECTOR:** The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident.

**ALLOCATED RESOURCES:** Resources dispatched to an incident.

**AREA COMMAND:** An organization established to: 1) oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or 2) to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set

overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.

**ASSIGNED RESOURCES:** Resources checked in and assigned work tasks on an incident.

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

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

**ASSISTING AGENCY:** An agency directly contributing tactical or service resources to another agency.

**AVAILABLE RESOURCES:** Incident-based resources which are ready for deployment.

---B---

**BASE:** The location at which primary logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base.

**BRANCH:** The organizational level having functional or geographic responsibility for major parts of incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals or by functional name (e.g., medical, security, etc.).

---C---

**CACHE:** A pre-determined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

**CAMP:** A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

**CHECK-IN:** The process whereby resources first report to an incident. Check-in locations include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, Helispots, and Division Supervisors (for direct line assignments).

**CHAIN OF COMMAND:** A series of management positions in order of authority.

**CHIEF:** The ICS title for individuals responsible for command of functional sections: Operations, Planning, Logistics, and Finance/Administration.

**CLEAR TEXT:** The use of plain English in radio communications transmissions. No Ten Codes or agency-specific codes are used when utilizing Clear Text.

**COMMAND:** The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

**COMMAND POST:** (See Incident Command Post.)

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

**COMMUNICATIONS UNIT:** An organizational unit in the Logistics Section responsible for providing communication services at an incident. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.

**COMPACTS OR AGREEMENTS:** Formal working agreements among agencies to obtain mutual aid.

**COMPENSATION UNIT/CLAIMS UNIT:** Functional unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.

**COMPLEX:** Two or more individual incidents located in the same general area that are assigned to a single Incident Commander or to Unified Command.

**COOPERATING AGENCY:** An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., Red Cross, telephone company, etc.).

**COORDINATION:** The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or inter-agency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc.

**COORDINATION CENTER:** Term used to describe any facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

**COST SHARING AGREEMENTS:** Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be oral between authorized agency or jurisdictional representatives at the incident.

**COST UNIT:** Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

**CREW:** (See Single Resource.)

**CRITICAL RESOURCES.** Personnel with skills or abilities specific to the needs of large numbers of incidents or events; or, equipment or materials in high demand.

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**DELEGATION OF AUTHORITY:** A statement provided to the Incident Commander by the Agency Administrator delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

**DEPUTY:** A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**DEMOBILIZATION UNIT:** Functional unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources.

**DIRECTOR:** The ICS title for individuals responsible for supervision of a Branch.

**DISPATCH:** The implementation of a command decision to move a resource or resources from one place to another.

**DISPATCH CENTER:** A facility from which resources are assigned to an incident.

**DIVISION:** Divisions are used to divide an incident into geographical areas of operation. A Division is located within the ICS organization between the Branch and the Task Force/Strike Team. (See Group.) Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.

**DOCUMENTATION UNIT:** Functional unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

---E---

**EERA.** Emergency Equipment Rental Agreements (EERA) are procurement documents that allow the Government to rent equipment for emergencies without further competition.

**EMERGENCY COORDINATOR:** The individual within the Washington Office Division of Law Enforcement and Emergency Services (specifically the Branch Chief, Emergency Services) and in each region who has coordination responsibility for

emergency management.

**EMERGENCY MEDICAL TECHNICIAN (EMT):** A health-care specialist with particular skills and knowledge in pre-hospital emergency medicine.

**EMERGENCY OPERATIONS PLAN:** The plan that each park has and maintains for responding to appropriate hazards.

**ESF:** As a part of the National Response Plan (NRP), The Emergency Support Functions (ESF) provide the structure for coordinating Federal interagency support for Incidents of National Significance. The ESF structure includes mechanisms used to provide Federal support to States and Federal-to-Federal support, both for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents.

**EVENT:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

---F---

**FACILITIES UNIT:** Functional unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

**FIELD OPERATIONS GUIDE:** A pocket-size manual of instructions on the application of the Incident Command System.

**FINANCE/ADMINISTRATION SECTION:** The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

**FOOD UNIT:** Functional unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

**FUNCTION:** In ICS, function refers to the five major activities in the ICS, i.e., Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function.

---G---

**GENERAL STAFF:** The group of incident management personnel reporting to the Incident Commander. They may each have a deputy, as needed. The General Staff consists of the Operations Section Chief, the Planning Section Chief, the Logistics Section Chief and the Finance/Administration Section Chief.

**GENERIC ICS:** Refers to the description of ICS that is generally applicable to any kind of incident or event.

**GROUND SUPPORT UNIT:** Functional unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies.

**GROUP:** Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not

necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

---H---

**HELIBASE:** The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident base.

**HELISPOT:** Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

**HOMELAND SECURITY DESIGNATED RESOURCES:** Those resources identified by the National Park Service as being critical to meeting its security obligations for “icon parks” and special events. These include 100 law enforcement single resources, all of the Special Event Teams (SET) and all of the Incident Management Teams.

---I---

**ICON PARKS:** Following the terrorist attacks of September 11, 2001 the National Park Service identified parks that may have a significantly higher risk of attack because they are internationally recognized symbols of American heritage (“icons” of the nation). These parks are Boston National Historical Park, Statue of Liberty National Monument, Independence National Historical Park, National Mall and Monuments, Jefferson National Expansion Memorial, Mount Rushmore National Memorial, Golden Gate National Recreation Area and the U.S.S. Arizona Memorial.

**ICS NATIONAL TRAINING CURRICULUM:** A series of 17 training modules consisting of instructor guides, visuals, tests, and student materials. The modules cover all aspects of ICS operations. The modules can be intermixed to meet specific training needs.

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

**INCIDENT ACTION PLAN:** Contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The Plan may be oral or written. When written, the Plan may have a number of forms as attachments (e.g., traffic plan, safety plan, communications plan, map, etc.).

**INCIDENT BASE:** Location at the incident where the primary logistics functions are coordinated and administered. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base. There is only one Base per incident.

**INCIDENT COMMANDER:** The individual responsible for the management of all incident operations at the incident site.

**INCIDENT COMMAND POST (ICP):** The location at which the primary command functions are executed. The ICP may be collocated with the incident base or other incident facilities.

**INCIDENT COMMAND SYSTEM (ICS):** A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

**INCIDENT COMMUNICATIONS CENTER:** The location of the Communications Unit and the Message Center.

**INCIDENT MANAGEMENT TEAM:** The Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

**INCIDENT OBJECTIVES:** Statements of guidance and direction necessary for the selection of appropriate strategy(s), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

**INFORMATION OFFICER:** A member of the Command Staff responsible for interfacing with the public, media, incident personnel and other agencies requiring information directly from the incident. There is only one Information Officer per incident. The Information Officer may have assistants.

**INITIAL ACTION:** The actions taken by resources that are the first to arrive at an incident.

**INITIAL RESPONSE:** Resources initially committed to an incident.

**INCIDENT SUPPORT ORGANIZATION:** Includes any off-incident support provided to an incident. Examples would be Agency Dispatch centers, Airports, Mobilization Centers, etc.

**IQCS.** Incident Qualification and Certification System. The system used to qualify personnel for incident positions under the National Wildfire Coordinating Group (NWCG) standards, and described in NWCG PMS 310-1. The National Park Service all-hazard (non-fire) qualification system is found in a supplement to PMS 310-1, entitled the "All-Hazard Incident Qualification System Guide."

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**JURISDICTION:** The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographical (e.g., city, county, state, or federal boundary lines) or functional (e.g., police department, health department, etc.). (See Multi-jurisdiction.)

**JURISDICTIONAL AGENCY:** The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

---K---

**KIND:** Refers to the nature of a resource (i.e., engine, search dog, helicopter, etc.).

---L---

**LANDING ZONE:** (See Helispot.)

**LEADER:** The ICS title for an individual responsible for a Task Force, Strike Team, or functional unit.

**LIAISON OFFICER:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

**LOGISTICS SECTION:** The Section responsible for providing facilities, services, and materials for the incident.

**LIFE SAFETY:** Refers to the joint consideration of both the life and physical well being of individuals.

**LINE OFFICER.** Older term for the official with legal authority to manage an incident or event, now called the Agency Administrator or Agency Executive.

---M---

**MANAGERS:** Individuals within ICS organizational units that are assigned specific managerial responsibilities, e.g., Staging Area Manager or Camp Manager.

**MANAGEMENT BY OBJECTIVES:** In ICS, this is a top-down management activity that involves a three-step process to achieve the incident goal. The steps are: establishing the incident objectives, selection of appropriate strategy(s) to achieve the objectives, and the tactical direction associated with the selected strategy. Tactical direction includes: selection of tactics, selection of resources, resource assignments, and performance monitoring.

**MEDICAL UNIT:** Functional unit within the Service Branch of the Logistics Section responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

**MESSAGE CENTER:** The Message Center is part of the Incident Communications Center and is collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status, and administrative and tactical traffic.

**MOBILIZATION:** The process and procedures used by all organizations federal, state, and local for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**MOBILIZATION CENTER:** An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

**MULTI-AGENCY INCIDENT:** An incident where one or more agencies assist a jurisdictional agency or agencies. May be single or unified command.

**MULTI-AGENCY COORDINATION (MAC):** A generalized term which describes the functions and activities of representatives of involved agencies and/or jurisdictions who come together to make decisions regarding the prioritizing of incidents, and the sharing and use of critical resources. The MAC organization is not a part of the on-scene ICS and is not involved in developing incident strategy or tactics.

**MULTI-AGENCY COORDINATION SYSTEM (MACS):** The combination of personnel, facilities, equipment, procedures, and communications integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multi-agency or multi-jurisdictional environment. A MAC Group functions within the MACS.

**MULTI-REGION COORDINATING GROUP (MRCG):** Similar to a MAC Group, this group prioritizes resources and events within the National Park Service when there is competition for resources, especially Homeland Security designated resources.

**MULTIJURISDICTION INCIDENT:** An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In ICS these incidents will be managed under Unified Command.

**MUTUAL AID AGREEMENT:** Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment.

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**NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS):** A national program consisting of five major subsystems which collectively provide a total systems approach to all-hazard incident management. The subsystems are: the Incident Command System, Training, Qualifications and Certification, Supporting Technologies, and Publications Management.

**NATIONAL EMERGENCY RESPONSE PLAN (NERP):** The National Park Service plan that describes levels of emergency, acceptable draw-downs of resources in parks and acceptable emergency services.

**NATIONAL RESPONSE PLAN (NRP).** The national plan outlines the national approach to domestic incident management designed to integrate the efforts and resources of Federal, State, local, tribal, private-sector, and nongovernmental organizations. The plan includes planning assumptions, roles and responsibilities, concept of operations, incident management actions, and plan maintenance instructions. The plan

describes Emergency Support Functions (ESF) that provide the missions, policies, structures, and responsibilities of Federal agencies for coordinating resource and programmatic support to States, tribes, and other Federal agencies or other jurisdictions and entities during Incidents of National Significance.

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**OFFICER:** The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Information.

**OPERATIONAL PERIOD:** The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be of various lengths.

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

**OUT-OF-SERVICE RESOURCES:** Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

**OVERHEAD PERSONNEL:** Personnel who are assigned to supervisory positions which include Incident Commander, Command Staff, General Staff, Directors, Supervisors, and Unit Leaders.

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

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

**PROCUREMENT UNIT:** Functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

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**RADIO CACHE:** A supply of radios stored in a pre-determined location for assignment to incidents.

**RECORDERS:** Individuals within ICS organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration Units.

**REINFORCED RESPONSE:** Those resources requested in addition to the initial response.

**REPORTING LOCATIONS:** Location or facilities where incoming resources can check-in at the incident. (See Check-in.)

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

**RESOURCES:** Personnel and equipment available, or potentially available, for assignment to incidents. Resources are described by kind and type, and may be used in tactical support or overhead capacities at an incident.

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**SAFETY OFFICER:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

**SECTION:** That organization level with responsibility for a major functional area of the incident, specifically Operations, Planning, Logistics, Finance/Administration. The Section is organizationally between Branch and Incident Commander.

**SEGMENT:** A geographical area in which a task force/strike team leader or supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numbers.

**SERVICE BRANCH:** A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical, and Food Units.

**SINGLE RESOURCE:** An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

**SITUATION UNIT:** Functional unit within the Planning Section responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

**SPAN OF CONTROL:** The supervisory ratio of from three-to-seven individuals, with five-to-one being established as optimum.

**STAGING AREA:** Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. Staging Areas are managed by the Operations Section.

**STRATEGY:** The general plan or direction selected to accomplish incident objectives.

**STRIKE TEAM:** Specified combinations of the same kind and type of resources, with common communications and a leader.

**SUPERVISOR:** The ICS title for individuals responsible for command of a Division or Group.

**SUPPLY UNIT:** Functional unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

**SUPPORT BRANCH:** A Branch within the Logistics Section responsible for providing personnel, equipment, and supplies to support incident operations. Includes the Supply, Facilities, and Ground Support Units.

**SUPPORTING MATERIALS:** Refers to the several attachments that may be included with an Incident Action Plan, e.g., communications plan, map, safety plan, traffic plan, and medical plan.

**SUPPORT RESOURCES:** Non-tactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections, or the Command Staff.

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**TACTICAL DIRECTION:** Direction given by the Operations Section Chief which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

**TASK FORCE:** A combination of single resources assembled for a particular tactical need, with common communications and a leader.

**TEAM:** (See Single Resource.)

**TECHNICAL SPECIALISTS:** Personnel with special skills that can be used anywhere within the ICS organization.

**TEMPORARY FLIGHT RESTRICTIONS (TFR):** Temporary airspace restrictions for non-emergency aircraft in the incident area. TFRs are established by the FAA to ensure aircraft safety, and are normally limited to a five-nautical-mile radius and 2000 feet in altitude.

**TIME UNIT:** Functional unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

**TYPE:** Refers to resource capability. A Type 1 resource provides a greater overall capability due to power, size, capacity, etc., than would be found in a Type 2 resource. Resource typing provides managers with additional information in selecting the best resource for the task. Type also refers to the complexity of an incident, with type 5 being the least complex and type 1 being the most complex.

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**UNIFIED AREA COMMAND:** A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command and Unified Command.)

**UNIFIED COMMAND:** In ICS, Unified Command is a unified team effort which allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

**UNIT:** The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

**UNITY OF COMMAND:** The concept by which each person within an organization reports to one and only one designated person.

## Chapter 4

### Program Management

1. National Program Management
  2. Service-wide Program Management Responsibilities
  3. Regional Program Management Responsibilities
  4. Park Program Management Responsibilities
  5. Chain of Command
  6. Records Management
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#### 1. National Program Management

**Department of Homeland Security.** The Department of Homeland Security (DHS) is charged by law and Presidential directive with ensuring that the nation has a comprehensive National Response Plan, which includes the Incident Command System. The Department, mostly through the Federal Emergency Management Agency (FEMA), is integrating the various versions of ICS into a national standard form based upon the NIIMS ICS developed by the wildland fire agencies.

DHS is responsible for the identification of kinds of resources (other than wildland firefighting) and for the typing of resources. In the future, DHS may act as the coordinating agency for Incident Management Teams, as well. Most of the national standard ICS components will be the responsibility of DHS.

**Department of the Interior.** The Department of the Interior is responsible for ensuring that NIMS and the Incident Command System are consistently used by agencies within the Department. The Department also ensures proper qualifications and certifications, facilitates agreements among agencies and provides safe aviation resources and procedures for incident use.

Most of the statutory authority for providing emergency services within the National Park System is specifically granted to the Secretary of the Interior. This authority, in turn, has been formally delegated to the Director of the National Park Service.

#### 2. Service-wide Program Management Responsibilities

**Director and Deputy Director.** Through formal delegations from the Secretary of the Interior, the Director and Deputy Director for Operations are the line authority for the incident management program as well as the management of actual incidents. They also have the ultimate responsibility to ensure that the Service has the ability to respond to all kinds and types of emergencies and events in parks and other areas, in accordance with the National Response Plan.

**Associate Director, Visitor and Resource Protection.** The Associate Director is responsible for developing mission-oriented policy, procedures and standards, and providing effective review, oversight and inspection of the NPS Incident Management Program.

**Chief, Division of Law Enforcement, Security and Emergency Services.** The Chief, Division of Law Enforcement, Security and Emergency Services is responsible for implementing mission-oriented policy, procedures and standards and for ensuring effective review, oversight and inspection of the NPS Incident Management Program.

**Branch Chief, Emergency Services.** The Branch Chief, Emergency Services is located in the Division of Law Enforcement and Emergency Services, WASO. This staff position is responsible for providing management and direction to the Service-wide Incident Management program. The incumbent evaluates program effectiveness and needs and makes recommendations to the Associate Director, Visitor and Resource Protection, and the Chief, Division of Law Enforcement and Emergency Services.

**Incident Management Program Steering Committee.** The Branch Chief, Emergency Services shall convene the Incident Management Program Steering Committee to advise and work on issues regarding the program. This committee provides strategic oversight, develops consensus within the Service regarding the program, establishes program goals, seeks needed funding, prepares standard operating procedures and improves the overall effectiveness of the program.

**Multi-Region Coordinating Group (MRCG).** During an actual emergency or emergencies, the MRCG members will come from the seven NPS regions and WASO, made up of employees with appropriate skills based on the nature of the emergency. For large-scale law enforcement emergencies, regional chief rangers or their designees, as well as representatives of the WASO Division of Law Enforcement and Emergency Service and the United States Park Police shall serve on MRCG. See the NPS National Emergency Response Plan for details.

**Emergency Incident Coordination Center (EICC).** The EICC in Shenandoah National Park will serve as the national dispatch and coordination center for NPS all hazard response. EICC will maintain the database of all-hazard ICS qualified personnel, as well as the rosters of all-hazard Incident Management Teams and unique teams and resources.

### **3. Regional Program Management Responsibilities**

**Regional Director.** Regional Directors provide the line authority for program management and are responsible for ensuring that regions have the ability to properly respond to all kinds and types of incidents for which they have jurisdiction. In addition, they may serve as the “Agency Administrator” for incidents and events of regional significance or that requires that level of authority.

**Regional Emergency Services Coordinator.** Each of the seven regions will assign a staff person to coordinate emergency preparedness and response within their region. These positions may coordinate their region's participation in the "regional" Incident Management Teams. These positions will serve on the Incident Management Program Steering Committee on a rotating basis. During a period of active incidents, these positions may sit on the Multi-Region Coordinating Group, as described in the National Park Service National Emergency Response Plan (NERP). The incumbents evaluate program effectiveness and needs and make recommendations to the Regional Director and Superintendents.

#### **4. Park Program Management Responsibilities**

**Superintendent.** Each Superintendent has the line authority for program management and is responsible for ensuring that the park can properly respond to the kinds and types of incidents and events that are normally encountered (usually type 5 through type 3 incidents) and have the procedures in place to adequately guide those managing the incidents. The Superintendent is responsible for ensuring that the incident or event is managed at the appropriate complexity level and that an adequate Delegation of Authority is presented to incoming Incident Management Teams.

**Park Emergency Services Coordinator.** The responsibility of the Park Emergency Services Coordinator is assigned to a park employee by the Superintendent. This position ensures that systems are in place to respond to emergencies and events; it also prepares or coordinates the preparation of park-level incident management standard operating procedures and interagency agreements. The coordinator documents the training and experience of incident management personnel and ensures their qualifications and certifications. S/he evaluates program effectiveness, identifies needs and revises program elements as needed.

#### **5. "Chain of Command"**

**Authority.** The "chain of command" follows the line authority established by law. This chain is the Secretary of the Interior, the Director, the Deputy Director, the regional directors and the park superintendents. Position descriptions formally re-delegate this authority to staff members. During emergencies or special events, the chain of command still exists. However, any level of the chain may delegate authority to an Incident Commander or Area Commander.

#### **6. Records Management**

**Program Records.** Incident Management Program records will be managed in accordance with law and regulation, as described in DO-19, Records Management, and in Appendix B (revised May, 2003) of that document.

**Incident Records.** Records from or regarding any specific incident or event are

generally retained by the unit that experienced the incident, although in some cases a region or WASO may retain the records of incidents managed at those levels. Records fall into one of three categories: permanent records, operational records and unneeded records.

*Permanent Records.* Permanent records consist of the following documents and exhibits:

- Case Incident Reports (10-343 or successor forms; DI-1202 Fire Reports for fire)
- Incident Situation Analyses
- Delegation of Authority
- Objectives and Strategies document
- Incident Narrative Report (copies of Incident Narrative Reports done by Regional and National Incident Management Teams should be submitted to the Morning Report editor through the Regional Emergency Services Coordinator).
- News releases, news reports, clippings
- Final Statement of Costs
- Incident maps and displays
- Essential photographs, videos and other media
- After Action Reports

Parks should retain permanent records for 20 years. Thereafter, these records generally should be transferred to the National Archives. However, permanent records that are in active use may be retained in NPS archives, as long as those archives meet the standards set forth in the Museum Handbook. When required archival standards and conditions cannot be met in NPS locations, permanent records must be transferred to the National Archives in accordance with DO-19, Records Management, and related documents.

*Operational Records.* Operational records consist of the following documents and exhibits:

- Incident Action Plans
- Incident Transition Plans
- Incident Complexity Analysis
- Incident Briefings (ICS 201)
- Incident Status Summary Reports (ICS 209)
- Check-in Lists (ICS 211)
- Safety Inspection Checklists
- General Message Forms
- Unit Logs (ICS 214)
- Operational Planning Worksheets (ICS 215)
- Supply and Transportation Vehicle Inventory
- T-cards
- Demobilization Checkout Forms
- Daily cost estimates
- Cost Apportionment Agreements

- Weather Forecasts/Incident Predictions
- Raw Weather Data Files
- Contingency and Evacuation Plans
- Air Operations records
- Safety reports/Accident reports
- CISM documentation
- Training documentation
- Incident communications logs
- Natural resource information
- Cultural resource information
- Special requests/decisions (such as the use of mechanized equipment in wilderness)
- Cache issue returns (OF 315)
- Waybills
- Non-essential photographs
- Thank you letters
- Justifications for extended hours
- Original resource orders
- Copies of contracts, procurement and payment records
- Equipment rental agreements
- Land use agreements
- Memorandums of Understanding/Agreement
- Compensation and claims records
- Timekeeping records

Parks should retain operational records for seven years or until they are no longer needed for claims, court cases or similar purposes, whichever is later. Thereafter, these records may be destroyed.

*Unneeded Records.* Unneeded records include copies of any records listed above or that are filed elsewhere, except for General Message Forms (ICS 213). All copies of General Messages should be kept as the copies usually bear responses. Unneeded records can be destroyed or recycled at the conclusion of the incident. Unneeded records should not be included in the final incident package.

*Further Information.* The National Interagency Fire Center (NIFC) has excellent information about incident records management on their website at <http://www.nifc.gov/records/index.html>



## Chapter 5

### Qualifications and Certification

1. All-Hazard Incident Qualification System
  2. Transition Plan for All-Hazard Incident Management Qualifications
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#### 1. All-Hazard Incident Qualification System

**National Park Service All-Hazard Qualifications.** The National Park Service has developed a supplement to the NWCG (Fire) Incident Qualifications and Certification Guide (IQCS Guide), PMS 310-1, for all-hazard incident management. This supplement (entitled “All-Hazard Incident Qualification System Guide” and included in this Reference Manual as Attachment 1) outlines the qualification system requirements for all-hazard (non-fire) incident management personnel. Currently, if an employee is qualified pursuant to the interagency fire qualifications, then that employee is automatically qualified for all-hazard positions.

**Objectives of the System.** The objectives of the all-hazard qualification system are:

- Establish minimum agency training and qualification standards for ICS positions that are consistent with the Incident Qualifications and Certification System (IQCS)
- Retain the best features of the performance based qualification system (found in the NWCG qualification system) while evolving to a competency-based system.
- Enable the NPS to conform to NIMS requirements for ICS training, qualifications and certification.
- Hold to a minimum of required training and allow for the development of skills and knowledge outside of the formal classroom environment.
- Eliminate redundancy, unnecessary positions and requirements.

**Qualification Policy.** It is the policy of the National Park Service to require incident management personnel at the type 3 level or higher to be qualified for the ICS positions to which they are assigned. The contents of the NPS All-Hazard Incident Qualifications System Guide (supplement to PMS 310-1) represent the qualifications required for each ICS position assigned to manage all-hazard incidents and events. This Guide, and its subsequent revisions, are hereby incorporated into this Reference Manual (see Attachment 1).

It should be noted that, at this time, NWCG qualifications and certification meet or exceed NPS requirements. Thus, NWCG certification automatically means NPS all-hazard certification, but NPS all-hazard certification does not automatically mean NWCG certification. This may change in the future as NPS all-hazard qualifications evolve.

Personnel who are certified in a position prior to the implementation of the NPS All-

Hazard Incident Qualifications System Guide may retain certification at the discretion of the Park Emergency Services Coordinator or Superintendent. However, to qualify for other positions, the individual must meet the standards set forth in the Guide.

Personnel mobilized beyond their home unit for type 3 or higher incidents will be expected to meet the minimum standards set forth for the position as shown in the NPS All-Hazard Incident Qualifications System Guide. These requirements apply to parks and Incident Management Teams.

While it is recognized that there will need to be a period of transition, it is expected that parks, regions and WASO will begin a reasonable effort to qualify and certify ICS personnel. See the transition plan section of this chapter, as well as documents for qualifying existing personnel (see Appendix 2). This transition period will expire five years from the date that this Reference Manual is issued.

Parks are encouraged to develop training for personnel to meet the All-Hazard qualification standards. However, this policy recognizes that parks may manage type 4 and 5 incidents where positions are filled by individuals who do not meet these qualifications.

**Description of the System.** The Incident Qualification System is a “competency based” qualification system. The primary criteria for qualification are individually demonstrated competencies that are acquired through training, experience, performance or a combination of these methods. Examples can include the demonstration of knowledge gained through formal training or the evaluation of performance observed by a qualified evaluators during scenarios or on actual incidents.

The components of the system include:

- Position Task Books.
- Training courses.
- Job Aids.
- Park-level certification.
- Simulations.

**Certification.** Eventually, each park will be responsible for certifying the ICS qualifications of its personnel annually, or for re-certifying personnel who have lost currency, through the NPS all-hazard component of the (NWCG) IQCS computer system. However, during at least the early portion of the transition period, the Emergency Incident Coordination Center (EICC) at Shenandoah National Park will be responsible for maintaining the qualification system and its related database.

**Currency Requirements.** For each position for which an employee is qualified, the employee must have a satisfactorily performed assignment at least once every five years, except for air operations and expanded dispatch positions. Those positions must be performed once every three years. Specific information about what assignments meet

currency requirements can be found in the NPS All-Hazard Incident Qualifications System Guide (attachment 1).

**Required Training and Experience.** Required training and prerequisite experience (as identified in the NPS All-Hazard Incident Qualifications System Guide, attachment 1) cannot be challenged. The process of determining the abilities to perform the position is a review of the completed training, the completion of a position task book or specific identified tasks in a task book, evaluation of previous experience or a combination of training, task performance and experience. Equivalent courses may be substituted for required courses when learning and performance objectives meet or exceed required course learning and performance objectives.

**Fitness Standards.** The NPS All-Hazard Incident Qualifications System Guide indicates a fitness category for each ICS position. Standards have not been established or validated for general all-hazard incidents; therefore, these categories should be considered as recommendations. Personnel must meet the position fitness requirements that have been established for specific hazards or kinds of incident work (i.e., fire, law enforcement, diving and other kinds of work/positions having specific fitness standards).

**Incident Management Team Members.** To serve on the National Team, any person filling a team position as the Incident Commander, Safety Officer, Information Officer or general staff should complete, as established in the NPS All-Hazard Incident Qualifications System Guide, the Command and General Staff (S-420) training course and exercise or an equivalent course.

To serve as fully qualified on a type 2 team, any person filling a team position as the Incident Commander, Safety Officer, Information Officer or general staff must complete, as established in the Guide, the Command and General Staff (S-420) training course, or equivalent.

An individual, having successfully completed the S-420 or S-520 course, or equivalent, does not need to re-attend for the purpose of changing functions on a team at the appropriate level - such change will be governed by meeting the requirements of the applicable position task book and receiving agency certification.

## **2. Transition Plan for All-Hazard Incident Management Qualifications**

**Current Incident Management Team Members and Other Personnel.** Many of the NPS employees on the regional and national incident management teams (IMT), as well as other employees regularly used to manage incidents, do not have NWCG (fire) certifications for the positions in which they serve. Through training and on-the-job experience they have learned to perform their functions quite successfully.

As the NPS All-Hazard Incident Qualification System becomes established (and eventually requires certain standards be met for certification) all individuals currently

serving on teams will be considered for “historically acceptable qualifications”. An individual already certified for a position under NWCG standards would not need to submit any documentation other than their current “red” card for that position. Other team members will be sent an evaluation package in which they can provide documentation of the incident management experience, training, evaluations and any other qualification information that supports certification in their ICS positions.

This packet will be evaluated by a work group of subject matter experts. This work group will also use references to include the NPS All-Hazard Incident Qualification System Guide, All-Hazard Position Task Books, incident narratives, and incident commander recommendations to make a determination regarding certification. The determination may be (1) full certification, (2) certification at a lower level (i.e. OSC2 rather than OSC1) and/or (3) a recommendation for further training or experience.

This transition period will expire five years from the date that this Reference Manual is issued. During the early portion of this transition period, the Emergency Incident Coordination Center (EICC) at Shenandoah National Park will be responsible for maintaining the qualification system and its related database.

## Chapter 6

### Workforce Development

1. Employee Development
  2. Sources of Training
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#### 1. Employee Development

**Needs Assessments.** Each Regional and National Incident Management Team, at its annual meeting, shall conduct a needs assessment. This assessment shall include a prediction of positions that will need to be filled in the next five years, an identification of sources of potential candidates and a projection of training needs for those candidates. Each Team will forward the results to their Regional Emergency Services Coordinators or, in the case of the National Team, to the WASO Branch Chief, Emergency Services.

The Regional Emergency Services Coordinators and the WASO Branch Chief, Emergency Services, will coordinate a review of these assessments.

Parks are encouraged to identify employees interested in incident management and other incident management employee development needs and share those needs with their Regional Emergency Coordinators.

**Employee Development Planning.** Each year the Regional Emergency Services Coordinators and the WASO Branch Chief, Emergency Services, will review the results of the Incident Management Team and park needs assessments. They will identify and plan employee development opportunities to meet as many of the needs as possible, in accordance with the Incident Qualifications System Guide.

These opportunities may include:

- Presentation of or attendance at modules of the National ICS Training Curriculum.
- Presentation of or attendance at NWCG skills courses.
- Attendance at other training (as NIMS standardizes training, these courses may become more available at the local level).
- Online training and research.
- Trainee assignments.
- Mentoring.
- Participation in conferences and special assignments.

**Training.** The foundation for all lower-level training is the park, with course management directed by the park's incident management needs. Parks with a significant history of incidents should maintain a sufficient number of individuals, qualified at the appropriate level, to meet the park's needs. Generally, parks are responsible for sponsoring the courses needed to qualify personnel at the type 3, 4 and 5 levels.

Regions and WASO are generally responsible for higher-level courses that could qualify one for membership on an Incident Management Team. Regions and the WASO Branch Chief, Emergency Services, will coordinate either presenting such courses or sending trainees to course presented by other agencies.

**Trainee Assignments.** The most effective and successful method of ensuring that replacement personnel are available in the future is to include trainees on incident and event assignments. Thus, it is the policy of the National Park Service that Regional and National Incident Management Teams shall include trainees and that such trainees will be ordered and assigned to incidents and events. Each Incident Commander shall be responsible for coordinating trainee positions and assignments with the Regional Emergency Services Coordinators and the WASO Branch Chief, Emergency Services.

**Incentives.** It is the policy of the National Park Service to provide incentives for employees to participate in the incident management program.

In the future, the Incident Management Program Steering Committee may develop specific incentives.

In the meantime, Incident Commanders, Regional Emergency Coordinators and park staff can use existing incentives:

- The NPS Incentive Awards Program.
- Certificates and other sincere expressions of appreciation.
- Recognition upon retirement from an Incident Management Team
- Recognition upon retirement from the Government.
- Program awards.

## **2. Sources of Training**

Sources of incident management training include the following organizations:

<b>Organization</b>	<b>Training Available</b>
National Wildfire Coordinating Group (NWCG) and participating agencies. See <a href="http://www.nwcg.gov">www.nwcg.gov</a>	Incident Command System courses Incident Position courses Incident Business Practices courses Incident Computer System courses
National Association for Search and Rescue (NASAR). See <a href="http://www.nasar.org">www.nasar.org</a>	Managing the Lost Person Incident course Incident Commander courses Planning Section Chief courses Search Management courses Rescue Management courses
Federal Emergency Management Agency (FEMA). See <a href="http://www.fema.gov">www.fema.gov</a>	Emergency Management courses Incident Management courses Disaster Mitigation courses NIMS and NRP courses Emergency Management Institute

Organization	Training Available
	National Fire Academy Exercise Practitioner courses Urban Search and Rescue courses
Occupational Safety and Health Administration (OSHA). See <a href="http://www.osha.gov">www.osha.gov</a>	OSHA Training Institute Disaster Site Worker Outreach training Refer agencies to HAZWOPER training Collateral Duty Safety Officer courses
States: every state has at least one agency for homeland security and/or emergency management.	Emergency Management courses Incident Management courses Disaster Mitigation courses Hazardous Materials courses Search and Rescue courses
Numerous private enterprises (enter “incident management training” into any major internet search engine).	Emergency Management courses Incident Management courses Disaster Mitigation courses NIMS and NRP courses Exercise Practitioner courses Urban Search and Rescue courses Hazardous Materials courses Search and Rescue courses ... and many others...

## Chapter 7

### Incident and Event Management

1. Incident Typing
  2. The National Park Service Response to Incidents/Events
  3. Funding Sources
  4. Other Incident Management Considerations
  5. Audits of Incidents
  6. Exhibit 1: Generic Situation Analysis Form
  7. Exhibit 2: Incident Complexity Guide
  8. Exhibit 3: Significant Incident Reporting Procedures
  9. Exhibit 4: The Role of EICC
  10. Exhibit 5: Sample Delegations of Authority
  11. Exhibit 6: After Action Review Guide
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#### 1. Incident Typing

**Types of Incidents.** The complexity of an incident or event determines its “type.” Incidents range in complexity from “type 5” (least complex) to “type 1” (most complex). The following is a description of each “type,” along with examples of each. See the Incident Complexity Guide (exhibit 2, page 16 in this chapter) for more details.

**Type 5 Incidents.** These are relatively simple incidents that are usually handled by one single resource. Examples include a motor vehicle accident with no injuries investigated by a single law enforcement officer or a small grass fire extinguished by a single engine and crew.

**Type 4 Incidents.** These are the incidents normally encountered by an agency or jurisdiction and are normally managed by the initial responding resources. Examples of type 4 incidents include a multi-vehicle traffic collision with injury and possible entrapment, handled by multiple resources; or, a single-alarm working structural fire.

**Type 3 Incidents.** Incidents that may require resources in addition to those initially dispatched, or incidents where the timeframes for managing the incident are extended, are described as type 3 incidents. Examples include a lost person search extending over several operational periods, a one-day dignitary visit or a multiple alarm structural fire. These incidents are usually managed by the local agency or jurisdiction. Some large parks may have organized type 3 Incident Management Teams.

**Type 2 Incidents.** These are incidents of significant complexity that are usually more than the local agency or jurisdiction can handle. These incidents are usually managed by a regionally [Note: this is not an NPS Region] organized type 2 Incident Management Team. Examples of type 2 incidents include the impacts from a moderate to large

disaster (such as hurricane, flood, tornado or earthquake), or a large special event or ceremony.

**Type 1 Incidents.** Type 1 incidents are the most complex, often involving multiple kinds of activities, a large area of operation or significant political involvement. These incidents are usually managed by a nationally organized type 1 Incident Management Team. Examples include a large special event or ceremony with national or international significance, or the impacts from a large disaster (such as a hurricane, flood, tornado or earthquake).

## **2. The National Park Service Response to Incidents/Events**

**Type 5 and 4 Incidents.** All parks shall have plans in place to be able to properly manage type 4 and type 5 incidents. Parks in areas with robust emergency service capabilities may depend on local agencies to respond to some or all of these incidents. Such parks should have agreements with these agencies in place so that the responders will be aware of special circumstances (such as fragile resources or unusual visitation).

Many larger or more remote parks will need to hire, train and schedule staff to provide an adequate response to these incidents. The need for this staff will be determined by the Needs Assessment processes outlined in the Directors Orders or Reference Manuals of the various protection specialties (such as emergency medical Services, search and rescue, law enforcement, structural fire, etc.).

**Type 3 Incidents.** All parks shall have plans in place to properly manage type 3 incidents. This could be through local response agencies, local and nearby park staff or a combination of the both. Type 3 incidents can be managed by an Incident Commander and subordinate staff assigned to the incident as needed, without a full type 3 Incident Management Team.

Larger parks or groups of parks, which experience a significant volume of type 3 incidents, may establish and maintain type 3 Incident Management Teams. These teams can be used to manage type 3 incidents at any park, providing that funding arrangements have been completed and that the incident is not type 2 or 1.

**Safety Note:** Many experienced employees believe that type 3 incidents have the greatest potential to be dangerous and that special consideration must be given to their management. Agency Administrators and incident personnel should be especially concerned with type 3 operations being conducted in the face of incomplete or inadequate information, overly optimistic projections, personnel working outside of the approved work/rest guidelines or a pervading attitude of “we can do it no matter what.”

Those managing type 3 incidents should pay special attention to safety issues and carefully consider the true complexity of the incident. Many type 3 incidents can grow to become type 2 or 1. It is best to consider that probability as early as possible.

**Type 2 and 1 Incidents.** If an incident or event is projected to be more complex than the local staff/local agencies can manage, then the park must consider ordering a type 2 or type 1 incident management team. Follow these steps:

**STEP 1: Take initial response actions in accordance with local plans and procedures.**

A. Respond to the incident in accordance with local plans and procedures, with close regard to the safety of incident personnel and the public. If possible, take the appropriate initial steps to protect human life, prevent or minimize damage to resources and prevent or minimize damage to property.

Initial actions may be reactive/defensive in nature and may include such things as:

- instituting an emergency evacuation
- establishing inner and outer perimeters as needed
- terminating utilities or other systems that are contributing to the prolongation or severity of the incident
- terminating non-essential services
- containing subjects or suspect materials with movement control zones
- establishing surveillance or other forms of monitoring
- installing protective barriers
- establish decontamination or treatment stations as needed

There are a host of other actions that can be considered. The overall goal is, to the extent safely possible, to stabilize the situation or minimize the negative impacts of the incident.

**STEP 2: Conduct a situation analysis, including incident complexity.**

A. Rapidly gather as many facts about the incident as possible using a situation analysis or a checklist. If the incident is a wildland fire, a Wildland Fire Situation Analysis (WFSA) should be completed (see the Fire Management Reference Manual, RM-18, chapter 9). Otherwise a generic Situation Analysis form (see exhibit 1, page 13) or a checklist can be used.

Consider the incident's potential and forecasted effects. Ask yourself, what *could* happen, as well as what is likely to happen, in the next two weeks? The next month? Consider the appropriateness of managing the incident under a Unified Command.

B. Use the Incident Complexity Guide (see exhibit 2, page 16) to determine the actual or potential complexity of the incident. Using the facts gathered during the situation analysis, review the various factors shown on the Guide. Decide which of the characteristics of each factor (listed under the "type" columns) best describes your incident.

No single incident is likely to have all of its characteristics fit neatly under just “type” column. Rather, you determine the complexity type based upon the preponderance of factor characteristics identified. See the detailed instructions found on page 2 of the Guide (exhibit 2, page 18 at the back of this chapter).

Your Regional Emergency Coordinator or designee can assist you in conducting these analyses (except for wildland fires, where fire procedures outlined in RM-18 should be used). S/he can help you ensure that all of the significant situation issues have been identified and can help you determine the incident’s complexity level. If there are multiple, simultaneous incidents occurring or if the incident is likely to draw national attention, you may also want to collaborate with the WASO Emergency Services Branch Chief.

If you are planning an event and if regional or WASO funding may be involved, then you must consult your Regional Emergency Services Coordinator and the WASO Branch Chief, Emergency Services.

**STEP 3: Order incident resources, including an Incident Management Team.**

A. Use local and nearby mutual aid resources first, then turn to out-of-area resources.

B. To order out-of-area resources, first determine if the incident is a wildland fire, a homeland security incident/event or another kind of incident/event. Order incident resources, including an Incident Management Team, using the procedures appropriate for that kind of incident/event:

<i>Kind of Incident</i>	<i>Order System</i>	<i>Order Route</i>
Wildland fire	Interagency coordination system using ROSS (the Resource Ordering and Status System).	Order through ROSS or contact the local or zone dispatch/coordination center.
Homeland Security related	Emergency Incident Coordination Center (EICC) at Shenandoah. Do not use the interagency system.*	Order by contacting EICC directly (540-999-3411).
Other incidents and events	Check with EICC to determine IMT and specialized resource ordering procedures. Other resources will be ordered through the Interagency coordination system (check with your local dispatch center to determine if	Contact EICC for IMT and specialized resource ordering (540-999-3411). Order other resources through the local or zone dispatch/ coordination center.

	ROSS should be used).	
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\* NOTE: If fire resources are needed for Homeland Security incidents/events, those resources should be ordered through the interagency coordination system using ROSS.

<b>STEP 4: Prepare for the incoming Incident Management Team.</b>
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A. Before the Incident Management Team arrives, a Delegation of Authority should be prepared and signed at the appropriate level. This delegation, which is very much like a performance contract, should outline what is expected from the Incident Commander and the team. It should include:

- a description of the results expected from the team, listed as goals, desired outcomes, specific targets or other strategic method.
- a list of other considerations, including financial constraints.
- an identification of park staff assigned to assist the team.
- any exceptions or matters specifically not delegated to the team.
- any special requirements.
- any requirements for rehabilitation of park or incident facilities.

See the sample Delegations of Authority in exhibit 5, page 26.

B. Plan two briefings for the incoming incident management team. One should be conducted by the Superintendent, or acting, and should focus on the desired results and strategic issues. The second briefing should be conducted by the initial action (or current) Incident Commander, focusing on the situation, objectives, strategy, tactics, logistics and other issues specific to the incident.

(1.) *Agency Administrator (Superintendent, Regional Director or Director) Briefing*

It is desirable for the Superintendent to brief the Incident Management Team's command and general staff, although the Superintendent may brief only the Incident Commander in special circumstances. The Superintendent's briefing should include:

- a general review of the situation.
- a general review of the actions taken so far.
- safety concerns.
- a review of the Delegation of Authority to the Incident Commander.
- management considerations and priorities, especially as the incident may affect the Park's operations and future plans.
- legal constraints.
- resource and visitor issues.
- political considerations.
- financial considerations.

- other agencies involved.

(2.) *Current Incident Commander*

The briefing by the current Incident Commander should include these key elements:

<input type="checkbox"/> incident map	<b>Situation</b>	<input type="checkbox"/> subject/resources/etc.
<input type="checkbox"/> weather (current/predicted)		<input type="checkbox"/> time of incident start
<input type="checkbox"/> topography		<input type="checkbox"/> point of origin/PLS/etc.
<input type="checkbox"/> aircraft use/availability	<b>Resources</b>	<input type="checkbox"/> transportation needs
<input type="checkbox"/> resources available		<input type="checkbox"/> resources ordered
<input type="checkbox"/> rental agreements		<input type="checkbox"/> resources assigned
<input type="checkbox"/> review of existing plan	<b>Actions Taken</b>	<input type="checkbox"/> copy of plan or briefing form
<input type="checkbox"/> current strategies		<input type="checkbox"/> tactics
<input type="checkbox"/> operations		<input type="checkbox"/> costs to date
<input type="checkbox"/> communications plan		<input type="checkbox"/> medical plan
<input type="checkbox"/> hazards	<b>General</b>	<input type="checkbox"/> safety issues
<input type="checkbox"/> identity of Agency Reps		<input type="checkbox"/> photo/map availability
<input type="checkbox"/> helispot/helibase locations		<input type="checkbox"/> water availability
<input type="checkbox"/> infrared requests		<input type="checkbox"/> duplicating facilities
<input type="checkbox"/> weather data sources		<input type="checkbox"/> ICP and incident facilities
<input type="checkbox"/> access routes		<input type="checkbox"/> Communications issues/internet
<input type="checkbox"/> security problems		<input type="checkbox"/> access
<input type="checkbox"/> sanitation facilities		<input type="checkbox"/> feeding facilities
<input type="checkbox"/> claims/injuries		<input type="checkbox"/> traffic plan
		<input type="checkbox"/> payroll/time functions

C. Attempt to accomplish the following tasks before the arrival of the team:

- Determine an incident command post/base location sufficient for the needs of the team.
- Order support equipment, supplies and basic support organization for the incident (if this is an emergency, you may want to contact the incoming team as they travel to get these orders into the system).
- Secure an ample supply of maps and have the local Geographic information System (GIS) ready to provide information.
- Schedule the times and locations for briefings.

D. Prepare ICS form 201, Incident Briefing, with all of the pertinent information available.

E. Determine the recommendations for the status of personnel being replaced by the

team (will they be released from incident? assigned to positions within the team? assigned to trainee positions? reassigned to operations?).

F. Determine who will serve as the Agency Advisor, giving advice to the Incident Commander and making decisions on behalf of the Agency Administrator.

G. Prepare an Incident Action Plan (IAP) for the first operational period that will be managed by the team.

**STEP 5: Brief the incoming Incident Management Team.**

A. Conduct the “Agency Administrator” (Superintendent, Regional Director or Director) briefing. Note that upon arrival the incoming Incident Commander may wish to negotiate portions of the delegation based upon her/his experience, resource availability and other factors.

B. Conduct the initial action/current Incident Commander briefing.

**STEP 6: Coordinate with the Incident Management Team to properly manage the incident.**

A. Meet regularly with the Incident Commander and incident staff as conditions and circumstances allow.

B. Ensure that the park (hosting agency) finance staff becomes engaged with the incident finance staff early in the incident.

C. Plan the for the transition of management of the incident either to another Incident Management Team (in the case of an extended incident) or back to the park. Incidents with significant resource or facility damage may transition to a contracting and project management organization. Incident Management Teams may prepare a formal transition plan for some incidents, depending on the status of the incident. In all cases, teams shall keep the Park in the long-term planning process.

**STEP 7: Close out with the Incident Management Team.**

Conduct a close-out meeting with the Incident Management Team. The meeting will generally include:

- A review of incident operations and safety.
- A review of the Delegation of Authority and the actual accomplishments.
- A review of the status of the other functional areas (planning, logistics, finance, information).
- A review of the transition plan.
- A general evaluation of the team and park’s performance (most significant incidents

- should have a separate After Action Review (AAR), conducted at a later date).
- Identification of any immediate lessons learned.
  - A list of pending actions that still need to be completed.
  - A list of other actions.
  - A “Return of Delegation” or transfer of command document.

### **3. Funding Sources**

**Fire.** See RM-18, Wildland Fire Management, for information about funding sources for fire incidents.

**Search and Rescue.** Actions taken to locate an overdue person, to render aid or remove a person from a situation of perceived danger or to remove a deceased person (including the person’s property) to a secure location are defined as a search and rescue (SAR) incident.

SAR incidents that result in \$500.00 or more of unprogrammed costs may be funded from the National SAR Account. The Incident Commander or other staff may initiate a request for National SAR Account funding by submitting the required documentation (Case Incident Report, SAR Funding Report, requisitions/resource orders/receipts for purchases and costs with appropriate justifications, Aircraft Use Reports and pay authorizations). See the Search and Rescue Reference Manual 59 or interim memorandums from WASO for more information about this funding source.

**Emergency Law and Order.** Incidents involving emergency law enforcement actions may be eligible for Emergency Law and Order funding in some circumstances.

Specific conditions and restrictions apply to this funding source. The costs must be the result of an emergency. Generally, the law enforcement costs of a large, planned event are not considered an emergency and must be programmed in advance. There may be some exceptions, however, such as when a major dignitary unexpectedly decides to attend the event. In other restrictions, the Park must demonstrate that it does not have the funds to cover the unprogrammed costs.

The Park must submit an Emergency Law and Order funding request through the regional Law Enforcement Specialist. Funding is not guaranteed. See RM-9, Law Enforcement, for details about this funding source.

**Other Incidents.** Other kinds of incidents are generally paid from appropriated funds. In many cases the Park will bear the costs, although the involved region and WASO may assist in special circumstances. In extreme cases, supplemental appropriations may be needed.

**Safety Note:** Incidents and events without special funding sources often lead to funding shortfalls. These funding constraints, in turn, may limit incident activities. There can be

a tendency to attempt incident operations with inadequate staff or no reserve, producing a potential vulnerability and creating risks for incident staff and the public. Incident Commanders and agency executives must resist the temptation to let the budget manage the incident rather than ensuring that the most appropriate/safest management actions are taken.

**Policy.** It is the policy of the National Park Service that all incidents and events will be adequately managed. Emergency incident operations shall not be curtailed just because funding has not been identified. Planned events that cannot be adequately funded and managed should not be held.

**Cost Sharing.** Incident Commanders and agency executives should identify cost sharing and reimbursement opportunities with other agencies and organizations.

#### **4. Other Incident Management Considerations**

**Preliminary Planning (“Pre-Planning”) for Planned Events.** If it is anticipated that an Incident Management Team will be required to manage a planned event, that team may be assigned to conduct preliminary planning sessions for the event. The ICS planning process is key to the successful management of events. Therefore, the team should be assigned early enough to properly apply the planning process to the situation. For a complex event, the Park should consider involving the team 6 to 12 months in advance. Financial planning should include funding for these pre-planning sessions. Planning for events should also use the Incident Complexity Guide (exhibit 2, page 16). Planning should be conducted in such a manner that any Incident Management Team could manage the event.

**Pre-positioning Incident Management Teams.** WASO or regions should pre-position Incident Management Teams if an incident or event is imminent and it is likely that a team will be assigned (examples: a hurricane approaching several park areas or a specific, credible homeland security threat to one or more areas).

Incident Management Teams should be pre-positioned if:

- It is quite likely that the Incident Management Team will be needed. While it is expensive to mobilize teams, a pre-positioning can save response time in some circumstances. The ordering entity needs to balance the cost of pre-positioning against the benefit of an early response and the likelihood that such a response will be needed.
- The decision to pre-position has been coordinated between all affected offices, including the sponsoring regions and WASO.
- The Delegation of Authority for pre-positioning and for management of the incident may come from WASO or the Department of the Interior for major incidents with national impacts.

**Multi-Agency Incidents and Unified Command.** Incident Management Teams shall

consider the best arrangement for managing incidents where other agencies are involved. The options include:

- Establishing unified command with the other involved agencies.
- Maintaining a single Incident Commander but assigning personnel from other agencies to the incident (perhaps as a Deputy or with an Agency Representative).
- Accepting delegations of authority from the other agencies.

**Multiple Simultaneous Incidents.** When multiple simultaneous incidents are occurring, consult with your Regional Emergency Services Coordinator and the WASO Branch Chief, Emergency Services to develop consensus as to the best course of action. Multiple simultaneous incidents can be managed in several ways:

*Incident Complex.* A number of smaller incidents in a general area can be managed by a single Incident Management Team as a “complex.”

*Area Command.* When a number of Incident Management Teams are working in a general area, especially when there is competition for resources, an Area Command may be established. The need for an Area Command within areas of the National Park System may be determined by the following:

- Regional Emergency Services Coordinators, in consultation with parks and offices.
- WASO Branch Chief, Emergency Services, in consultation with the Regional Emergency Coordinators.
- DHS, FEMA or some other Federal agency with jurisdiction.

When Area Command has been assigned, all existing Delegations of Authority to Incident Management Teams shall be rescinded. Each Agency Administrator shall make a delegation to the Area Commander. The Area Commander, in turn, shall delegate management of the incident(s) to each Incident Management Team. (Refer to Attachment 6 – Area Command Handbook)

The Delegation of Authority may be made directly to the Area Commander from the region, WASO or other designated Agency Administrator.

Currently the NPS does not have an established all-hazard Area Command Team (ACT). Until the need for a standing all-hazard ACT is determined, Teams may be ordered from interagency NWCG sources or assembled from NPS personnel with extensive national or regional incident management experience.

**Incident Status Reporting.** Parks and Incident Management Teams must report incident status in accordance with National Park Service and interagency policy:

- *NPS Significant Incident Reporting.* All significant incidents (listed by WASO as level 1 and level 2) must be reported in a timely manner no matter what the complexity. See the current significant incident reporting procedures memorandum (exhibit 3, page 19) for details.

- *Interagency Incident Status Reporting System.* Parks are encouraged to report significant type 3 incidents with either version of an ICS 209, Incident Status Summary or Incident Intelligence Report. Type 2 and type 1 incidents shall be reported using an ICS 209. The report shall be submitted using the interagency coordination system with courtesy copies being sent to the same report recipients identified in the NPS significant incident reporting system (see above), including EICC and regional contacts. Incident Management Teams may use the National Fire and Aviation Management Web Applications page (FAMWeb found at <http://famweb.nwcg.gov/>) to submit the reports, but copies should still be sent to the identified report recipients.

**Critical Incident Stress Management (CISM).** The Incident Commander and park staff shall carefully consider the need for CISM whenever an incident has occurred. The need for CISM may be the result of:

- The death or serious injury of a fellow staff member, family or other significant person.
- The death or serious injury of a visitor, especially a child.
- The near-death experience of surviving a serious incident.
- The displacement from home or office.
- The disruption of normal work routines.
- The cumulative effect of multiple incidents occurring close together in time.
- Other circumstances.

The Incident Management Team may handle CISM needs in a variety of ways:

- The team may order one or all of the standing NPS CISM teams (through EICC).
- The team may order one of the CISM leaders or experts to evaluate the situation and develop a CISM response plan.
- The team may contract with a mental health provider(s) experienced in CISM.

Once assigned, CISM Teams shall be supervised by the Incident Management Team.

See CISM standard operating procedures for details concerning ordering and information about the program. Information can be found on the [CISM link](#) on the *InsideNPS* intranet site.

**After Action Review (AAR).** It is the policy of the National Park Service to conduct after action reviews (AAR) for all incidents. AARs for type 5, 4 and 3 incidents will be conducted locally using local procedures. Formal after action reviews will be conducted for all type 2 and type 1 incidents. The Regional Emergency Coordinator shall be responsible for coordinating reviews of type 2 incidents. The WASO Branch Chief of Emergency Services shall coordinate type 1 incident reviews.

These reviews shall use the Wildland Fire Lessons Learned Center's model of the AAR

(see the website <http://www.wildfirelessons.net/AAR.aspx> and exhibit 6, page 36).

This table provides the general outline for the review process:

<b>After Action Reviews</b>		
<i>Identify each significant element of the incident...</i>	<i>→ ..to be reviewed using the AAR question format...</i>	<i>→ ...resulting in two lists of lessons learned.</i>
Pre-incident plans and actions Initial response Assignment of Incident Management Team Command and objectives Planning and strategy Operations and tactics Safety Damage and impact assessments Logistics Finance Documentation Other identified elements	What did we set out to do?  What actually happened?  Why did it happen?  What are we going to do next time?	Strengths to maintain and sustain.  Weaknesses to improve

The Wildfire Lessons Learned Center also collects and distributes lessons learned from all-hazard incidents. The Regional Emergency Services Coordinators and the WASO Branch Chief, Emergency Services shall report significant “lessons learned” (both regarding strengths and weaknesses) from the AAR to the Center. The Wildland Fire Lessons Learned Center is located at the National Advanced Fire and Resource Institute, Tucson, Arizona. Contact Center Manager Paula Nasiatka:

Wildland Fire Lessons Learned Center  
 C/O NAFRI  
 3265 East Universal Way  
 Tucson, AZ 85706  
  
 Phone: (520) 799-8760;  
 FAX: (520) 799-8785 Attention: Center Manager

**5. Audits of Incidents**

All incident and events costing more than 1 million dollars shall be audited by the agency. Regional Emergency Services Coordinators and the WASO Branch Chief, Emergency Services shall coordinate with finance personnel and agency administrators to conduct these audits.

**6. Exhibit 1: Generic Situation Analysis Form**

The form starts on the next page.



<b>INCIDENT SITUATION ANALYSIS</b>	Park Name:	Prepared by (Name and Title):	Date and Time Prepared
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<b>Geographic Factors</b>	
Describe the location of the incident (attach map)	Give GPS or other coordinates
Describe significant topographical features	Landownership Issues:
List the facilities or transportation routes	Land Use Issues:
Describe the topography of the zones:	List accessibility problems:

<b>Human Factors</b>	
Describe known hazards or other safety considerations:	
Describe visitor and/or public uses that may be affected in or near a park:	
What restrictions are in place: <input type="checkbox"/> Area closures <input type="checkbox"/> Travel restrictions <input type="checkbox"/> Decontamination requirements	Details of restrictions:
Describe the actual or potential socio-economic effects:	
Describe the level of media attention and political interest:	Describe the likelihood of protest actions:

**Resource Factors**

<p>What is at risk?</p> <input type="checkbox"/> Unique ungulate species <input type="checkbox"/> Other ungulates <input type="checkbox"/> T+E species <input type="checkbox"/> Unique plant communities <input type="checkbox"/> Livestock <input type="checkbox"/> Cultural resources <input type="checkbox"/> Feral populations <input type="checkbox"/> Other _____	<p>Describe the risks:</p>
<p>Describe other natural resource issues or considerations:</p>	
<p>Describe other cultural resource issues or considerations:</p>	

**Incident Management Factors**

<p>How many people are likely to be involved?</p>	<p>What size is the incident area?</p>	<p>Are air operations likely to be involved?</p>	<p>Are other incidents occurring in the area?</p>
<p>Describe potential safety considerations:</p>			
<p>Describe policy issues and considerations:</p>			
<p>Describe likely logistical problems:</p>			
<p>Describe the current and forecast weather and its projected effect on the situation:</p>			
<p>What is the availability of resources?</p> <input type="checkbox"/> Good <input type="checkbox"/> Fair – other incidents are occurring <input type="checkbox"/> Poor – competition for resources is strong	<p>Summarize the overall situation in the country:</p>		

**7. Exhibit 2: Incident Complexity Guide**

The Guide starts on the next page.

**NATIONAL PARK SERVICE • Incident Management Program • INCIDENT COMPLEXITY GUIDE**

<b>FACTOR</b>	<b>TYPE 3</b>	<b>TYPE 2</b>	<b>TYPE 1</b>
Incident objectives	<ul style="list-style-type: none"> <li>objectives cannot be met by the initial response</li> </ul>	<ul style="list-style-type: none"> <li>objectives cannot be met by a type 3 incident organization</li> </ul>	<ul style="list-style-type: none"> <li>objectives cannot be met by a type 2 incident organization</li> </ul>
Resources	<ul style="list-style-type: none"> <li>mostly local resources</li> <li>small to moderate number</li> <li>used to working together</li> <li>variety of resources not of issue</li> <li>local resources qualified and experienced at the extended response level</li> </ul>	<ul style="list-style-type: none"> <li>moderate number</li> <li>many resources arrived pre-organized</li> <li>moderate variety of different kinds of resources</li> <li>some ordering difficulties</li> <li>lack of qualified incident personnel</li> </ul>	<ul style="list-style-type: none"> <li>large number</li> <li>large number of single resources that need to be organized</li> <li>there may be span of control issues to be resolved</li> <li>wide variety of different kinds of resources</li> <li>serious/severe ordering difficulties</li> </ul>
Political sensitivity/ visibility and consequences	<ul style="list-style-type: none"> <li>local significance</li> </ul>	<ul style="list-style-type: none"> <li>high local/regional significance</li> </ul>	<ul style="list-style-type: none"> <li>national/ international significance</li> </ul>
Variety of activities involved in incident	<ul style="list-style-type: none"> <li>encompasses a small to moderate variety of activities</li> <li>activities are generally standard for local operations</li> </ul>	<ul style="list-style-type: none"> <li>encompasses a moderate variety of activities</li> </ul>	<ul style="list-style-type: none"> <li>encompasses a wide variety of activities</li> </ul>
Costs/source of money	<ul style="list-style-type: none"> <li>uses well established funding mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>WASO budget office may be involved</li> <li>possibility of needing supplemental appropriation</li> <li>home unit has inadequate incident funding capability</li> </ul>	<ul style="list-style-type: none"> <li>WASO budget office is involved</li> <li>there is a probability of needing supplemental appropriation</li> </ul>
Number of agencies and organizations involved	<ul style="list-style-type: none"> <li>small to moderate number</li> </ul>	<ul style="list-style-type: none"> <li>moderate number</li> </ul>	<ul style="list-style-type: none"> <li>large number</li> </ul>
Scope of agreements and contracts	<ul style="list-style-type: none"> <li>agreements and contracts are in place and useable, or are not needed</li> <li>incident operations are well within local capabilities</li> </ul>	<ul style="list-style-type: none"> <li>some or most agreements and contracts exists and are useable</li> <li>a small number may need to be written</li> </ul>	<ul style="list-style-type: none"> <li>large number of agreements and contracts need to be developed and implemented</li> <li>very large contracts may need to be developed (Level IV Warrant)</li> </ul>
Logistic difficulties	<ul style="list-style-type: none"> <li>within local capabilities or can be easily solved</li> </ul>	<ul style="list-style-type: none"> <li>problems can be resolved through normal procedures and channels</li> <li>incident activities may be dispersed over a wide geographic area</li> </ul>	<ul style="list-style-type: none"> <li>special interventions with outside organizations may be needed to solve logistics problems</li> <li>logistics may need to be branched</li> </ul>
Safety complexity	<ul style="list-style-type: none"> <li>most identified risks can be mitigated by standard procedures</li> </ul>	<ul style="list-style-type: none"> <li>most identified risks can be mitigated by standard procedures</li> </ul>	<ul style="list-style-type: none"> <li>significant research may be needed to identify risks or appropriate mitigations</li> <li>large number of assistant safety officers required</li> </ul>
Media interest / complexity	<ul style="list-style-type: none"> <li>low to moderate local or regional significance</li> </ul>	<ul style="list-style-type: none"> <li>high local/regional significance</li> <li>most information is straight forward</li> </ul>	<ul style="list-style-type: none"> <li>national / international significance</li> <li>potential for highly sensitive information or circumstances</li> </ul>
Size of area involved	<ul style="list-style-type: none"> <li>incident facilities and operational work sites are relatively close together</li> </ul>	<ul style="list-style-type: none"> <li>moderate number of scattered incident facilities and or operational work sites.</li> </ul>	<ul style="list-style-type: none"> <li>large number of widely scattered incident facilities and operational work sites.</li> </ul>
Duration/impacts to unit operations	<ul style="list-style-type: none"> <li>short duration or</li> <li>disruption to normal operations is minimal or of short duration</li> </ul>	<ul style="list-style-type: none"> <li>normal operations/unit activities may be disrupted for a prolonged period of time</li> </ul>	<ul style="list-style-type: none"> <li>local unit cannot resume normal operations because of the duration and/or severity of the incident</li> </ul>
Air operations	<ul style="list-style-type: none"> <li>the local agency is prepared to properly manage the air resources needed to manage the incident</li> </ul>	<ul style="list-style-type: none"> <li>the local agency is not prepared to manage the air resources needed</li> </ul>	<ul style="list-style-type: none"> <li>the local agency is not prepared to manage the air resources needed</li> <li>aviation complexity may require OAS or FAA intervention to resolve issues</li> </ul>

Product of the National Park Service Incident Management Steering Committee • April, 2001 (Revised July, 2005)

**NATIONAL PARK SERVICE • Incident Management Program**

**INCIDENT COMPLEXITY GUIDE, Instructions and Definitions**

**INSTRUCTIONS FOR USING THIS GUIDE**

1. Gather as many facts about the incident as possible, using the “factors” column to help identify the information needed.
2. Contact your regional emergency coordinator and discuss the situation with her or him. Include type 2 or type 1 incident commanders in the decision process, as appropriate.
3. Looking at the typical characteristics of each factor, decide which of the characteristics listed under the “type” columns best describes your incident. Remember, usually no one incident will have all of the factors fall under just one of the “type” columns.
4. Determine the complexity based upon the column under which the preponderance of factor characteristics fall. For example, if most of the characteristics are best described by the type 2 column, then the incident is probably of type 2 complexity. But, also consider mitigating as well as aggravating circumstances. For example, an analysis of agency participation in the 2002 Olympics in Salt Lake City seemed to have a number of type 1 characteristics, such as international significance and worldwide media attention. However, further inspection of these factors showed that they were NOT an agency responsibility and should not force the incident to type 1. Conversely, the President’s three week vacation in Grand Teton National Park meant high-level political involvement with significant media attention over an extended period, driving an otherwise type 2 incident to type 1.
5. Order incident resources, including an Incident Management Team, if needed, accordingly. Remember, one of the benefits of the Incident Command System is that if you were wrong, or if the situation changes, you can always transition to a more complex or lower complex management structure as needed.

**INFORMATION REGARDING INCIDENT TYPES**

Type 5 incidents are relatively simple incidents that are usually handled by one resource. Examples:

- motor vehicle accident with no injuries investigated by a single police officer
- small grass fire extinguished by a single engine.

Type 4 incidents are those normally encountered by an agency or jurisdiction and are normally managed by the initial responding resources. Examples:

- multi-vehicle accident with injuries, handled by multiple resources.
- single-alarm working building fire.

Type 3 incidents are incidents that may require more resources in addition to those that initially responded and/or the timeframes for managing the incident are extended. (Some large parks may maintain organized type 3 Incident Management Teams.) Examples:

- lost person search extending over several operational periods.
- one-day dignitary visit.
- multiple alarm structural fire.

Type 2 incidents are incidents of significant complexity exhibiting characteristics shown by the factors listed on the reverse side of this sheet. These incidents are usually managed by regionally organized type 2 Incident Management Teams. Examples:

- impacts from moderate to large disaster, such as a hurricane, flood, tornado or earthquake.
- large special event or ceremony.

Type 1 incidents are the most complex incidents, often involving multiple kinds of activities, a large area of operation or significant political involvement. These incidents are usually managed by a nationally organized type 1 Incident Management Team. Examples:

- impacts from a large disaster, such as a hurricane, flood, tornado or earthquake.
- large special event or ceremony with national or international significance.

### **8. Exhibit 3: Significant Incident Reporting Procedures**

#### **REPORT FORMAT**

As far as possible, all reports should contain the following information. Exceptions are noted.

Subject:	Name or description of incident.
Time and Date:	Time and date of occurrence.
Location:	Brief description of incident location.
Type:	Reports are to be marked prominently and <b>in boldface</b> with one of two terms if they contain sensitive information: <ul style="list-style-type: none"><li>• Law enforcement sensitive – Used only when the report contains sensitive information, sharing of which might compromise prosecutions, confidential sources, etc.</li><li>• Internal use only – Used for incidents that contain information that is not law enforcement sensitive, but is nonetheless sensitive and not for public release.</li></ul>
	Reports not so marked are considered public information. Parts of incident reports that are generally okay for public release may include stipulations that specified sections are either LE sensitive or for internal use only.
Summary:	Brief description of incident. Attention should be placed on making the report simple, clear and inclusive. Many reports omit critical information or contain confused narratives. A simple, chronological narrative works best.
Names/Titles:	First and last names and titles of persons involved, if appropriate. If victim names must be withheld, please at least specify gender, and, if possible, approximate or specific age.
Status of Case:	What's being done and/or will be done next. Optional in routine cases. It's presumed that investigations will always take place when appropriate. The status is important only in major incidents in which extensive follow-up will occur.
Agencies:	Other federal, state, local or other agencies involved or to become involved in the incident. Optional if deemed immaterial to the report.
Media:	The level of media interest and involvement.
Contact:	Name and telephone number of the park person who can be contacted for additional information, or a 24-hour contact number.
Submitter:	The name and title of the person submitting the report, which should appear on the report itself – not just in the cover email message.

### REPORTING PROCESS

Each of the following Level 1 and Level 2 reporting SOP's explains how to submit reports. The basic rules are nonetheless worth reiterating:

- Level 1 reports and some particularly significant Level 2 reports are called immediately to Shenandoah NP dispatch, then followed up with written reports sent via email within three working days. They are not to be submitted by posting to InsideNPS.
- Level 2 reports are to be submitted via email within three working days. They are not to be submitted by posting to InsideNPS.
- All Level 1 and 2 written reports are to be submitted to Dennis Burnett in WASO Law Enforcement and Emergency Services and to Bill Halainen at Delaware Water Gap NRA. Copies of each should also be sent to your regular regional/system office contacts.
- Reporting parties should be judicious regarding inclusion of names of law enforcement rangers and investigators and/or confidential investigative or enforcement techniques in incident reports. The Morning Report is posted on the web; email transmissions are also passed along to many other readers. It's safe to presume that anyone might read it.
- All reports are considered to be public information unless otherwise indicated. Reports that are wholly or partly confidential and meant for internal review within the Division of Law Enforcement and Emergency Services should be marked as indicated.
- It is NPS policy to share as much information as possible with its employees and external audience. Reporting parties will therefore make every effort to write reports in a manner that will permit their general release, insofar as is possible, and will only use the specified restrictions if truly necessary.

### LEVEL 1 REPORTS

Report the following immediately by phone; follow-up on email within three working days:

- Call Shenandoah 24-hour dispatch at 1-540-999-3422.
- If for some reason Shenandoah dispatch can not be reached, call Dennis Burnett via pager at 1-888-992-5811 and follow the instructions on leaving a message.
- Submit follow-up reports via email to Dennis Burnett in WASO Law Enforcement and Emergency Services and Bill Halainen at Delaware Water Gap NRA.
- Reports should also be sent to your regular regional/system office contacts.

- 
- 
- 1.1 **Employee Fatalities, Life-Threatening Injuries, or Injuries Requiring Hospitalization:** The death, life-threatening injury, or injury requiring hospitalization of any employee while in the performance of his or her duties, or the inpatient hospitalization for illness of three or more NPS employees in any single incident.
  - 1.2 **High Property Damage:** Any incident resulting in property damage in excess of \$100,000.
  - 1.3 **Serious Crimes:** Serious crimes which occur in any park, including major weapons offenses, hostage or barricade situations, service of high-risk warrants, kidnapping, arson, and all other Part I offenses.
  - 1.4 **Drug Incidents:** Major or unusual drug seizures or drug-related arrests in which the circumstances, value, and/or the amount of the seizure could attract media or political attention.
  - 1.5 **Political/International Officials:** Serious incidents, major events, or serious accidents involving senior political officials of state, Federal or foreign governments or their immediate families, or any significant event involving foreign nationals or international cooperation.
  - 1.6 **Actual or Potential Threats to the United States:** Planned, attempted or actual terrorist attacks, sabotage or other hostile acts against the United States, including the National Park Service or any other federal bureau. Observations of any criminal or non-criminal act, suspicious activity or incident that might have national security implications.
  - 1.7 **Significant Law Enforcement Events:** Significant law enforcement events other than planned special events which have required or may require the dispatch of specially-trained teams to augment normal enforcement capabilities.
  - 1.8 **Disasters:** Major natural or man-caused disasters which cause significant injuries, resource or property damage, or have significant impacts on visitor use of an NPS-administered area, including major structural fires, dam failures, floods and storms.
  - 1.9 **Weapons Discharge:** The discharge of a weapon by any employee toward another individual or any discharge of a weapon at any employee.
  - 1.10 **Aircraft Accidents:** Any aircraft accident causing a death or hospitalizing injury.
  - 1.11 **Use of Force:** Any use of force by a law enforcement officer which results in serious injury or death to another individual.
  - 1.12 **Assault:** Any unlawful assault or attack on an NPS law enforcement officer or any other NPS employee by another.
  - 1.13 **Significant Hazardous Materials Events:** Any hazardous chemical spill, leak, fire, exposure or accident. All such spills should also be reported to the National Response Center at 1-800-424-8802 according to the following criteria:
    - For oil: Spills of 10 gallons or more onto land or soil, and all releases into surface water that result in a silver and/or rainbow sheen regardless of amount spilled.

- For hazardous materials/substances: All releases of any chemical or hazardous material, regardless of amount or where it was spilled.

\*\*\*\*\*

### LEVEL 2 REPORTS

Report the following via email within three working days:

- Submit reports via email to Dennis Burnett in WASO Law Enforcement and Emergency Services and Bill Halainen at Delaware Water Gap NRA.
- Reports should also be sent to your regular regional/system office contacts.

- 
- 2.1 **Visitor/Public Fatalities:** Visitor or public fatalities, except by natural causes. Heart attacks are not reportable incidents unless they involve other Level 1 or Level 2 reporting criteria.
  - 2.2 **Employee Arrest:** Arrest or detention of any NPS employee on felony charges, regardless of arresting or detaining agency.
  - 2.3 **Cultural Resource Theft/Depredation:** Any significant incident of lost, stolen, looted, vandalized, damaged or destroyed historical, archeological, ethnographic, museum or NAGPRA-related structures, items and/or resources
  - 2.4 **Natural Resource Theft/Depredation:** Any significant incident in which animals, plants, minerals, paleontological items or other natural resources are poached, stolen, destroyed or otherwise lost or damaged.
  - 2.5 **Wildlife Incidents:** Wildlife attacks or incidents that result in death or cause serious injury and/or lead to overnight hospitalization.
  - 2.6 **Wildlife or Vegetation Die-Off:** Unexpected or unnaturally high mortality to large numbers of animals or plants.
  - 2.7 **Drug Incidents:** Drug seizures in which the value of the drugs exceeds \$5,000, or major drug cases which are investigated by other agencies but which were either initiated by the NPS or in which the NPS assisted.
  - 2.8 **Demonstrations:** Demonstrations or other hostile acts (planned, purported or actual) either in or adjacent to parks.
  - 2.9 **Theft and Burglary:** Monetary losses in excess of \$10,000 through theft or burglary, or the theft or loss of law enforcement credentials and badges.
  - 2.10 **Search and Rescue:** Major searches and/or rescues, generally defined as any SAR that requires a significant call-out of resources or that is prolonged or difficult.
  - 2.11 **Arson:** Any incident of known or suspected arson.
  - 2.12 **Structural Fires:** Structural fires involving any NPS-owned property.
  - 2.13 **Special Events:** Any event in a park which requires significant mobilization of resources or the call-out of a national or regional incident management team, attracts substantial media attention, and/or has particular relevance to the National Park System or Service and its cultural, historical and natural assets.
  - 2.14 **Missing Persons:** Confirmed missing persons where foul play is suspected.
  - 2.15 **Multiple Injuries/Illness:** In-patient hospitalization of three or more non-NPS personnel in any single incident.

## **9. Exhibit 4: The Role of EICC**

**Purpose.** The Emergency Incident Coordination Center (EICC), located at Shenandoah National Park, serves as the National Park Service's Homeland Security and all-hazard focal point for mobilization, consolidation and dissemination of intelligence information, cost tracking and status reporting. It coordinates the all-hazard, non-fire "national" resources of the National Park Service, including those related to homeland security. The Center carries out six basic national functions:

- Coordinates the identification, availability status and deployment of NPS law enforcement officers for homeland security assignments at "icon" parks.
- Serves as the National Park Service homeland security coordination center, dispatching resources to homeland security incidents and providing consolidated cost, status and intelligence reporting.
- Updates the rosters and maintains the availability of National Park Service Incident Management Teams, mobilizing or assisting in the mobilization of the Teams when needed.
- Serves as the NPS Service-wide significant incident reporting center.
- Updates the rosters, maintains the availability and coordinates the ordering of specialized resources/teams exclusive to the National Park Service, including SETT, MERT and CISM Teams.
- Maintains the All-Hazard Incident Qualification System during the initial transition period, until the IQS computer system has been programmed to accept all-hazard qualifications.

**Assignment of Law Enforcement Officers for Critical Incidents.** Following the terrorist attacks of September 11, 2001 the National Park Service identified parks that may have a significantly higher risk of attack because they are internationally recognized symbols of American heritage (icons of the nation). During periods of increased threat, these parks may need additional law enforcement assistance. Thus, the Service has identified a pre-determined number of law enforcement officers that will be ready for immediate dispatch to critical incidents. EICC works with the regions and parks to identify those officers, to obtain ordering information and to actually dispatch the officers when the need arises.

**Homeland Security Coordination Center.** The National Park Service has determined that the interagency coordination system is inappropriate for the dispatching of resources to homeland security incidents and events. The system includes personnel that do not have background investigations or clearances. In addition, the system may not function in a timely manner during periods of high fire activity or during the winter months. Therefore, all dispatching activity for homeland security incidents and events is done outside of the interagency system by EICC. See chapter 7, Incident and Event Management for details.

In addition, EICC gathers and reports homeland security intelligence information during elevated threat levels. These reports include specific threats, security concerns, current actions, resource assignments, cost tracking and other elements.

**National Park Service Incident Management Teams.** Because the NPS Incident Management Teams are considered key homeland security resources, EICC updates the rosters and maintains the availability of all Teams. EICC directly dispatches the Teams, outside of the interagency

coordination system, for homeland security incidents and events and assists with the ordering for other all-hazard incidents.

EICC will work with the appropriate Regional Emergency Services Coordinators (and with the WASO Branch Chief, Emergency Services, if needed) to identify the available team, to provide the names (and ordering chain) of the available team members and to facilitate any special orders that the Team may have. The ordering park will then have complete information with which to create the resource orders.

In addition, EICC can facilitate collaboration and coordination activities regarding the Teams (such as helping to host MRCG telephone calls, prompting key officials to communicate with others, etc.).

**Significant Incident Reporting Center.** As required by the Department of the Interior and the White House, all significant incidents that occur within parks or involve the agency must be reported to key officials. EICC serves as the national reporting point for the National Park Service. EICC staff takes the initial information, requests required information not initially provided, places the information in a specific report format, forwards the report and notifies key officials of the report.

**Specialized Resources/Teams.** The National Park Service has several specialized resources or teams that are often used at incidents and events. Most of these teams are unique to the NPS. These include:

- Critical Incident Stress Management Teams (CISM)
- Special Event and Tactical Teams (SETT)
- Museum Emergency Response Team (MERT)
- FMSS Damage Assessment Teams

EICC updates the rosters and maintains the availability status of these teams. In addition, EICC directly dispatches these resources/teams for homeland security incidents and events or assists with the dispatch for non-homeland security all-hazard incidents.

In the future, EICC may identify, track the availability of and dispatch other unique resources often used at incidents. Examples of these include:

- Bucket trucks
- Front-end loaders
- Dump trucks
- Heavy equipment
- Equipment operators
- Specification Writers
- Contracting Officers

**Other Duties.** EICC also provides dispatching and coordination services for the local Virginia “Mountains to the Sea” service area. Wildland fire and all-hazard dispatching, resource availability status-keeping and local intelligence is maintained for the Northeast Region parks in Virginia and the Blackwater units of the U.S. Fish and Wildlife Service’s Region 5. Resource

availability for these units is updated in ROSS and mobilization is channeled into the interagency coordination system through the Virginia Interagency Coordination Center (VICC) located in Charlottesville, Virginia.

**10. Exhibit 5: Sample Delegations of Authority**

The samples start on the next page.

*Sample 1*

Memorandum

To: Incident Commander, NPS Incident Management Team

From: Superintendent, [name of park]

Subject: Delegation of Authority, Foot-and-Mouth Disease Response

You are hereby assigned to manage the incident related to this outbreak of Foot-and-Mouth Disease in (insert name of NPS Unit). You have full authority and responsibility for managing incident activities within the framework of law, regulation, Service and park policy, this Delegation, and guidance provided in the initial and subsequent briefings.

Specific direction and management considerations for this incident are:

1. For the safety of incident personnel and the public, identify hazards and assess and mitigate risks before taking actions.
2. Coordinate incident management, including priority setting, through Unified Command.
3. Protect private and public property and resources, basing actions on analysis of values at risk. Prevent, mitigate, or otherwise minimize resource impacts resulting from incident situations or operations.
4. Work with park staff to ensure that all incident operations are in compliance with all laws, regulations, and policies. Record and document plans and actions for Park's historical archives.
5. Provide accurate and timely information to incident personnel, cooperating agencies and the public.
6. Keep costs commensurate with incident needs. Coordinate reimbursable costs with cooperating agencies as required. Develop a request for emergency funding and provide the necessary documentation. Coordinate finance with the Park administrative staff.
7. I appoint \_\_\_\_\_ to serve as my Agency Advisor. She/He has full authority to make decisions in my stead. Park personnel may be assigned to the incident. Coordinate their availability with Agency Advisor.
8. Make all out-of-area resource orders directly with \_\_\_\_\_ Dispatch.
9. Prepare a list, to be used for letters of appreciation, of any cooperative agencies, and their

personnel that are assigned to the incident.

10. Ensure that as incident facilities are released back to the Park that they are cleaned and put back to good order. Work with the Park staff to refurbish any equipment and incident kits upon completion of their use.
11. Notify me 24 hours in advance of the closeout of your management of the incident.
12. Meet with me personally for a closeout meeting prior to your departure.

Superintendent,

Date

*Sample 2*



**UNITED STATES DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE**

**Shenandoah National Park  
Route 4, Box 348  
Luray, Virginia 22835-9036**

**IN REPLY REFER TO**

W34

June 3, 1996

Memorandum

To: \_\_\_\_\_, Incident Commander

From: \_\_\_\_\_ Acting Superintendent, Shenandoah National Park

Subject: Delegation of Authority, Bridle Trail Incident

You and your Incident Management Team are hereby assigned to establish a Unified Command with the FBI to manage the Bridle Trail Incident at Shenandoah National Park, effective June 3, 1996, at 1800 hours. You have full authority and responsibility for managing incident activities within the framework of law, regulation, Service and park policy, this Delegation, and direction provided in the initial and subsequent briefings.

Specific direction and management considerations for this incident are:

1. Cooperate with and facilitate the activities of the FBI.
2. Determine what happened to the victims of this incident and apprehend all suspects involved.
3. Protect human life and operate safely as the first priority. As a component of safe operations, the Park Incident Work and Rest Policy (Policy Directive Number 90-43, dated October 21, 1990) will be followed.
4. Prevent, mitigate, or otherwise minimize resource impacts resulting from incident situations or operations.
5. Ensure that all incident operations are in compliance with all laws, regulations, and policies.
6. Minimize disruptions to normal park operations.
7. You may use park personnel for the incident, but whenever it is possible and cost-effective, use out-of-park resources for specialized or professional-level tasks.

8. Make all resource orders directly with the Shenandoah National Park Coordination Center.
9. Carefully coordinate finance with the Park Finance and Budget office. Please prepare the necessary documentation for a Law and Order Funding Request prior to release.
10. Please prepare an ICS-209, Incident Status Summary, each day by 1900 and ensure that a copy is sent or faxed to the Shenandoah Coordination Center. You may use your judgment as to whether the 209 should be distributed further.
11. Please prepare lists of cooperative agencies and their personnel to be used for letters of appreciation.
12. Please ensure that incident facilities are cleaned and put back to good order upon completion of the incident.
13. Please work with the Park staff to refurbish equipment and incident kits upon completion of the incident.
14. Please notify me 24 hours in advance of the close-out of your management of the incident.
15. Please meet with me personally for a close-out meeting prior to your departure.

\_\_\_\_\_  
Acting Superintendent, Shenandoah National Park

\_\_\_\_\_  
Date

Agreed upon, subject to amendment:

\_\_\_\_\_  
Incident Commander

\_\_\_\_\_  
Date

Sample 3



**UNITED STATES DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE**

1849 C Street, N.W.  
Washington, D.C. 20240

**IN REPLY REFER TO**

A76

October 22, 1999

Memorandum

To: \_\_\_\_\_, Incident Commander  
From: Deputy Director  
Subject: Delegation of Authority, Y2K Day One

I hereby delegate to you and your Incident Management Team the authority and responsibility to manage all aspects of the Y2K Day One roll-over period for the National Park Service National Office.

Specific management considerations for this incident are:

1. Protect human life and operate safely as the first priority.
2. Work with the regions, Department and other agencies, as needed, to provide national coordination of the consequences related to the Year 2000 date rollover.
3. Provide the Department with the reports and information they need.
4. Please ensure that the Directorate is notified of significant events that occur during the rollover period.
5. Please keep costs to a level commensurate with the needs of the incident.

This delegation is effective at 0800, October 22, 1999, and includes related exercises on 11/03-04/99 and 12/08-09/99. This delegation will expire at 1800 on 01/04/2000 unless otherwise amended by me.

My designated representative for this assignment is Linda Canzanelli.

Sample 4

September 24, 2005

Memorandum

To: NPS National Incident Management Team Commander

From: Director, National Park Service

Subject: Delegation of Authority, Hurricane Response

I hereby amend the previous delegations of authority to you and your Incident Management Team for the response to the consequences of Hurricane Katrina to include Hurricane Rita and any other major tropical storm events for units of the National Park System in the Gulf Coast and associated inland areas of the United States. This amendment is effective at 1200, September 26, 2005 and will also serve as the terms of the delegation of authority to the Incident Management Team that succeeds you. You are directly accountable to me or my representative listed below. Your area of operations includes all affected units of the national park system and any associated staging, mobilization or operational facilities. It will also include other operations and areas outside the national park system as assigned and authorized. Your team will manage the response as a Complex with responsibility for the coordination and direction over other incident management teams and resources within the operational area, including assigned resources from other agencies.

Specific management considerations and directives include:

1. Protect human life and operate safely as the first priority.
2. Implement employee assistance programs to include accounting for all employees and their immediate families, determining their needs, and assisting them with short and long term recovery.
3. Prepare and initiate plans for relocation of affected administrative offices.
4. Provide interagency coordination within your operational area with local, state and federal agencies and the various levels of incident management.
5. Ensure that the Washington office and the affected Regions and Parks are kept informed about the consequences and response efforts to the hurricane.
6. Please keep costs to a level commensurate with the needs of the Incident without compromising safety.

7. Provide support to other Department of Interior agencies and their employees.
8. Provide emergency support to affected park neighbors, partners and adjacent communities.
9. You may enter into agreements with other agencies or entities that will expedite the short term and long term recovery of the affected parks and employees or other Department of Interior units as assigned. I will expect you to exercise your professional judgment in developing agreements that need my approval and/or coordination and consultation with other levels of management and expertise.

At any time the Director is unavailable, Deputy Director Steve Martin will have full authority to represent her.

Authorized by: \_\_\_\_\_  
Director, National Park Service

Received by: \_\_\_\_\_  
NPS National Incident Management Team Commander

*Sample 5*



## United States Department of the Interior

### NATIONAL PARK SERVICE

1849 C Street, N.W.  
Washington, D.C. 20240

IN REPLY REFER TO:

October 6, 2003

To: \_\_\_\_\_, Incident Commander

From: Director

Subject: Delegation of Authority, Hurricane Isabel Response

I hereby delegate to you and your Incident Management Team the authority and responsibility to manage the response to the consequences of Hurricane Isabel, particularly at Colonial National Historical Park, Fredericksburg and Spotsylvania National Military Park, Richmond and Petersburg National Battlefields. You may be assigned responsibilities at other NPS units, as the need arises. You have full authority and responsibility for managing this incident within the framework of law, regulation, NPS policy and direction provided by me and the Superintendents of each park. This delegation is effective at 0600 hours, October 7, 2003.

Specific management considerations for this incident are:

1. Ensure that safety and the protection of human life is the first priority.
2. Work closely with the effected Regions and Superintendents (and assigned staff) to manage the incident in a manner that meets their expectations, the expectations of involved partners and the elements of this delegation. The Superintendents will serve as the Agency Administrator to the Incident Management Team, representing their respective park's interest, coordinating use of local resources and providing a liaison with local agencies.
3. Manage the emergency restoration and essential clean-up of damaged resources and infrastructure.
4. Coordinate and complete a professional condition assessment of damaged park assets, utilizing the FMSS, for all NPS units sustaining damage during Hurricane Isabel.
5. Maintain cost at a level commensurate with the needs of the incident.
6. Provide situation updates daily. Please send Incident Status Summary reports (ICS 209) via NWCG's "FAMWEB" internet-based program, by 1800 hours each operational period.
7. Order resources and equipment through EICC.
8. Coordinate with park staff to manage local media and public information needs. Coordinate National information needs with the WASO Public Affairs Office.
9. Please provide a final report, which includes a summary of incident actions and recommendations

for future incidents.

10. Schedule a close-out meeting with me prior to your team's demobilization from the incident.

My designated representative for this incident will be the Associate Director for Visitor and Resource Protection, Karen Taylor-Goodrich.

**11. Exhibit 6: After Action Review Guide**

The Guide starts on the next page.

**After Action Review (AAR) Tips & Tactics**



Wildland Fire  
Lessons Learned Center  
[www.wildfirelessons.net](http://www.wildfirelessons.net)

**LEADERSHIP**  
Developing Leaders in Wildland Fire  
<http://www.fireleadership.gov/>

**Tips for Conducting AARs**

Schedule shortly after the activity is completed.  
Pay attention to time – utilize the 25% / 25% / 50% suggested time allotment.  
Focus on WHAT not WHO.  
Establish clear ground rules: encourage candor and openness, this is dialog – not lecture or debate, focus on items that can be fixed, keep all discussions confidential.  
The leader’s role is to insure there is skilled facilitation of the AAR.

**1. What did we set out to do? (Spend about 25% of total time on this question and the next)**

Establish the facts.  
Purpose of the mission and definition of success:

- Key tasks involved.
- Conditions under which each task may need to be performed. (weather, topography, time restrictions, etc.)
- Acceptable standards for success (Explaining what “Right” looks like).

**2. What actually happened?**

Continue to establish the facts.  
Participants should come to agreement on what actually happened.  
Pool multiple perspectives to build a shared picture of what happened.

**3. Why did it happen? (Spend about 25% of total time on this question)**

Analysis of cause and effect  
Focus on WHAT not WHO.  
Provide progressive refinement for drawing out explanations of what occurred. This will lead into developing possible solutions.

**4. What are we going to do next time? (Spend about 50% of total time on this question)**

Solutions will arise naturally once problems are identified and understood.  
Focus on items you can fix, rather than external forces outside of your control.  
Identify areas where groups are performing well and should sustain. This will help repeat success and create a balanced approach to the AAR.  
Sustain/Maintain Strengths:

Improve Weaknesses:

**Did lessons learned, trends, concerns, processes or ideas come up that you want to share immediately with other units horizontally & vertically? Highlight them on the ICS 214 Unit Log. Submit them to the Lessons Learned Center as a Spark that others can learn from.**

There are several formats that you might use. Two possibilities are suggested below:

- Issue, Discussion, Recommendation
- Concept of the Operation, Results, Trends, Recommendation

**Is an After Action Review Rollup Recommended at this point or end of the project?**

Submit completed AAR Rollups to the Lessons Learned Center:

- What was the most notable success at the incident that others may learn from? Please explain.
- What were some of the most difficult challenges face and how were they overcome? Please explain.
- What changes, additions or deletions are recommended to wildland fire training?
- What issues were not resolved to your satisfaction and need further review?

## **AAR FACILITATION TECHNIQUES**

### Setting Up AAR Discussion:

“This is not a critique, not meant to assign blame. It’s an open, honest and professional discussion.”

### Restating a Point:

This is used to summarize a point that a participant made that may have not been clear to everyone. “So you’re saying you think the helitorch should have started higher up the ridge, and that would have prevented.....”

### Handling the Upward Delegation of Blame:

Participants will often blame the “system” for being broken, and that causes failures at their level. “OK, I agree, but that’s out of our hands. We still have to live with the fact that this issue places us in increased risk. So what can we work on at our level to improve?”

### Bringing Out the Opinion of the “Quiet Ones”:

Some people just don’t process through discussion, but they usually are listening closely and when asked have good insights. Wait until a little later in the AAR and then ask them by name open ended questions. “Well Ken, you were up on the road, what was your perspective on this?”

### Interrupting a Dominant Member of the Group:

Some people just naturally like to talk. There is also a tendency for a leader to give all the answers. Interrupt them tactfully with a comment like: “I’m concerned we’re going too deep into this issue without getting any additional input. Let’s hear from....”

### When the Group is in Denial:

One or more people think (let’s use “communications”) went fine and are not discussing the issues. In order:

1. Act somewhat surprised. “Really? Interesting. Are there any other thoughts on how communications went today?”
2. Spur discussion with one of your own observations: “OK, I saw a couple messages that didn’t get passed to the folks holding the road. What was the plan there?”
3. Press a bit firmer: “OK, what I’m hearing is that you would do this exactly the same way again?”
4. Finally, do one of two things. If the issue is minor, let it pass. If the issue is important, then you may have to make the point blank observation yourself: “OK. You’re saying communications went fine. I saw two specific instances where we were right on the edge of the prescription and that did not get to either Mike or Susan. You’re telling me that is not a problem? What would have happened if we didn’t get that bucket drop?”

### Pursuing an Issue to its Root Cause:

The Japanese say always ask “why” five times. It’s a good technique to make sure that you’re really getting to the root cause of an issue. “So...the torches weren’t ready because they didn’t get fueled. And we’ve heard they didn’t have fuel because the fuel cans were on the other rig. What caused that to happen?”

### Using “Negative Polling” to Ask Questions:

This is an effective way to get quick agreement/consensus. It is faster than making sure everyone agrees. “Is anyone opposed to moving on to question #3 now?” or “Does anyone disagree that that was the plan, yet this is what really happened?”

### Building Up or Eliminating Ideas:

This technique merges complimentary pieces from different ideas or highlights agreement on pieces of an idea when total idea is not agreed upon. “So is there anything you could add to that suggestion to make it work for you?” or “What could we delete from the idea to make it work better?”

### Avoiding Win/Lose Decisions:

Look for a win-win situation with the group. “Does it have to be one way or the other? Could we agree to both?”

### Asking Open-Ended Questions:

This allows for a variety of possible responses while inviting involvement and participation. “Why do you think that happened?” or “What could we do differently next time?”



## Chapter 8

### Team Management

1. Number and Type of Incident Management Teams
  2. Team Personnel
  3. Mobilization
  4. Coordination of the Use of Incident Management Teams
  5. Team Development
- 

#### 1. Number and Type of Incident Management Teams

**Regional Teams.** National Park Service regions have entered into agreements to establish the following type 2 “regional” Incident Management Teams:

Team Identification	Sponsoring Regions
Eastern Team	Northeast Region National Capital Region Southeast Region
Central Team	Mid-West Region Intermountain Region
Western Team	Pacific West Region Alaska Region

**National Team.** The Division of Law Enforcement and Emergency Services, Visitor and Resource Protection Directorate, Washington Office sponsors a type 1 National Incident Management Team.

**Changes to the Number and Types of Teams.** The number and types of these teams may be changed to meet shifting needs. Changes to regional teams may be made pursuant to agreements by the involved regions and the concurrence of the WASO Division Chief of Law Enforcement, Security and Emergency Services. Changes to the National team may be made pursuant to the approval of the Associate Director, Visitor and Resource Protection.

**Team Configurations.** The following table describes the minimum positions that will make up a standing Incident Management Team. Other incident management positions that are needed for any specific incident/event may be ordered on a case-by-case basis.

Regional Teams	National Team
Incident Commander Safety Officer Information Officer Operations Section Chief Planning Section Chief Logistics Section Chief Ordering Manager Computer Technical Specialist Finance/Administration Section Chief	Incident Commander Deputy Incident Commander/Liaison Officer Safety Officer Information Officer Operations Section Chief Deputy Operations Section Chief Planning Section Chief Resource Unit Leader Logistics Section Chief Communications Unit Leader Supply Unit Leader/Ordering Manager Computer Technical Specialist Finance/Administration Section Chief Time Unit Leader

## 2. Team Personnel

**Criteria.** Incident Management Team members are individuals possessing a broad knowledge of incident management skills, and are motivated and self-disciplined. Full-performance members must have completed NPS All-Hazard Incident Qualification System or NWCG 310-1 requirements for the position, or have otherwise demonstrated skills/experience at an appropriate performance level.

Since Team personnel may be required to work long hours under a variety of physical and/or emotional and stressful conditions, members must be in good physical condition and be emotionally stable under difficult work situations.

Team members should possess exceptional leadership qualities, be able to demonstrate these qualities in progressively responsible supervisory positions and be able to work effectively in a team environment.

**Team Recruitment.** Team membership opportunities will be announced periodically, as warranted by team vacancies. Applications for Regional Teams will be accepted from all permanent or term status employees in the respective sponsoring regions. Applications for the National Team will be accepted from all permanent or term status employees in the Service. The potential team member's Superintendent must approve the application and endorse the membership, agreeing to make the employee available for both Team assignments and associated administrative duties. Casual ("AD") employees may be used for teams if no qualified full-time employees are available. Qualified employees of other Department of the Interior agencies may apply to serve on NPS Incident Management Teams with the approval of their agency.

Applications for Regional Team incident commander positions are submitted to a Regional Emergency Coordinator, a Regional Chief Ranger or other employee agreed upon by the sponsoring regions. Applications for National Team incident commanders are submitted to the WASO Branch Chief of Emergency Services. Once the incident commander(s) position is filled, applications for other team positions are made to the respective incident commander(s).

Recruitment announcements should note that all Command and General Staff positions will be subject to SBI level background investigations.

**Team Selection.** Each sponsoring region(s) shall agree upon the selecting official for the incident commander positions on the Regional Teams. The incident commander(s) of each Regional Team shall be the selecting official(s) for other positions on the Team. All selections for the Team are subject to the approval of the Regional Emergency Services Coordinators for all sponsoring regions.

The selecting official for the incident commander positions on the National Team shall be the WASO Branch Chief of Emergency Services. Subsequently, the incident commander(s) of the National Team shall be the selecting official(s) for other positions on the other positions on the Team. All selections for this Team are subject to the approval of the Associate Director, Visitor and Resource Protection.

**Tenure.** Both Regional and National Team members make a commitment for three years of service. Members may continue on the team for succeeding three-year terms at the discretion of the incident commander, providing that the member's superintendent concurs. Sponsoring regions may require additional regional approval.

Team members renewing membership shall submit new applications that specifically provide written authorization from the Superintendent or other line manager.

**Availability.** Individuals selected for team membership are expected to commit to the team and normally be available within a few hours of call. Most positions on a team are filled at least two people “deep” as there may be occasions where an individual is unavailable because of illness, family emergencies, unusual circumstances or other unforeseen situations. However, it is expected that Team members will usually be available for assignment.

**Membership on Other Incident Management Teams.** In order for the Team to be effective and available, Team members may not make commitments to other incident management teams that might impact their availability for assignment. Exceptions to this policy may be considered and approved on a case-by-case basis by the Incident Commander.

**Background Investigations and Clearances.** Once selected, the Incident Commander,

Operations Section Chief and Planning Section Chief of the Regional and National Incident Management Teams shall have SBI level background investigations initiated. Personnel assigned to these three positions shall then maintain favorable SBI level background investigations and shall obtain “Top Secret” security clearances.

Funding for these investigations shall come from program funds.

**Conduct.** While all Federal employees must adhere to a Code of Conduct, membership on an Incident Management Team carries with it the obligation to adhere to an even more rigorous standard of conduct.

Team members are nominated and selected for their outstanding knowledge, skills and abilities. They represent the most qualified personnel in the Service. When on assignment they represent not only their home unit and their Region in general, but all NPS personnel. At all times – whether on assignment or in training - their performance is expected to be outstanding and their conduct above reproach.

Many of the incidents or events that a Team is called upon to manage may involve issues or actions that are particularly sensitive to employees of the host Park or area. All personnel are responsible for being aware of and sensitive to the feelings and concerns of the host park employees and the public.

### **3. Mobilization**

**Team Activation.** The requesting unit shall go through the steps required for ordering an Incident Management Team (see chapter 7, Incident and Event Management). Sponsoring regions may require regional approval for team activation subject to the provisions of inter-regional agreements. Such approvals must be made in a timely manner and should not interject an unreasonable amount of justification, especially if lives, resources or property are at risk.

Each Team shall develop its own procedures for contacting Team members and for determining the logistics of team mobilization. Ordered Team members will be provided the request number, required date of arrival, length of detail, account number, NPS uniform requirements, and other details relevant to the assignment. Team members are individually responsible for notifying their supervisors and the home unit.

**Travel and Transportation.** Team members are responsible for arranging proper travel authorizations. This authorization may be accomplished by maintaining a current blanket travel authorization (TA), by being able to call in personnel to process a TA or by making arrangements for dispatchers to be authorized to prepare TAs.

Team members will also maintain current government credit cards to cover travel advances, subsistence, and accommodation needs.

Whenever possible, members will travel together to reduce travel costs.

**Travel Vouchers.** Team members will promptly complete and submit travel vouchers upon return home. Travel vouchers will be submitted for processing to the home unit's administrative division. A copy of the completed travel voucher will be forwarded in accordance with the team's established standard operating procedures.

#### **4. Coordination of the Use of Incident Management Teams**

**Team Status.** The rosters and availability status of the Regional and National Teams shall be maintained by the Emergency Incident Coordination Center (EICC) at Shenandoah National Park.

**Regional Teams.** Whenever a Regional Team is ordered, an emergency services coordinator from one of the sponsoring regions shall notify EICC. In turn, EICC shall notify the other Regional Emergency Services Coordinators and the WASO Branch Chief, Emergency Services, of the Team's change of status.

**National Team.** Whenever the National Team is ordered, the Incident Commander shall notify EICC. In turn, EICC shall notify the Regional Emergency Services Coordinators and the WASO Branch Chief, Emergency Services, of the Team's change of status.

**Team Coordination.** Regional Emergency Services Coordinators and the WASO Branch Chief, Emergency Services, should collaborate regarding the use of Teams whenever there is a question about which type of Team is appropriate for the incident, there is a possibility that there may be competition for the use of a Team or Teams, a Team is unavailable, there is a need for a Multi-Region Coordination Group (MRCG) or other similar issue. This collaboration can be by single phone calls, conference calls or e-mails. It should be done as quickly as possible. EICC can facilitate the process, if needed.

If WASO funding is involved, then the WASO Branch Chief, Emergency Services must be consulted and the Incident Complexity Guide must be used.

#### **5. Team Development**

**Team Meetings.** The intent of establishing standing Incident Management Teams, rather than just assembling qualified individuals on a case-by-case basis, is to allow each team to work through the group dynamics process before they are assigned to an incident. With a clear understanding of the purpose of the team and each individual's role, the Team should be able to function at a higher level. Therefore, periodic Team meetings, apart from incident assignments, are essential.

It is the policy of the National Park Service that all Regional and National Incident Management Teams shall have at least one meeting each year unless frequent incident

assignments preclude the meeting. During this meeting, the team will do the following, as a minimum:

- Introduce new team members.
- Conduct group dynamics/team building exercises.
- Review significant incident management lessons learned from the Wildland Fire Lessons Learned Center (which also accommodates all-hazard lessons learned from land management agencies) and other sources. See chapter 7, Incident and Event Management, for more information about the Lessons Learned Center.
- Review current safety issues.
- Review team procedures and revise as needed.
- Review the potential for incidents and upcoming planned events.
- Review new equipment and resources that may be available.
- Review new Incident Business Management requirements and procedures.
- Determine the future vacancies and developmental needs of the Team.
- Review new interagency coordination procedures and cost sharing techniques.

**Standard Operating Procedures.** Incident Management Teams should develop their own Standard Operating Procedures, consistent with the requirements and standards of this Reference Manual. These procedures should be posted on Team websites.

Teams are encouraged to include evaluations in their Standard Operating Procedures and must complete evaluations for trainees in conjunction with the Position Task Book.



## Chapter 9

### Incident Business Management

1. Interagency Incident Business Management Handbook
  2. Safety Issues
  3. All-Hazard Incident Business Management Issues
  4. Employee Assistance Took Kit
  5. Exhibit 1: Interim Cost Containment Guidelines
- 

#### 1. Interagency Incident Business Management Handbook

**Provisions of the Handbook.** Since the National Park Service is a signatory agency to the Interagency Incident Business Management Handbook and since that book contains the most correct information for fires and all-hazard incidents and events, it is the policy of the Service to abide by the principles, requirements, guidance and other provisions of that handbook.

This assimilation includes chapter 80 of the Handbook (Cost Accounting and Reporting) to the extent that it applies to all-hazard incidents. If region or WASO funding is being used, then early coordination with the respective budget and finance office is required and cost containment measures are required. These measures may change from time to time (see exhibit 1, page 6).

This chapter of RM-55 includes only the information that is not contained in the interagency handbook or which clarifies the handbook's information for all-hazard incident/event purposes.

#### 2. Safety Issues

**Safety Issues.** It is the policy of the National Park Service that, whenever any provision of the interagency handbook places an employee or member of the public in demonstrated jeopardy during an incident or event, the Incident Commander has the responsibility and the authority to take the appropriate actions to eliminate or mitigate that jeopardy.

These occurrences should be extremely rare. The Agency Administrator and Incident Business Advisor (if assigned) must be notified of the actions within a reasonable time and the action must be documented with a memorandum to the file. If the action is not in conformance with the provisions of the handbook, the action must be brought into conformance as soon as a solution can be found.

*Example:* An employee assigned to the incident is working at her duty station. Since she is at her duty station, she is not eligible for government furnished lodging. Because of

her unique knowledge, she is working on the incident 14 hours per day and is involved in the planning process. She has a 1.5 hour commute between her home and duty station. Because of her commute, she is only getting 4 to 6 hours of sleep per night and is complaining of drowsiness. The Incident Commander *must* take action. The options include cutting back her hours, requesting additional resources or (if she is the only person able to fill her role) providing government furnished lodging.

**Work/Rest Requirements, Days Off and Travel.** The provisions and guidance found in the interagency handbook, including incident operations driving, shall apply to all-hazard incidents and events.

In addition, it is National Park Service policy that non-emergency travel related to all-hazard incidents and events (such as demobilization travel from an incident or travel to and from a planned event) shall cease by 2200 hours (10:00 p.m.) each day. If arrangements cannot be made for the traveler to reach his/her destination by 2200 hours, then the traveler must make a stopover for rest. Exceptions to this policy can be approved by the Incident Commander based upon specific circumstances. Obviously, travel for emergency mobilization is exempt from this provision.

**Length of Assignment.** The provisions and guidance found in the interagency handbook regarding the length of assignments shall apply to all-hazard incidents and events, including law enforcement personnel assigned to homeland security incidents or events.

**Workers Compensation Claims.** Personal injuries or occupational illnesses covered by OWCP are processed by, and charged to, the employee's home or employing unit, regardless of where the injury or illness occurs, even if it was at an incident or event. Home units must ensure the proper completion and submit the proper forms to the Office of Workers Compensation Program (OWCP) as proper coding will display the costs in the correct activity when the National Park Service reimburses OWCP.

**Employee and Tort Claims.** Incident Management Teams do not have the authority to approve personal property claims or authorize the expenditure of funds to replace items. The Park experiencing the incident or event (or in some cases the Park providing an employee) must follow agency policy for claims processing. The Park will review the claim for accuracy and completeness and will forward it to the local Department of the Interior Regional Solicitor.

Employee claims are sent to the employee's home unit if that is different than the Park experiencing the incident or event.

Individual tort claims associated with incident activities not exceeding \$2,500 should be charged against an appropriate benefiting account. Tort claims in excess of \$2,500 are forwarded by the NPS Accounting Operations Center (AOC) to the Justice Department for payment from their account. There is a possibility, however, that the solicitor(s) and/or Justice may remand these claims back to the NPS unit for payment.

**Administrative Payment Teams.** Administrative Payment Teams (APT) can be used on all-hazard incidents to expedite the payment of financial obligations incurred as a result of an emergency incident. When an emergency incident generates a large volume of obligations that may not be paid in a timely manner, or when the demand on local suppliers is so great that financial hardship may result, the Agency Administrator may request the assistance of an Administrative Payment Team, which is authorized to pay for supplies, services, rental equipment and casual employees used on an emergency incident.

These teams are authorized by Section 4 of Executive Order 6166, dated June 10, 1933, which allows the Division of Disbursement, United States Treasury Department, to delegate the exercise of its functions locally to officers or employees of other agencies, as the interests of efficiency and economy may require.

Information regarding how to order a team can be found in the National Mobilization Guide (NFES 2092) or by calling EICC.

**“Base 8” and Backfill.** The use of incident funds to pay for a permanent Government employee’s programmed “base 8” salary is normally not authorized.

Incident funding can be used to pay for unprogrammed “base 8” salary for temporary and seasonal (including “subject-to-furlough”) employees if the incident occurs at a time when the employee was not programmed to be on duty, so long as such expenditures are authorized by the funding source and approved by the Agency Administrator and the Incident Commander.

“Backfilling” involves charging overtime and premium pay to incident accounts for personnel who cover the normal duties of other personnel assigned to the incident. Backfilling for all-hazard incidents and events is allowed, provided that such expenditures are authorized by the funding source and approved by the Agency Administrator and the Incident Commander.

The authority to backfill should not be assumed as differing circumstances and funding sources may exclude such expenditures. In general, activities that can be programmed in advance to avoid or minimize disruptions are inappropriate for backfilling. Resource orders for all-hazard incidents and events should include information about backfill authorizations or prohibitions.

**Cooperative Agreements.** Chapter 50 of the Interagency Incident Business Management Handbook provides information about agreements at the national, regional and local levels. A copy of the national interagency agreement among land management agencies, which is applicable to both fire and all-hazard incidents, can be found in the National Mobilization Guide (NFES 2092).

Parks are encouraged to develop cooperative agreements among agencies at the local level before incidents occur. However, if an incident or event occurs and a cooperative agreement needs to be developed, then the staff of the Park should negotiate the agreement. If the Park staff is not familiar with the development of agreements, then the incident staff (usually the Finance/Administration Chief or Procurement Unit Leader) can negotiate the agreement, with the Agency Administrator agreeing to the provisions. These agreements should include provisions outlining the specific documentation requirements for cost reimbursement. See DO/RM-20 for information about creating agreements.

*Working with the Federal Emergency Management Agency (FEMA).* If the National Park Service is asked to respond outside of the National Park System to a Presidentially declared disaster, then that response will occur under the National Response Plan (FRP). Since the NPS is not currently a “Primary Federal Agency” for any of the 15 Emergency Support Functions (ESF) identified by the Plan, all tasking and cost reimbursements are generally done through one of the primary agencies (such as the U. S. Forest Service for ESF 4, Fire). See chapter 50 of the interagency handbook. A copy of the National Response Plan can be found on the internet at <http://www.au.af.mil/au/awc/awcgate/nrp/index.htm>.

Note that neither the U. S. Forest Service nor FEMA will reimburse the National Park Service for emergency response or disaster relief within the National Park System.

Emergency coordinators and Incident Management Teams should stay abreast of developments in the National Response Plan, which includes NIMS. Up-to-date information can be found on the internet at <http://www.nimsonline.com> or at <http://www.fema.gov>.

**Personnel Costs for Employees of Other Agencies.** The costs of personnel from other agencies used on an all-hazard incident or event within the National Park System may be cross-billed to the National Park Service in certain circumstances. Typically, the entire salary of project funded U. S. Forest Service employees will be charged to the incident. Check national and local agreements for details.

**Cost Accounting.** It is the policy of the National Park Service that the National and Regional Incident Management Teams shall maintain a current accounting of all costs and obligations incurred while managing incidents and events. As this manual is being prepared, the Incident Cost Accounting and Reporting System (ICARS) is being revised to provide the detailed accounting required in NPS all-hazard incidents and events. Once ICARS is functional, then all Teams should receive training and use it on incidents, in conjunction with Park finance personnel.

When funding sources exist (e.g., SAR or Emergency Law and Order) for incidents and events, the accounting system and procedures (numbers, codes, etc.) of that source will be used.

When no established funding source exists, the Incident Management Team shall work with the Park, Region and WASO finance staff to establish one or more unique accounts and isolate incident/event costs in case of later reimbursement through reprogramming or supplemental appropriation. The Team shall ensure that charges to the accounts, including personnel charges, are properly made.

Incident Management Teams managing incidents and events involving more than one account should consider ordering a technical specialist to coordinate the accounting and assist the Park in managing the technical aspects of the budget/finance process.

**An example** of an event with more than one account would be a Presidential visit. The accounts could include: Secret Service reimbursable (for those services ordered by the USSS), Emergency Law and Order funding for costs not reimbursed by the USSS (if the President's visit was unexpected; if the Park invited the President, then this funding source may not be available) and the "Blue Bunting" account (costs incurred to dress up Park facilities).

**Emergencies Affecting Employees.** It is the policy of the National Park Service to provide appropriate and sufficient assistance to employees (including the employee's family) affected by an emergency incident so that those employees may return to work. The authority for this assistance can be found in 16 USC 13, 16 USC 17 and 42 USC 5192. Depending upon the needs of the employee, this assistance will include:

- Temporary emergency repairs to employee's houses, even if it is a private house outside of the Park, damaged by a disaster (NPS assimilates FEMA authority).
- Provision of temporary housing or lodging if emergency repairs cannot make a residence habitable. (If this need is based upon damage to government furnished quarters, then the Government is responsible for the costs. If this need is based upon damage to private residences, then the homeowner's insurance may reimburse the Government for these expenses. Under no circumstances will an employee be denied needed housing or lodging because of a lack of insurance coverage or an inability to pay.)
- Elimination of deductions for quarters if the structure is significantly damaged or uninhabitable.
- Provision of meals when refrigeration is not possible and/or food stores are not available within reasonable driving time or distance (NPS assimilates FEMA authority).
- Provision of potable water, ice and coolers (NPS assimilates FEMA authority).
- Loan of emergency generators and other equipment (NPS assimilates FEMA authority).

Note that FEMA will usually not reimburse the NPS for these actions, even though some of them are carried out based upon assimilation of their authority.

#### **4. Employee Assistance Took Kit**

The National Park Service response to Hurricane Katrina included significant employee assistance work. As a result, many lessons were learned and an “Employee Assistance Toolkit” was developed. That toolkit is included in this Reference Manual as Attachment 4.

## **5. Exhibit 1: Interim Cost Containment Guidelines**

### **INTERIM COST CONTAINMENT GUIDELINES FOR MAJOR ALL HAZARD INCIDENTS**

Parks and Regions may experience large unprogrammed costs during natural and man-Caused incidents and events. Cost containment guidelines are part of the overall finance management practices being developed to supplement the Interagency Incident Business Management Handbook. These guidelines will be located in Chapter 9 (Incident Business Management) of the Incident Management Program Reference Manual (RM55). Interim guidelines will be posted on the Incident Management Program Website at [www.INSIDE.NPS.gov/waso/waso.cfm?prg=179&lv=3](http://www.INSIDE.NPS.gov/waso/waso.cfm?prg=179&lv=3).

#### **OBJECTIVE**

Best financial practices for efficiency, effectiveness, tracking and cost containment are Followed by the NPS Units and Incident Management Teams.

#### **POLICY**

It shall be the policy of the National Park Service (NPS) to develop and maintain an Incident Management Program which (a) provides guidance to parks for incident management and relief for incidents and events beyond local capabilities, (b) ensures the agency complies with Presidential Homeland Security Directives and National Incident Management System standards in the management of incidents and events, and (c) supports interagency and national response to major incidents.

A primary objective in support of this policy is to provide immediate response and support to national park areas that have been impacted by significant natural and human caused disasters. The NPS ability to return parks and employees to a pre-disaster status is limited by funds. Therefore parks should not expect to have all damages and impacts repaired or mitigated by incident accounts or during Incident Management Team (IMT) deployments.

In response to these disasters, the role of the Incident Management Teams and the Incident Management Program at the regional or national level includes accounting for employees and providing for their welfare, stabilizing park facilities to prevent further damage and assisting parks with assessing and formulating recovery plans.

#### **FUNDING AUTHORITY**

Public Law 97-100, established in the FY 1982 Appropriations Act, provided that;

*"any funds available to the National Park Service may be used, with the approval of the Secretary, to maintain law and order in emergency and other unforeseen law enforcement situations and conduct emergency search and rescue operations in the National Park System."*

## **APPLICABLE POLICIES**

### **Department of the Interior Departmental Manual (145 DM 7.1.A (2) (b))**

The Law Enforcement and Emergency Services Division is responsible for the formulation of policies, standards, and procedures for Service-wide Incident Management, Search and Rescue, Emergency Medical Services and Dive Programs.

### **National Park Service *Management Policies***

*"The saving of human life will take precedence over all other management actions as the Park Service strives to protect human life and provide injury free visits" (Management Policies section 8.2.5.1)*

*"The National Park Service will develop a program of emergency preparedness in accordance with title VI of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 USC 5195—5197g); National Security Decision Directive 259 (February 4, 1987); Department of the Interior policy; and other considerations at the Washington headquarters, regional, and park levels. The purpose of the program will be to maximize visitor and employee safety and the protection of resources and property. This program will include a systematic method for alerting visitors about potential disasters and evacuation procedure." (Management Policies section 8.2.5.2)*

*"Superintendents may assist other agencies with emergencies outside of parks, as authorized by 16 USC 1b(1). To the extent practicable, written agreements with other agencies, in accordance with Director's Order #20, must first be in effect. NPS employees who are outside the area of their jurisdiction, and who are directed by their supervisors to provide emergency assistance to other agencies, will be considered to be acting within the scope of their employment." (Management Policies section 8.2.5.2)*

*"To provide for the protection and safety of park visitors, the Service will make reasonable efforts to search for lost persons, and to rescue sick, injured, or stranded persons. This responsibility may be fulfilled by Service staff or by qualified search and rescue organizations or agencies that are capable of responding to life-threatening emergencies pursuant to the terms of a formal agreement. Deceased persons will be evacuated unless the level of risk to the rescue party is found to be unacceptably high. Search managers and superintendents will jointly determine when to terminate a search. The NPS will not charge visitors for search-and-rescue operations. Search-and-Rescue operations will be conducted utilizing the ICS." (Management Policies section 8.2.5.3)*

## **PREPAREDNESS FUNDING**

Costs for incident prevention and preparedness are funded from park and regional base operating funds. These may include:

- Supplies & equipment
- Personal protective equipment
- Information and education
- Employee training

## **INCIDENT FUNDING**

Emergency incidents that result in unprogrammed costs greater than \$500 will be funded from established regional and national emergency accounts. These monies are allocated from other NPS programs. A system of cost containment is needed to reduce impacts on other programs and missions.

- Parks, Regional Offices and WASO are authorized to expend funds on a national emergency account to stage regional or national IMTs for hurricanes after pre-approval by the Law Enforcement Emergency Services Division when (1) the hurricane is Category Three magnitude or greater, current or predicted or (2) for hurricanes of Category Two or less if the situation is unstable or unpredictable and there is an eminent threat to life, personal property, special resources or park facilities.
- Parks, Regional Offices and WASO are authorized to expend funds on a national emergency account to stage or deploy regional or national IMTs to respond to other natural disasters such as floods, tsunamis, earthquakes, tornadoes, landslides, super storms, pandemics and others types of Type I or Type II incidents. The Law Enforcement Emergency Services Division must pre-approve the cost of staging teams if this expense is to be charged to a national emergency account.
- The Shenandoah Emergency Incident Coordination Center is authorized to expend funds on national emergency accounts for resource ordering, tracking, and coordination during regional or national mobilizations when directed to do so by the Law Enforcement Emergency Services Division.
- Travel costs which include cell phone and satellite phone calls, internet service, car rentals, hotels, food, lodging, per diem while en route to incidents will be paid by a national emergency account for Type 1 or Type 2 incidents when pre-approved by the Law Enforcement Emergency Services Division. When IMTs have transitioned from staging to incident operations in the designated operational area, project accounts will be assigned for tracking costs. This will begin with the first full operational period after staging.
- Regional Offices and WASO are authorized to stage Incident Management Teams to respond to homeland security and emergency law enforcement Type I or Type II incidents. The Law Enforcement Emergency Services Division must pre-approve the cost of staging teams for this expense to be covered by a

national emergency account. The Emergency Law and Order authorization may be used with a spending cap of \$250,000. This account is managed by the WASO Law Enforcement Emergency Services Division.

- For pre-approval or reimbursement of costs for IMT staging and/or deployment to incidents covered by national emergency accounts, the request for approval to the WASO Law Enforcement Emergency Services Division will be made through the Branch Chief of Emergency Services/Incident Management Program Manager. The Branch Chief, after consultation as needed with IMT coordinators and Incident Commanders, will determine which regional or national team will be deployed considering factors including complexity, team's staffing status and team rotations. IMTs are authorized to stage and respond with normal team configurations (Command and General Staff, Unit Leaders, Technical Specialists, Trainees), support personnel and other critical resources as needed to effectively and efficiently manage the particular type of incident.
- Expenses accrued when assisting other agencies or to a FEMA Task Order should be tracked and transferred to the benefiting agency. IMTs may only expend funds for emergency assistance outside the Delegation of Authority or designated operational area with approval by the WASO Law Enforcement Emergency Services Division. Incident Commanders may expend funds to assist with life threatening emergency situations outside the Delegation of Authority or operational area without pre-approval. Notification to WASO of these circumstances will be made as soon as practical and no later than the following operational period.
- Interagency, state or local agency IMTs may be funded by national emergency accounts for response to NPS incidents when NPS IMTs are not available. The decision to use these teams will be made by the Associate Director, Visitor and Resource Protection.
- Permanent residents living on privately owned lands within parks and park employees living in park housing are entitled to emergency housing and shelter assistance from the State and FEMA. Costs associated with these responses should be transferred to the appropriate State or Federal agency and should not be born by the NPS.
  - FEMA will not assist with the cost recovery of damages to government owned housing and facilities.

The following costs will be covered by the specific incident account in coordination with the affected park(s) and regional office(s). Further regional or park accounts may be opened to track specialized costs that may be later transferred to another agency or account.

- Travel costs associated with the After-Action Review.
- Meals and lodging for personnel assigned to the incident who are not at

- their duty station.
- Critical Incident Stress Management (CISM).
  - Costs such as cell phone calls (not the purchase of the phones) fax services, computer rental (not purchase), satellite phone service, satellite internet service,
  - Overtime and premium pay costs for permanent and seasonal personnel assigned to incident.
  - Rental vehicles for travel while at the incident.
  - Overtime costs for park staff to backfill on a daily basis for personnel assigned to the incident. Time cannot be accumulated and used at a later date such as backfilling for one's self at the end of the incident. The amount of backfill charged to the account must not exceed the number hours the employee participating in the incident would normally have worked.
  - Hiring of emergency personnel until the additional workload created by the incident has been reduced to a level that can be managed with regular permanent and seasonal staff.
  - Base 8 salaries for extending seasonal and subject-to-furlough employees beyond their normal seasonal appointment.
  - Base 8 salaries for temporary project funded employees.
  - Costs for fixed and rotary wing aircraft, watercraft, and support services related to the incident.
  - Services, supplies and non-sensitive equipment purchased during the incident that are needed to safely carry out the mission.
  - Costs associated with a search and rescue mission as outlined in the SAR Memo titled "Instructions for Use of the National Search and Rescue Account."
  - GSA vehicle mileage.

- Payments to cooperators assisting with the incident under terms and conditions of an approved written agreement.
- Rental costs for equipment such as computers, tents, tables, office furniture, compressors, generators, trailers and heavy equipment that is mission specific.
- Restocking of items expended on the incident from Incident Management Team kits and caches.
- Hazard pay.
- Overtime.

Expenses listed below are specifically not authorized for Incident funding.

- Park GSA vehicle monthly rental fees (vehicles already at the affected park).
- Base 8 salaries for federal permanent and seasonal employees within their appointments.
- Tort claims associated with the incident.
- New construction or additions to buildings, road improvement materials (except to open the road for emergency access), building materials for new construction, construction tools.
- Stocking the fire or SAR cache with new gear.
- The purchase of cameras, television sets, VCRs, computers and peripherals.
- Investigative supplies such as fingerprint kits, drug kits, law enforcement defensive gear.
- Travel to award ceremonies.

*Inappropriate charges will be immediately redirected back to the [benefitting account](#).*

This memo cannot cover all the funding issues that may arise in response to a disaster. The use of personnel qualified as Incident Business Advisors (IBAs) during major incidents is highly recommended to provide on site guidance to Incident Management Teams. It is also recommended that Finance Sections on incidents use the Incident Cost Accounting and Reporting System component of I-Suite software to standardize the tracking of incident costs.

Questions regarding this guidance should be directed to the Branch Chief of Emergency

Services/Incident Management Program Manager, Dan Pontbriand, 202-513-7093 –  
Dan\_Pontbriand@nps.gov

## Chapter 10

### Interagency Coordination

1. Pre-Incident and Event
  2. During Incidents and Events
- 

#### 1. Pre-Incident and Event

**National Level Coordination.** Working with and through the Department of the Interior, the WASO Branch Chief, Emergency Services, shall attend meetings of various national-level all-hazard coordinating groups and interagency committees and will work with FEMA to coordinate incident management methods, standards and practices.

In addition, the WASO Branch Chief, Emergency Services, will identify opportunities to coordinate the activities of the NPS incident management program objectives and activities with the NPS Fire Management program and the National Wildfire Coordinating Group (NWCG).

**Coordination with FEMA.** As the National Incident Management System (NIMS) is developed on a nation-wide basis, the WASO Branch Chief, Emergency Services, and the NPS Incident Management Program Steering Committee shall review the policies, procedures and products of NIMS as they are proposed by FEMA and make appropriate comments and recommendations. Excellent sources of these proposals can be found on the internet at <http://www.nimsonline.com> or at <http://www.fema.gov>.

**Regional Coordination.** Regional offices oversee and facilitate the implementation of interagency standards and policies developed at the national level. Regional Emergency Services Coordinators facilitate and coordinate participation in national training, Incident Management Teams and task groups.

**Park Level Coordination.** Parks identify the necessary local sources, types, and levels of interagency coordination. They also delineate the process whereby compliance with national and regional policies and standards will be achieved. Park superintendents and their staffs plan and implement cooperative interagency relationships at the local level.

Parks should develop agreements with local agencies to meet mutual objectives. The authority to enter into interagency agreements is extensive and found in Chapter 2, Federal Assistance and Interagency Agreements, of DO-20, and the Departmental Manual (DM-620).

Agreements should lead to positive interaction among the participating parties by providing for areas of interaction during operations and by addressing other potential areas of cooperation. In addition to the requirements of DO-20, they should specifically

address the following, as appropriate:

1. Cooperation in prevention, preparedness and response to incidents.
2. Identification of responsibilities for implementing various aspects of the agreement.
3. Resolution of differences in qualification standards for incident management and tactical resources.
4. Joint training and exercises.
5. Incident management responsibilities, including unified command within the ICS framework and resolution of command responsibility in specific situations.

Any agreement that obligates federal funds, or commits anything of value, must be signed by the appropriate warranted contracting officer. Specifications for funding responsibilities should include billing procedures and schedules for payment. Any agreement that extends beyond the fiscal year must be made subject to the availability of funds. Any transfer of federal property must be in accordance with federal property management regulations. All agreements must undergo periodic joint review and, as appropriate, revision.

## **2. During Incidents and Events**

**Mobilization.** Mobilization probably best exemplifies interagency coordination and demonstrates the value of interagency cooperation. The National Interagency Mobilization Guide, which is revised annually, clearly describes the interagency mobilization and dispatch procedures at all levels.

**Coordination to Manage Incidents and Events.** Incident Management Teams shall consider the best arrangement for managing incidents where other agencies are involved. The options include:

- Establishing unified command with the other involved agencies.
- Maintaining a single Incident Commander but assigning personnel from other agencies to the incident (perhaps with an Agency Representative).
- Accepting delegations of authority from the other agencies.
- Establishing liaison with Incident Management Teams assigned in the nearby area, especially in the absence of Area Command.

Regional Emergency Services Coordinators and the WASO Branch Chief, Emergency Services may need to establish contact with assisting and cooperating agencies during incidents and events. These contacts should occur frequently enough to prevent misunderstandings and the inappropriate assignment of resources.

In addition, Regional Emergency Services Coordinators and the WASO Branch Chief, Emergency Services may need to participate in Multi-Agency Coordinating Groups (MAC Groups) to coordinate the prioritization of incident requests and the assignment of available resources.

**Emergency Assistance to Outside Agencies.** 16 USC 1-6(1) authorizes the National Park Service to provide emergency assistance to adjacent jurisdictions upon their request. The key elements of the law include:

- The assistance must be provided to a nearby jurisdiction.
- It must be an emergency.
- The outside agency must request the assistance (the request may be a standing request based upon certain conditions described in a valid agreement or it can be an implied request in the event the outside agency is unable to make the request because of the emergency).

In addition to the provisions of the law, the Office of the Solicitor, Department of the Interior requires that the National Park Service have a valid agreement with the other agency prior to making such an emergency response.

Note that this provision of law does not connote new or additional law enforcement arrest or investigatory authority on National Park Service personnel. Such authority must be provided by law and must be outlined by a valid agreement. See D.O./R.M.-9 (Law Enforcement) for details.

**Assistance to Other Agencies.** Other authorities (such as a Delegation of Authority) may be used to assign Incident Management Teams to incidents and events for agencies and jurisdictions not covered by 16 USC 1-6(1).

Law enforcement personnel assigned to other agencies and jurisdictions must receive a specific deputization for their law enforcement duties. This deputization is subject to limits imposed by Federal law and liability coverage provided by the other agencies and jurisdictions. Even special deputy status with the U. S. Marshal Service may not provide authority to enforce state law or liability coverage. See D.O./R.M.-9 (Law Enforcement) for details or consult your Regional Chief Ranger or Law Enforcement Specialist.

**Attachment 1 – All-Hazard Incident Qualification System Guide**

**National Park Service**  
U.S. Department of the Interior



**All-Hazard Incident  
Qualification System Guide**  
*National Park Service*

## SUMMARY

### Background

This document serves as the National Park Service (NPS) qualifications guide for positions on all-hazard incidents and planned events. This guide is modeled on the Wildland and Prescribed Fire Qualification System Guide (PMS 310-1), developed under the sponsorship of the National Wildfire Coordinating Group (NWCG), which provides guidance to participating agencies and organizations for wildland and prescribed fire incidents. The NPS all-hazard qualification system has adopted many of the features of the NWCG system and expanded the system to emphasize Type 3 incident management teams. The all-hazard system recognizes the need for qualified incident management personnel able to (1) manage a diversity of incidents and events without the need for specialized fire qualifications and fire training and (2) successfully manage incidents and events at all levels often without the benefit of established support systems available to wildland fire.

### Objectives

- Establish minimum agency training and qualification standards for ICS positions that are consistent with the NPS All-Hazard Incident Qualifications System (IQS).
- Retain many features of the performance based qualification system (established and implemented in the NWCG qualification system) while evolving to a competency based system.
- Enable the NPS to conform to National Incident Management System (NIMS) requirements for ICS training, qualifications and certification.
- Hold to a minimum of required training and allow for the development of skills and knowledge outside of the formal classroom environment.
- Eliminate redundancy, unnecessary positions and requirements.

### Guidance

With the publication of this guide, the standards established herein are to be met by parks involved in managing all-hazard incidents and special events. This guide will also provide the basis for certifying members of NPS all-hazard Incident Management Teams.

Individuals in the process of qualifying for a position under NWCG guidelines can continue to use those standards. Currently, NWCG qualifications will be accepted in the all-hazard qualification system. In the future, as competencies for all-hazard qualifications are refined, NWCG fire qualifications for some positions may not cross over into the all-hazard system.

An individual who has begun the evaluation process under either the NWCG or NPS all-hazard qualification systems does not need to take any courses newly required by this Guide for that position.

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# INCIDENT QUALIFICATION SYSTEM

## Introduction

This document provides guidance for the establishment of minimum standards for incident personnel using “all-hazard” standards. This project is an initial step in the Steering Committee’s Incident Management Program development plan and is a crucial component of meeting NIMS requirements. **Personnel, who are certified in a position prior to the implementation of this guideline, may retain certification at the discretion of their park. To qualify in any other position, the individual must meet the standards identified herein.**

This system is designed to establish minimum training, skills, knowledge, experience and physical fitness standards for incident positions. Standards may be augmented to meet specific needs of a park.

Personnel mobilized beyond their geographic area may be required to meet the established qualification standards in this guide. Any NPS park unit providing resources to fill other NPS park unit requests for incidents will be expected to meet the minimum requirements described in this guide.

## Relationship to the National Response Plan

The National Response Plan (NRP) was developed to establish a comprehensive, national approach to all-hazard domestic incident management across a spectrum of activities including prevention, preparedness, response and recovery.

The mission for the National Park Service (NPS) Incident Management Program Steering Committee is to provide leadership, support and strategic direction for the development and implementation of the incident management program used by the National Park Service. The specific purposes of the program are (1) to use the Incident Command System as the preferred and most efficient way to successfully manage incidents, emergencies and events within the National Park System; (2) to enhance the ability of the NPS to manage all kinds and types of incidents and events effectively and (3) to enable the NPS to integrate its resources into interagency incident management efforts.

The direction in this Qualification System Guide will help personnel maintain the skills necessary for success in all-hazard incidents and supports the preparedness and response elements of the NRP.

The National Park Service has been called upon frequently to support and contribute to national emergency response and management. This Qualification System Guide supports the ability of agency personnel to meet the requirements of the NRP and the National Incident Management System (NIMS).

## **TRANSITION TO A COMPETENCY BASED SYSTEM**

### **Competency Based System**

To comply with NIMS requirements, ICS qualifications must be based on achieving competencies to perform in specific positions. NWCG has taken the lead in developing core competencies for wildland fire positions. The NPS Incident Qualification System will use the work accomplished by the NWCG subject matter expert work groups as the model for transitioning to a “competency based” all-hazard qualification system. In this system, the primary criteria for qualification is individual demonstrated competencies that are acquired through training, experience, performance or a combination of these criteria. These can be demonstrated as knowledge gained through formal training, evaluation of performance during scenarios or evaluation of performance on actual incidents observed by qualified evaluators.

Competencies are defined by NWCG as a set of behaviors that encompass skills, knowledge, abilities and attributes that, taken together, are critical to successful work accomplishment. Transition from the current performance based system involves the development of a master competency list, selection of behaviors that support the competencies and identification of activities underlying the behaviors. An end result of this process will be new versions of the current position task books incorporating the competencies and behaviors and combining many task books with the same competencies at the same level into one. An example would be one task book for most or all of the unit leader positions in a function. The competency based system will also eliminate the repetition of requiring the same task to be repeated for each position, such as mobilization and demobilization.

In a competency based system:

- Qualification is based upon demonstrated competencies gained through the completion of training or demonstrated performance as measured on incidents and planned events, normal job activities, in simulated exercises or classroom activities.
- Personnel who have learned skills from sources other than actual performance, such as specific training programs (structural fire, law enforcement, search and rescue, etc.), may not be required to complete specific courses in order to qualify in an incident position.

### **Transition**

There is no immediate change for the field. The Program Manager and the IMPSC will establish work groups to convert to the competency based system. Individuals that have initiated position task books will continue to complete that task book for qualification. When a competency based task book is completed for a position, it will be posted and anyone initiating a task book will be required to use the new version. The All-Hazard Incident Qualification Guide will be updated to reflect any qualifications changes resulting from the conversion.

## Components of the Current System

- a. Position Task Books (PTB) contain all critical tasks, which are required to perform the job. Subject matter experts have established the tasks in each PTB. PTBs are in a format that allows documentation of a trainee's ability to perform each task. Tasks pertaining to tactical decision-making and safety are flagged and require position performance on an incident. The remaining tasks may be evaluated through other means such as simulation or other emergency and non-emergency work. Successful completion of all required tasks of the position, as determined by an evaluator(s), will be the basis for recommending certification. Successful position performance as prerequisite experience means that the competency must be demonstrated through the completion of a PTB.

The following positions utilize the same PTB for the Type 1 and Type 2 levels: ICT1/2, PSC1/2, OSC1/2, LSC1/2, FSC1/2, SOF1/2, PIO1/2, and HEB1/2. For those positions having the same PTB, the trainee will be required to obtain and complete an initiated PTB for each complexity level.

For example, a trainee completes a PTB for ICT2, receives certification from the home unit and becomes qualified in that position. When the home unit makes a determination that the individual, with adequate experience and required training, is ready for advancement to the ICT1 position, the home unit initiates a new ICT1/2 PTB. Crossing out ICT2 on the PTB cover identifies that the trainee is now working to complete the ICT1 position task book.

The Squad Boss/Team Leader (SQT1) and Incident Commander Type 5 (ICT5) Position Task Books have been combined. However, the positions have not been combined. The SQT1 tasks are completed only once; additional tasks must be completed to meet the ICT5 level. The SQT1 and ICT5 tasks can be completed simultaneously. The required experience is satisfactory performance as a Squad/Team Member (SQT2).

**IMPORTANT NOTE:** Trainee requirements recommend completion of all required training courses and prerequisite experience prior to obtaining an initiated PTB. The only exceptions are those Command and General Staff positions that include S-420 or higher as required training. Therefore, PTBs and the qualification process can be initiated for those positions prior to attendance and completion of these this courses. This will allow trainees to gain experience that will prepare them for passing these advanced courses.

Training courses or job aids identified as "Other Training Which Supports Development of Knowledge and Skills" contain the knowledge and skills required of a position. An individual should not be given a position performance assignment if additional knowledge and skills required to perform the tasks of a position are not first obtained, either through formal training or other methods.

- b. Training courses provide the specific knowledge and skills required to perform tasks identified in the PTB. This provides a direct link between training and job performance. Required training has been held to the minimum required to provide for safe operations on

incidents. Although most training courses are not “required,” all courses are available and considered to be a primary means by which personnel can prepare for position qualification.

- c. Simulations include scenarios or testing that may be part of a PTB evaluation or a formal or informal training course. They must be documented and directly relate to the competencies required by the position.
- d. Job Aids exist to facilitate development where there is no developed training course and to provide a ready reference for performance on the job. Individuals must possess the knowledge and skills to perform job aid tasks.
- e. Park Certification and documentation is the responsibility of the park unit certifying that the individual is qualified to perform in a specific position. Individuals are responsible for providing proof of qualification on an incident. Proof of qualification is not required for the following positions: Display Processor (DPRO), Status/Check-In Recorder (SCKN), Personnel Time Recorder (PTRC), Equipment Time Recorder (EQTR) and Radio Operator (RADO). It is the responsibility of each park to document those qualified in these positions.

## **Responsibilities**

Each park is responsible for selecting trainees, ensuring proper use of position task books and the certification of trainees.

Each individual is responsible for demonstrating competencies including: completing training courses, completing the appropriate PTB or specific critical tasks, job performance on scenarios, and showing proof of qualifications on an incident. The incident training and qualification process on incidents is the responsibility of the local hosting park.

Each Incident Commander of an established Incident Management Team is responsible for ensuring that members of the team are qualified, for recruiting trainees and for ensuring the proper use of position task books. Each member of an established Incident Management Team is responsible for properly representing, documenting and maintaining their qualifications.

Eventually, parks will be responsible for maintaining incident qualification files using the IQCS computer system. Until that system is ready to handle these files, the NPS Emergency Incident Coordination Center (EICC) will maintain those files for members of established Incident Management Teams and other key incident personnel.

For more specific information concerning roles and responsibilities, task book administration, and application of the qualification and certification process, see the section entitled “Position Task Book (PTB) Design and Use.”

## CERTIFICATION AND RE-CERTIFICATION

Each park is responsible for annually certifying the qualifications of its personnel based upon the requirements of this guide and park specific requirements supplementing this guide. This responsibility includes evaluation of personnel for re-certification in cases where position qualifications have been lost as a result of a lack of current experience.

A key component in the certification or re-certification process is the subjective evaluation by the appropriate official of an individual's capability to perform in a position. **Completion of required training and required experience alone does not guarantee that an individual is qualified to perform in a position.**

The quality of experience gained in a given position should be closely evaluated when making a determination for advancement to the next higher position, to a different position, or for recertification. The quality of experience may relate to the size of the incident, the number of assignments or the complexity of operations, including the different kinds and types of resources managed.

This guide recommends that trainee assignments be carefully evaluated to determine how many assignments are necessary prior to certification and before an individual begins movement to the next higher level. When re-certification is necessary because of a lack of currency, it is recommended that the individual experience a minimum of three operational periods, under the supervision of an evaluator, before re-certification is granted.

However, certification and re-certification is a determination that each individual park must make based on task evaluations, position performance evaluations and their own judgment of the quality of an individual's experience.

The certification flow charts at the end of this guide provide an overview of the qualification and certification process.

## POSITION QUALIFICATIONS

### Required Training

Required training cannot be challenged. The process of determining the abilities to perform the position is a review of the completed training, the completion of a Position Task Book (PTB) or specific identified tasks in a task book, evaluation of previous experience or a combination of training, task performance and experience. Equivalent courses may be substituted for required courses when learning and performance objectives meet or exceed required course learning and performance objectives.

## Required Experience

Required experience includes qualification in any prerequisite position and cannot be challenged.

## Fitness Standards

This guide indicates a fitness category for each ICS position. Standards have not been established or validated for general all-hazard incidents; therefore, these categories should be considered as recommendations. Personnel must meet the position fitness requirements that have been established for specific hazards or kinds of incident work (i.e., fire, law enforcement, diving and other kinds of work/positions having specific fitness standards).

The following four categories of physical fitness have been established:

1. Arduous. Duties involve fieldwork requiring physical performance calling for above-average endurance and superior conditioning. These duties may include an occasional demand for extraordinarily strenuous activities in emergencies under adverse environmental conditions and over extended periods of time. Requirements include running, walking, climbing, jumping, twisting, bending and lifting more than 50 pounds; the pace of work typically is set by the emergency situation.
2. Moderate. Duties involve fieldwork requiring complete control of all physical faculties and may include considerable walking over irregular ground, standing for long periods of time, lifting 25 to 50 pounds, climbing, bending, stooping, squatting, twisting and reaching. Occasional demands may be required for moderately strenuous activities in emergencies over long periods of time. Individuals usually set their own work pace.
3. Light. Duties mainly involve office type work with occasional field activity characterized by light physical exertion requiring basic good health. Activities may include climbing stairs, standing, operating a vehicle and long hours of work, as well as some bending, and stooping or light lifting. Individuals almost always can govern the extent and pace of their physical activity.
  1. None. Duties are normally performed in a controlled environment, such as an incident base or camp. For any position identified in this guide with a fitness level of “None” or any technical specialist positions who have the need to be on the incident, the required fitness level shall be “Light.”

## Currency Requirements

For the positions identified in this guide, the maximum time allowed for maintaining currency is three (3) years for air operations and expanded dispatch positions and five (5) years for all others.

Currency can be maintained in the following ways:

1. By successful performance in the position qualified for within the appropriate three year or five year time frame.
2. By successful performance in a higher position(s) for which that position is a prerequisite, providing the individual was previously qualified in that position.
3. By successful performance in a position that is identified in the position's list of "Other Position Assignments That Will Maintain Currency" as shown in this Guide.

*Example:* Currency for a Resources Unit Leader can be maintained by successful performance as a Resources Unit Leader within five years, by successful performance as a Planning Section Chief Type 3 within five years, by successful performance as a Demobilization Unit Leader within five years or by successful performance as a Status/Check-In Recorder within five years.

4. By refresher training that ensures that an individual can currently maintain their ability to perform that position.

### **Other Training That Supports Development of Knowledge and Skills**

Additional training that supports the development of knowledge and skills include training courses or job aids that can help to support a position performance assignment and the ability to obtain a competency. The knowledge and skills necessary for successful completion of the tasks in a position task book are provided in the identified courses, but may also be acquired in a variety of ways, including on-the-job training, work experience, and identified formal training as determined by one's park.

An individual must have an opportunity to acquire the knowledge and skills required to perform the tasks of a position before accepting a position performance assignment. It is the responsibility of the individual park to ensure that each trainee has the opportunity to acquire the knowledge and skills necessary for position performance. Several positions in this Guide refer to "L" courses that have been developed by NWCG to meet leadership and supervision training needs. These courses are applicable to all-hazard training needs.

### **NPS Incident Management Program Compliance with NIMS Training**

According to the NIMS Integration Center, emergency management and response personnel already trained in Incident Command System (ICS) using the National Interagency Incident Management System (NIIMS) ICS curriculum model do not need retraining if their previous training is consistent with the Department of Homeland Security (DHS) standard.

This would include (but not be restricted to) courses managed, administered, or delivered by the Emergency Management Institute, the National Association of Search and Rescue, the U.S. Fire Administration's National Fire Academy, the National Wildfire Coordinating Group (NWCG), the U.S. Department of Agriculture (USDA), the Environmental Protection Agency (EPA) and the US Coast Guard.

## **INCIDENT COMPLEXITY**

There are many factors that determine incident complexity: size, location, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values to be protected, topography, agency policy, etc.

Incident complexity is identified by Types 1-5. For example, a Type 5 incident is characterized by relatively few resources, is of short duration, and has few of the complicating factors identified above. A Type 1 incident, on the other hand, has large numbers of resources, an anticipated long duration and many of the complicating factors identified above.

The park superintendent or designated representative must determine the complexity of an incident and assign qualified personnel as needed. In situations where multiple agencies and jurisdictions are involved, the determination of complexity and qualifications should be made jointly.

The National Park Service Incident Complexity Guide (found in RM-55, the Incident Management Program Reference Manual) will be used to determine complexity.

## **REVIEW AND UPDATE OF THE QUALIFICATION SYSTEM GUIDE**

To keep the Incident Qualification System Guide current, it is necessary to make revisions. This process requires users to submit proposed revisions through the appropriate park official or Incident Management Team representative to the Incident Management Program Manager at WASO. That individual will determine the revision process.

## **POSITION CATEGORIES**

Two categories of positions are referred to in this guide:

### **ICS and Incident Support Positions**

These include any position found on the NWCG ICS organizational chart or the NPS all-hazard ICS position list. Training may include required courses and “I” courses, “S” courses and “J” Job aids that are classified as knowledge and skills needed.

### **Technical Specialists**

Technical specialists are personnel with unique skills. These specialists may be used anywhere within the incident organization. Most technical specialists are certified in their field or profession. To orient technical specialists, it is suggested that the knowledge and skills from the Introduction to ICS (I-100) be reviewed.

For the titles and mnemonics of identified technical specialists see the National Interagency Mobilization Guide (NFES 2091).

## ICS and Incident Support Position Lists

The following is a list of ICS and incident support positions common to both the NPS All-Hazard Qualification System and the NWCG Wildland Fire Qualification System. For these positions, an NPS or an NWCG Position Task Book may be used.

- Aircraft Base Radio Operator
- Base/Camp Manager (BCMG)
- Claims Specialist (CLMS)
- Commissary Manager (CMSY)
- Communications Unit Leader (COML)
- Compensation/Claims Unit Leader (COMP)
- Compensation-for-Injury Specialist (INJR)
- Cost Unit Leader (COST)
- Deck Coordinator (DECK)
- Demobilization Unit Leader (DMOB)
- Display Processor (DPRO)
- Documentation Unit Leader (DOCL)
- Equipment Manager (EQPM)
- Equipment Time Recorder (EQTR)
- Expanded Dispatch Coordinator (CORD)
- Expanded Dispatch Recorder (EDRC)
- Expanded Dispatch Supervisory Dispatcher (EDSP)
- Expanded Dispatch Support Dispatcher (EDSD)
- Geographic Information System Specialist (GISS)
- Facilities Unit Leader (FACL)
- Finance/Administration Section Chief Type 1 (FSC1)
- Finance/Administration Section Chief Type 2 (FSC2)
- Food Unit Leader (FDUL)
- Ground Support Unit Leader (GSUL)
- Helibase Manager Type 1 (4 or more helicopters) (HEB1)
- Helibase Manager Type 2 (1-3 helicopters) (HEB2)
- Human Resource Specialist (HRSP)
- Incident Business Advisor Type 1 (IBA1)
- Incident Business Advisor Type 2 (IBA2)
- Incident Communications Center Manager (INCM)
- Incident Communications Technician (COMT)
- Logistics Section Chief Type 1 (LSC1)
- Logistics Section Chief Type 2 (LSC2)
- Medical Unit Leader (MEDL)
- Ordering Manager (ORDM)
- Personnel Time Recorder (PTRC)
- Procurement Unit Leader (PROC)
- Public Information Officer (PIOF)
- Public Information Officer Type 1 (PIO1)
- Public Information Officer Type 2 (PIO2)

Radio Operator (RADO)  
Receiving/Distribution Manager (RCDM)  
Resources Unit Leader (RESL)  
Safety Officer, Line (SOFR)  
Security Manager (SECM)  
Staging Area Manager (STAM)  
Status/Check-In Recorder (SCKN)  
Strike Team Leader Dozer (STDZ)  
Strike Team Leader Engine (STEN)  
Strike Team Leader Tractor/Plow (STPL)  
Supply Unit Leader (SPUL)  
Takeoff and Landing Coordinator (TLCO)  
Time Unit Leader (TIME)

Listed below are ICS and incident support positions that are specific to the NPS all-hazard qualifications system and/or have all hazard adaptations of NWCG qualifications. NPS Incident Management Program Position Task Books **must** be used in demonstrating competency for these positions. A single asterisk (\*) denotes an NPS specific position (not a NWCG identified position).

Air Operations Branch Director (AOBD)  
Air Support Group Supervisor (ASGS)  
Air Tactical Group Supervisor (ATGS)  
Crew Boss (CRWB)  
Division/Group Supervisor (DIVS)  
Field Observer  
Finance/Administration Section Chief Type 3 (FSC3)\*  
Fixed Wing Aircraft Manager (FWAM)\* (PTB adapt from Single Engine Air Tanker)  
Helicopter Coordinator (HLCO)  
Helicopter Crewmember (HECM)  
Helicopter Manager (HEMG)\*  
Heavy Equipment Boss, Single Resource (HEQB)\*  
Incident Commander Type 1 (ICT1)  
Incident Commander Type 2 (ICT2)  
Incident Commander Type 3 (ICT3)  
Incident Commander Type 4 (ICT4)  
Incident Commander Type 5 (ICT5)  
Initial Response Dispatcher (IRDP)\*  
Liaison Officer (LOFR)  
Logistics Section Chief Type 3 (LSC3)\*  
Operations Branch Director (OPBD)  
Operations Section Chief Type 1 (OSC1)  
Operations Section Chief Type 2 (OSC2)  
Operations Section Chief Type 3 (OSC3)\*  
Planning Section Chief Type 1 (PSC1)  
Planning Section Chief Type 2 (PSC2)

Planning Section Chief Type 3 (PSC3)\*  
Resource Advisor (READ)  
Safety Officer Type 1 (SOF1)  
Safety Officer Type 2 (SOF2)  
Safety Officer Type 3 (SOF3)\*  
Situation Unit Leader (SITL)  
Squad Boss/Team Leader (SQT1)\*  
Squad/Team Member (SQT2)\*  
Strike Team Leader Crew (STCR)  
Strike Team Leader Heavy Equipment (STHE)\*  
Task Force Leader (TFLD)

Positions with agency established qualifications and no NPS or NWCG position task book:  
Agency Representative (AREP)  
Interagency Resource Representative (IARR)

### **TYPE 1 AND TYPE 2 INCIDENT MANAGEMENT TEAMS**

To serve on a National Type 1 all-hazard Incident Management Team, any person filling a team position fully qualified as the Incident Commander, Safety Officer, Information Officer or General staff position must complete, as established in this guide, a Command and General Staff training course/exercise (420) or an equivalent course. As equivalent courses to the NWCG Advanced Incident Management (S-520) course are developed, National team members may be required to complete courses at that level. National team members who have completed the Complex Incident Management Course will not be required to complete another Advanced Incident Management course.

To become eligible for participation on a Type 2 all-hazard Incident Management Team, any person filling a team position as the Incident Commander, Safety Officer, Information Officer or General staff position must complete, as established in this guide, the Command and General Staff (420) training course.

An individual, having successfully completed the S-420 or an Advanced Incident Management course, does not need to re-attend for the purpose of changing functions on a team at the appropriate level; such change will be governed by meeting the requirements of the applicable position task book and receiving agency certification.

During the initial implementation period of this Guide, individuals currently serving on teams who do not meet the training or qualification standards as prescribed in this guide will be provided an opportunity for qualification based upon historically acceptable standards.

There are no designated NPS all-hazard Area Command Teams. As the NPS Incident Management Program evolves, Area Command qualifications and Position Task Books may be established.

## **POSITION TASK BOOK (PTB) DESIGN AND USE**

### **Purpose**

Position task books are designed primarily for the evaluation of individual performance or as a checklist for re-certification. However, they may also be used as a basis for on-the-job training.

### **Position Task Book Initiation**

For positions *without* required training, a trainee must be qualified in any prerequisite position before the PTB can be initiated. A trainee cannot be assigned to an incident unless they are qualified as a trainee on their Incident Qualification Card or other agency proof of certification.

For positions *with* required training, a trainee must be qualified in any prerequisite position and successfully complete all required training before the PTB can be initiated.

*Exception:* for positions that include S-420, S-520, or S-620 as required training, position task books and the qualification process can be initiated prior to attendance and successful completion of these courses.

### **Position Task Book Completion Timeframes**

During the initial implementation period of this Guide, any individual who has begun the evaluation process need not take any newly required course(s) for that position. Position Task Books (PTB) have a limited time in which they can be completed.

A PTB is valid for three years from the day it is initiated. Upon documentation of the first task in the PTB, the three-year timeframe is reset from that new date.

If the PTB is not completed in three years from the date of initiation or from the date of the first task documentation, then the PTB will no longer be valid. The WASO Branch Chief, Emergency Services, may grant waivers or approve exceptions to this policy in special circumstances.

### **Position Task Book Sections**

Accurate completion of Position Task Books is important to the qualification process. The introductory information in each PTB provides a brief description of how the PTB is to be used and the responsibilities involved.

Cover. The cover includes the title of the position and a block of information that includes the name of the individual (trainee), the name of the person initiating the PTB and the date it was initiated. The Home Unit/Certifying Official or the incident Training Specialist (with home unit approval) will enter this information.

Verification/Certification of Completed Task Book. The Verification/Certification blocks are on page 2 of the PTB. The final evaluator will complete the verification section recommending certification and the Home Unit/Certifying Official, as appropriate, will complete the certification.

Qualification Record. The qualification record is a series of pages that include the following:

1. The left column with a list of the tasks, which must be performed. If a specific standard (quality or quantity) is required, it will be specified in the task. Sub-items of tasks, identified as bullet statements, further define what is included in the task and how the task is to be performed. All bullet statements within a task that require an action must be demonstrated before that task can be signed off. Evaluators may sign off any number of subtasks (bullets). This can be done by one or more evaluators.
2. The column labeled CODE will contain a code that specifies the type of situation in which the task must be completed.
  - “O” (other) is the least restrictive. Tasks labeled with an “O” can be completed in any situation. Successful completion of a training course that tests knowledge/skills associated with the task is acceptable, as is evaluation of performance under simulated or on-the-job situations. Assignment to an incident is not required. For example, an administrative officer, as a part of their regular job, may perform many of the tasks associated with a finance/administrative position for which they have been identified as a trainee. In this case, an evaluator may observe and document the performance of the “O” task in the regular job setting.
  - “I” (incident) labeled tasks must be performed on an incident or event managed using the Incident Command System (ICS). Kinds of incidents include wildland fire, structural fire, search and rescue, hazmat, oil spill, emergency, non-emergency, planned or unplanned) event, which is managed using the ICS.
  - “R” (rare event) labeled tasks rarely occur and opportunities to evaluate performance in a real setting are limited. Examples include injuries, vehicle or aircraft crashes, etc. The evaluator may be able to determine, through interview or simulation, if the trainee would be able to perform the task in a real situation.
3. The column labeled “Evaluation Record #” refers to the numbered evaluation records at the end of the PTB Each evaluator will complete an evaluation record and use the number of that record when they evaluate the tasks.
4. The right-hand column provides space for the evaluator to initial and date when the task is completed. All tasks must be completed, initialed and dated before the trainee can be recommended for certification in the position.

Evaluation Record. The Evaluation Record (the four blocks at the end of the PTB) is for recording information about the kind and type (complexity) of the incident on which the

evaluation was made and the recommendations of the evaluator. Additional copies of the Evaluation Record can be made if more than four blocks are needed.

### **Position Task Book Responsibilities**

Documentation of training, experience, and the qualification process is the responsibility of the Home unit. Documentation of training, experience, and the qualification process for contractors and their employees is the responsibility of the contractor, except where formal agreements are in place.

The following are the specific responsibilities of involved positions:

Home Unit/Certifying Official. The home unit is the park or other designated agency that employs the individual. The certifying official is the park's Emergency Services Coordinator (a designation required by DO/RM-55, Incident Management Program).

It is the responsibility of the Home Unit/Certifying Official to:

- Select trainees, based upon the needs of the Home Unit/Certifying Official and agreements with cooperators.
- Ensure that individuals selected as trainees are qualified in any prerequisite position and have successfully completed all required training prior to task book initiation, task evaluation and/or position performance.
- Initiate and explain the purpose and proper use of the PTB, and the training, qualification and certification process. Position task books can only be initiated by the Home Unit/Certifying Official or a Training Specialist on an incident (with clear indication from the Home Unit/Certifying Official that such an action is acceptable).
- Notify EICC that a PTB has been initiated for the individual so that a roster of trainees can be maintained.
- Ensure the trainee has the opportunity to acquire the knowledge/skills necessary to perform the position. This includes completion of training courses and on-the-job training assignments. It is important to ensure that the trainee is fully prepared to perform the tasks of the position prior to undertaking a position performance assignment.
- Provide opportunities for non-incident ("O") task evaluation, for position performance assignments on local incidents and/or make the trainee available for assignments to larger incidents. The Home Unit/Certifying Official must provide an evaluator for local incidents. Evaluators must be certified in the position they are evaluating. The only exception is when a subject matter expert is assigned by the Home Unit/Certifying Official to evaluate "O" tasks.
- Track the progress of the trainee. This is a responsibility the Home Unit/Certifying Official shares with the trainee. The PTB should be reviewed and the training plan re-evaluated after each position performance assignment.
- Review and confirm the completion of the PTB and make a determination of certification. This determination should be made based on specific knowledge of the individual's capabilities as well as the completed PTB. Only the Home Unit/Certifying Official has the authority to certify an individual's qualifications.

- Issue proof of certification. This proof is normally an incident qualification card.

*Note:* Until the NPS all-hazard qualification system is established at the park level, the NPS National Emergency Incident Coordination Center at Shenandoah National Park will maintain the NPS All-hazard Incident Qualification and Certification System and will issue incident qualification cards to individuals. Further clarification about this process will be developed and distributed. PTBs are available on line at the NPS Incident Management Program website. PTBs are initiated by the Home Unit **with the exception of Command and General Staff positions at the Type 1 or 2 levels.** Command and General Staff (C&GS) Type 2 PTBs will be initiated and certified by the Regional Emergency Services/IMT coordinator with concurrence from the trainee's home unit. Command and General Staff Type 1 PTBs should be issued and certified by the Incident Management Program Manager/NIMT coordinator with concurrence from the trainee's home unit. The EICC will be notified when Type 1 or 2 C&GS PTBs are issued.

The Trainee. The trainee is the individual, approved by their agency, who is preparing to qualify for a position. Once designated, the trainee is eligible for formal training, on-the-job training, task evaluation and position performance evaluation.

It is the responsibility of the trainee to:

- Review and understand the instructions in the PTB.
- Meet with the trainer/coach and/or evaluator and identify desired goals and objectives for an assignment.
- Ensure readiness to perform the tasks of the position prior to undertaking a position performance assignment. This includes completing required training and acquiring the knowledge and skills needed to perform the job tasks. On-the-job training assignments may assist in acquiring knowledge and skills.
- Provide background information (training and experience) to the trainer/coach and/or evaluator.
- Complete the PTB within the three-year time limit. If the PTB is not completed in three years from the date of the PTB initiation (or first task being evaluated), the PTB will no longer be valid. A new PTB may be initiated, but all current qualification standards will then apply. The WASO Branch Chief, Emergency Services, may grant waivers or approve exceptions to this policy in special circumstances.
- Ensure a qualified evaluator completes the appropriate Evaluation Record, initials completed tasks, and enters a number in the Evaluation Record # column.
- Provide a copy of the completed PTB to the Home Unit/Certifying Official.
- Retain the original PTB. This is extremely important as the PTB is the only record of task performance. A lost or destroyed PTB may require additional position performance assignments.
- Provide proof of qualifications on an incident.

The Evaluator. The Evaluator is the person who actually observes the task(s) being performed and documents successful performance for certification/recertification purposes. The Evaluator

and the Trainer/Coach may be the same person; however, the functions of training and evaluation must remain separate (see Trainer/Coach below).

It is the responsibility of the Evaluator to:

- Be qualified in the position being evaluated. The only exception is when a subject matter expert is assigned by the Home Unit/Certifying Official to evaluate “O” tasks. Note that an evaluator may be NWCG qualified (can evaluate for NWCG or NPS All-hazard qualifications) or NPS All-hazard qualified (can evaluate for NPS A—hazard qualifications *only*).
- Meet with the Trainee and determine past experience and training, current qualifications, desired goals and objectives of the assignment.  
*Note:* If an Evaluator determines the trainee does not meet the prerequisite required experience or does not have the knowledge/skills to perform the tasks of the position, then the position performance assignment must not continue. At the discretion of the Evaluator or Training Specialist, and if the individual meets the prerequisite required experience, it may be possible to provide on-the-job training and reinstate the trainee into the position performance assignment at a later time during the same incident.
- Review the tasks in the PTB with the trainee and explain the procedures that will be used in the evaluation and the objectives that should be met during the assignment.
- Reach agreement with the trainee on the specific tasks that can be performed and evaluated during the assignment.
- Accurately evaluate and record the demonstrated performance of tasks. This is the evaluator’s most important responsibility; it provides for the integrity of the qualification system.
- Complete the appropriate evaluation record in the back of the PTB. If more than one position performance assignment is necessary, the evaluator will complete an evaluation record for each assignment.
- Complete the verification statement inside the front cover of the PTB once all tasks in the PTB have been completed and signed off. Only the evaluator on the final position performance assignment (the assignment in which all remaining tasks have been evaluated and signed off) will complete the verification statement recommending certification.

The Trainer/Coach. The Trainer/Coach provides instruction to a Trainee. This may be in the classroom, on-the-job, or on an incident. While many of the requirements of the Trainer/Coach are similar to those of an evaluator, the roles of training and evaluation must remain separate.

For example, a Trainer/Coach may be instructing a trainee in pump operation tasks. When the trainee appears to have mastered the tasks, the Trainer/Coach can become the evaluator and observe and record performance of the task. It’s similar to instructing in the classroom and administering a test. The two functions are separate. They can be performed in sequence, but not at the same time.

It is the responsibility of the Trainer/Coach to:

- Be qualified in the position for which training is being provided. The only exception is when a subject matter expert is assigned to provide training for “O” tasks.
- Meet with the trainee and determine past experience and training, current qualifications, desired goals and objectives of the assignment.  
*Note:* If a Trainer/Coach determines that the Trainee does not meet the prerequisite required experience or does not have the knowledge/skills to perform the tasks of the position, then the position performance assignment must not continue. The Trainer/Coach can provide on-the-job training and then recommend a position performance assignment at a later time during the same incident.
- Review the tasks in the PTB with the trainee and explain the procedures that will be used in the training assignment and the objectives that should be met during the assignment.
- Reach agreement with the trainee on the specific tasks which can be performed during the assignment.
- Document the training assignment according to agency policy or Home Unit/Certifying Official procedures.

The Training Specialist. The Training Specialist can be the individual on the home unit who is responsible for training and qualifications, or an NWCG or NPS All-hazard qualified Training Specialist (TNSP) on an incident.

It is the responsibility of the Training Specialist to:

- Meet with the trainee and determine the type of assignment necessary (position performance assignment or on-the-job training). Consider past experience and training, current qualifications, desired goals and objectives of the assignment.  
*Note:* If the trainee does not meet the prerequisite Required Experience for the position or does not have the knowledge/skills to perform the tasks of the position, then the position performance assignment must not continue. If the individual meets the prerequisites but does not have the necessary knowledge/skill, it may be possible to provide on-the-job training and reinstate the performance assignment at a later time during the same incident.
- Identify opportunities for on-the-job training and position performance assignments that meet the trainee’s needs and objectives.
- Work with the incident or Home Unit/Certifying Official to identify and assign qualified evaluators.
- Initiate a PTB after acquiring authorization from the appropriate agency official of the home unit.
- Document all on-the-job training and position performance assignments.
- Conduct periodic progress reviews to ensure assignments are proceeding as planned.
- Conduct a closeout interview with the trainee and evaluator to ensure that the PTB has been properly completed.

## **POSITION TASK BOOK SPECIAL CONSIDERATIONS AND EXCEPTIONS**

### **Positions with the Same Position Task Book for the Type 1 and Type 2 Complexity Levels**

These positions are:

Finance/Administration Section Chief Type 1 & Type 2 (FSC1&FSC2)  
Helibase Manager Type 1 & Type 2 (HEB1&HEB2)  
Incident Business Advisor Type 1 & Type 2 (IBA1&IBA2)  
Incident Commander Type 1 & Type 2 (ICT1&ICT2)  
Logistics Section Chief Type 1 & Type 2 (LSC1&LSC2)  
Operations Section Chief Type 1 & Type 2 (OSC1&OSC2)  
Planning Section Chief Type 1 & Type 2 (PSC1&PSC2)  
Public Information Officer Type 1 & Type 2 (PIO1&PIO2)  
Safety Officer Type 1 & Type 2 (SOF1&SOF2)

For positions having the same PTB, trainees are required to complete an initiated PTB for each complexity level. When the PTB is initiated, the applicable level should be identified by crossing out the nonapplicable position identifiers on the PTB cover.

*Example:* A Trainee completes a PTB for Incident Commander Type 2 (ICT2) and receives certification from the Home Unit/Certifying Official in that position. When the Home Unit/Certifying Official determines the individual has demonstrated satisfactory performance in the required experience position(s) and has successfully completed any required training, a new Incident Commander Type 1 & Type 2 (ICT1&2) PTB is initiated. Crossing out ICT2 on the cover indicates the Trainee is working to complete the ICT1 Position Task Book.

### **Positions with Combined Position Task Books (PTBs)**

Note: while position task books have been combined, *the positions have not been combined.*

Single Resource Boss. When the PTB for the single resource boss positions is initiated, the applicable position(s) should be identified by crossing out the nonapplicable positions on the cover. The first set of tasks is required for all single resource boss positions. These tasks are completed only once. Additional tasks are required for specific single resource boss positions.

Strike Team Leader (STCR, STHE). Strike Team Leader Position Task Books are combined. However, *the positions have not been combined.* Strike Team Leader tasks are completed only once. When the PTB for the Strike Team Leader positions is initiated, the applicable position(s) should be identified by crossing out the nonapplicable positions on the cover. The first set of tasks is required for all single resource boss positions. These tasks are completed only once. Additional tasks are required for specific strike team leader positions.

Upon satisfactory performance in the prerequisite single resource boss position, the specific strike team leader task book may be initiated. Once qualified as a Strike Team Leader, any additional single resource boss qualifications will also qualify the individual in that corresponding strike team leader position—without having to complete the Strike Team Leader PTB for the new position—once agency certification is documented on the PTB Certification page.

## ICS POSITION QUALIFICATIONS

The positions listed on the following pages have task books and qualifications amended for National Park Service All-hazard incident positions. For all positions involved in wildland and prescribed fire and all other all-hazard other positions not listed here, refer to the NWCG PMS 310-1 and existing task books for qualification requirements.

### Command and Command Staff

#### INCIDENT COMMANDER TYPE 1 (ICT1)

##### ***NPS PTB***

*Required training*

Command and General Staff (S-420)

*Additional training that supports development of knowledge and skills*

Advanced Incident Management S-520  
Complex Incident Management Course  
L-480 IMT Leadership

*Required experience*

Satisfactory performance as an Incident Commander Type 2

+

Successful position performance as an Incident Commander Type 1

*Physical fitness*

None

*Other position assignments that will maintain currency*

Finance/Administration Section Chief Type 1  
Logistics Section Chief Type 1  
Operations Section Chief Type 1  
Planning Section Chief Type 1  
Incident Commander Type 2

#### INCIDENT COMMANDER TYPE 2 (ICT2)

##### ***NPS PTB***

*Required training*

Command and General Staff (S-420)

*Additional training that supports development of knowledge and skills*

Advanced ICS (I-400)  
Incident Commander (S-400)  
L-480 IMT Leadership

*Required experience*

Satisfactory performance as an Incident Commander Type 3

+

Satisfactory performance as an Operations Section Chief Type 2 or  
Planning Section Chief Type 2 or

Logistics Section Chief Type 2 or  
Finance/Admin Section Chief Type 2

+

Successful position performance as an Incident  
Commander Type 2

*Physical fitness*

None

*Other position assignments that  
will maintain currency*

Finance/Administration Section Chief Type 2

Logistics Section Chief Type 2

Operations Section Chief Type 2

Planning Section Chief Type 2

### **INCIDENT COMMANDER TYPE 3 (ICT3)**

#### ***NPS PTB***

*Required training*

Intermediate ICS (I-300)

*Additional training that supports  
development of knowledge and skills*

Incident Commander, Extended Attack (S-300)

L-381 Incident Leadership

Managing the Search Function

*Required experience*

Satisfactory performance as an Incident  
Commander Type 4

+

Satisfactory performance as an Operations  
Section Chief Type 3 or

Planning Section Chief Type 3 or

Logistics Section Chief Type 2 or

+

Successful position performance as an Incident  
Commander Type 3

*Physical fitness*

Arduous

*Other position assignments that  
will maintain currency*

Operations Section Chief Type 3

Planning Section Chief Type 3

Division/Group Supervisor

### **INCIDENT COMMANDER TYPE 4 (ICT4)**

#### ***NPS PTB***

*Required training*

None

*Additional training that supports  
development of knowledge and skills*

Initial Attack Incident Commander (S-200)

L-380 Fireline Leadership

<i>Required experience</i>	Satisfactory performance as a Single Resource Leader/Crew Boss on any incident + Successful position performance as an Incident Commander Type 4
<i>Physical fitness</i>	Arduous
<i>Other position assignments that will maintain currency</i>	Single Resource Leader/Crew Boss Incident Commander Type 5

**INCIDENT COMMANDER TYPE 5 (ICT5)  
NPS PTB**

<i>Required training</i>	None
<i>Additional training that supports development of knowledge and skills</i>	Basic ICS (I-200) L-280 Fireline Leadership
<i>Required experience</i>	Employee is fully qualified in some type of emergency service (e.g., law enforcement officer, EMT, firefighter, etc.)
<i>Physical fitness</i>	Arduous
<i>Other position assignments that will maintain currency</i>	Squad Boss/Team Leader Type1

*Note:* The ICT5 position is not prerequisite to the Incident Commander Type 4 (ICT4) position.

**SAFETY OFFICER TYPE 1 (SOF1)  
NPS PTB**

<i>Required training</i>	Command and General Staff (S-420)
<i>Additional training that supports development of knowledge and skills</i>	Advanced ICS (I-400) Advanced Incident Management (S-520) Complex Incident Management Course IMT Leadership (L-480) Collateral Duty Safety Officer (OSHA 600)
<i>Required experience</i>	Satisfactory performance as a Safety Officer Type 2 + Successful position performance as a Safety Officer Type 1
<i>Physical fitness</i>	Moderate

*Other position assignments that will maintain currency*

Incident Commander Type 1  
Incident Commander Type 2  
Operations Section Chief Type 1  
Operations Section Chief Type 2  
Safety Officer Type 2

**SAFETY OFFICER TYPE 2 (SOF2)**  
**NPS PTB**

*Required training*

Command and General Staff (S-420)

*Additional training that supports development of knowledge and skills*

Advanced ICS (I-400)  
Safety Officer (S-404)  
IMT Leadership (L-480)  
Collateral Duty Safety Officer (OSHA 600)

*Required experience*

Satisfactory performance as a  
Safety Officer Type 3  
+  
Satisfactory performance as a Division/Group  
Supervisor or Operations Section Chief Type 2  
+  
Successful position performance as a  
Safety Officer Type 2  
**- OR -**  
Satisfactory performance as a  
Safety Officer Type 3  
+  
Job status as a full time Park Safety Officer  
+  
Successful position performance as a Safety  
Officer Type 2

*Physical fitness*  
*Other position assignments that will maintain currency*

Moderate  
Operations Section Chief Type 3  
Division/Group Supervisor  
Safety Officer Type 3

**SAFETY OFFICER TYPE 3 (SOF3)**  
**NPS PTB**

*Required training*

Basic ICS (I-200)

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
Incident Leadership (L-381)

Collateral Duty Safety Officer (OSHA 600)

*Required experience*

Satisfactory performance as a  
Strike Team Leader or  
Incident Commander Type 4

+

Successful position performance as a Safety  
Officer Type 3

**- OR -**

Demonstrated competencies as a Park Safety  
Officer (collateral duty or full time)

+

Successful position performance as a Safety  
Officer Type 3

*Physical fitness*

Moderate

*Other position assignments that  
will maintain currency*

Incident Commander Type 4  
Strike Team Leader  
Full time Park Safety Officer

**PUBLIC INFORMATION OFFICER TYPE 1 (PIO1)**

***NPS or NWCG PTB***

*Required training*

Command and General Staff (S-420)

*Additional training that supports  
development of knowledge and skills*

Advanced ICS (I-400)  
Advanced Incident Management (S-520)  
Complex Incident Management Course  
IMT Leadership (L-480)  
Introduction to Incident Information (S-203)

*Required experience*

Satisfactory performance as a  
Public Information Officer Type 2

+

Successful position performance as a  
Public Information Officer Type 1

*Physical fitness*

None

*Other position assignments that  
will maintain currency*

Public Information Officer Type 2

**PUBLIC INFORMATION OFFICER TYPE 2 (PIO2)**

***NPS or NWCG PTB***

*Required training*

Command and General Staff (S-420)

*Additional training that supports development of knowledge and skills*

Advanced ICS (I-400)  
Introduction to Incident Information (S-203)

*Required experience*

Demonstrated competencies as a  
Public Information Officer Type 3 or  
Full time Park Information or Public Affairs  
Specialist

+

Successful position performance as a Public  
Information Officer Type 2

*Physical fitness*

None

*Other position assignments that will maintain currency*

Public Information Officer Type 3  
Full time Park Information or Public Affairs  
Specialist

**PUBLIC INFORMATION OFFICER TYPE 3 (PIOF)**

***NPS or NWCG PTB***

*Required training*

Basic ICS (I-200)

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
Introduction to Incident Information (S-203)

*Prerequisite experience*

Demonstrated competencies as a  
Public Information Officer Type 3 or  
Active Park Information or Public Affairs  
Specialist

+

Successful position performance as a Public  
Information Officer Type 3

*Physical fitness*

None

*Other position assignments that will maintain currency*

Active Park Information or Public Affairs  
Specialist

**LIAISON OFFICER (LOFR)**

<i>Required training</i>	None
<i>Additional training that supports development of knowledge and skills</i>	Intermediate ICS (I-300)
<i>Prerequisite experience</i>	None
<i>Physical fitness</i>	None
<i>Other position assignments that will maintain currency</i>	Active Park Information or Public Affairs Specialist

## **Operations Section**

### **OPERATIONS SECTION CHIEF TYPE 1 (OSC1)**

#### ***NPS PTB***

<i>Required training</i>	Command and General Staff (S-420)
<i>Additional training that supports development of knowledge and skills</i>	Advanced Incident Management (S-520) Complex Incident Management Course IMT Leadership (L-480)
<i>Required experience</i>	Satisfactory performance as an Operations Section Chief Type 2 + Successful position performance as an Operations Section Chief Type 1
<i>Physical fitness</i>	Moderate
<i>Other position assignments that will maintain currency</i>	Operations Section Chief Type 2 Operations Branch Director

### **OPERATIONS SECTION CHIEF TYPE 2 (OSC2)**

#### ***NPS PTB***

<i>Required training</i>	Command and General Staff (S-420)
<i>Additional training that supports development of knowledge and skills</i>	Advanced ICS (I-400) IMT Leadership (L-480) Operations Section Chief (S-430) or equivalent
<i>Required experience</i>	Satisfactory performance as a Division Group Supervisor + Successful position performance as an Operations Section Chief Type 2
<i>Physical fitness</i>	Moderate
<i>Other position assignments that will maintain currency</i>	Operations Branch Director Division Group Supervisor

### **OPERATIONS BRANCH DIRECTOR (OPBD)**

#### ***NPS PTB***

<i>Required training</i>	Command and General Staff (S-420)
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*Additional training that supports development of knowledge and skills*

Advanced ICS (I-400)  
IMT Leadership (L-480)  
Operations Section Chief (S-430) or equivalent

*Required experience*

Satisfactory performance as an  
Operation Section Chief Type 2

*Physical fitness*

Moderate

*Other position assignments that will maintain currency*

Operations Branch Director  
Division Group Supervisor

**OPERATIONS SECTION CHIEF TYPE 3 (OSC3)**

***NPS PTB***

*Required training*

Intermediate ICS (I-300)

*Additional training that supports development of knowledge and skills*

Division/Group Supervisor  
Incident Leadership (L-381)

*Required experience*

Satisfactory performance as a  
Division Group Supervisor  
+  
Successful position performance as an  
Operations Section Chief Type 3  
**- OR -**  
Satisfactory performance as a manager or  
supervisor for multiple work units at the home  
unit  
+  
Successful position performance as Operations  
Section Chief Type 3

*Physical fitness*

Moderate

*Other position assignments that will maintain currency*

Strike Team Leader  
Task Force Leader  
Division Group Supervisor  
Manager/supervisor for multiple work units at  
the home unit

**DIVISION/GROUP SUPERVISOR (DIVS)**

***NPS PTB***

*Required training*

Intermediate ICS (I-300)

*Additional training that supports development of knowledge and skills*

Division/Group Supervisor (S-339)  
Fireline Leadership (L-380)

*Required experience*

Satisfactory performance as a  
Strike Team Leader or  
Task Force Leader  
+  
Successful position performance as a  
Division/Group Supervisor  
**- OR -**  
Satisfactory performance as a second line  
supervisor at the home unit  
+  
Successful position performance as a  
Division/Group Supervisor

*Physical fitness*

Arduous

*Other position assignments that will maintain currency*

Strike Team Leader  
Task Force Leader  
Operations Section Chief Type 3  
Second line supervisor at the home unit

**TASK FORCE LEADER (TFLD)  
NPS PTB**

*Required training*

Intermediate ICS (I-300)

*Additional training that supports development of knowledge and skills*

Task Force/Strike Team Leader (S-330)

*Required experience*

Satisfactory performance as a  
Strike Team Leader  
+  
Successful position performance as a  
Task Force Leader  
**- OR -**  
Satisfactory performance in single resource  
boss positions on any two different incident  
kinds  
+  
Satisfactory performance as an  
Incident Commander Type 4  
+  
Successful position performance as a  
Task Force Leader

*Physical fitness*

Arduous

*Other position assignments that will maintain currency*

Incident Commander Type 4  
Strike Team Leader

**STRIKE TEAM LEADER (STCR)  
NPS PTB**

*Required training*

Intermediate ICS (I-300)

*Additional training that supports development of knowledge and skills*

Task Force/Strike Team Leader (S-330)  
Fireline Leadership (L-380)

*Required experience*

Satisfactory performance as a  
Single Resource Leader/Crew Boss  
+  
Successful position performance as a  
Strike Team Leader

*Physical fitness*

Arduous

*Other position assignments that will maintain currency*

Single Resource Leader/Crew Boss  
Job status as a supervisor at the home unit

**STRIKE TEAM LEADER (STHE)  
NPS PTB**

*Required training*

Intermediate ICS (I-300)

*Additional training that supports development of knowledge and skills*

Task Force/Strike Team Leader (S-330)  
Fireline Leadership (L-380)

*Required experience*

Satisfactory performance as a  
Heavy Equipment Boss, Single Resource  
+  
Successful position performance as a  
Strike Team Leader/Heavy Equipment

*Physical fitness*

Arduous

*Other position assignments that will maintain currency*

Heavy Equipment Boss, Single resource  
Single Resource Leader/Crew Boss  
Job status as a supervisor at the home unit for a  
work unit that utilizes heavy equipment

**SINGLE RESOURCE LEADER/CREW BOSS (CRWB)**

***NPS PTB***

*Required training*

Basic ICS (I-200)

*Additional training that supports development of knowledge and skills*

Crew Boss (S-230)  
Interagency Incident Business Management (S-260)  
Basic Air Operations (S-270)  
Followership to Leadership (L-280)  
NPS C-SAR

*Required experience*

Satisfactory performance as a Squad Boss/Team Leader or Job status as a first line supervisor at the home unit

+

Successful position performance as a Single Resource Leader/Crew Boss

*Physical fitness*

Arduous

*Other position assignments that will maintain currency*

Incident Commander Type 4  
Squad Boss/Team Leader

**HEAVY EQUIPMENT BOSS, SINGLE RESOURCE (HEQB)**

***NPS PTB***

*Required training*

Basic ICS (I-200)

*Additional training that supports development of knowledge and skills*

Crew Boss (S-230)  
Interagency Incident Business Management (S-260)  
Basic Air Operations (S-270)  
Followership to Leadership (L-280)

*Required experience*

Satisfactory performance as a Squad Boss/Team Leader or Job status as a first line supervisor at the home unit for a work unit that utilizes heavy equipment

+

Successful position performance as a Heavy Equipment Boss, Single Resource

*Physical fitness*

Arduous

*Other position assignments that will maintain currency*

Incident Commander Type 4  
Squad Boss/Team Leader

**SQUAD BOSS/TEAM LEADER (SQT1)**

***NPS PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Introduction to ICS (I-100)  
Followership to Leadership (L-280)  
NPS B-SAR

*Required experience*

Demonstrated competencies as a Squad Boss/Team Leader or Job status as a work leader

*Physical fitness*

Arduous

*Other position assignments that will maintain currency*

Incident Commander Type 5

**SQUAD/TEAM MEMBER (SQT2)**

***NPS PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Introduction to ICS (I-100)  
NPS A-SAR

*Required experience*

None

*Physical fitness*

Arduous

*Other position assignments that will maintain currency*

None

**Air Operations**

**AIR OPERATIONS BRANCH DIRECTOR (AOBD)**

***NPS PTB***

*Required training*

Air Operations Branch Director (S-470)

*Additional training that supports development of knowledge and skills*

Advanced ICS (I-400)  
Interagency Aviation Safety Management  
Advanced Management Concepts S-481)

<i>Required experience</i>	Satisfactory performance as an Air Support Group Supervisor + Successful position performance as an Air Operations Branch Director
<i>Physical fitness</i>	None
<i>Other position assignments that will maintain currency</i>	Air Support Group Supervisor

**AIR SUPPORT GROUP SUPERVISOR (ASGS)  
NPS PTB**

<i>Required training</i>	None
<i>Additional training that supports development of knowledge and skills</i>	Intermediate ICS (I-300) Air Support Group Supervisor (S-375)
<i>Required experience</i>	Satisfactory performance as an Helibase Manager Type 1 + Successful position performance as an Air Support Group Supervisor
<i>Physical fitness</i>	None
<i>Other position assignments that will maintain currency</i>	Helibase Manager Type 1

**HELIBASE MANAGER TYPE 1 (HEB1)  
NPS or NWCG PTB**

<i>Required training</i>	None
<i>Additional training that supports development of knowledge and skills</i>	None
<i>Required experience</i>	Satisfactory performance as a Helibase Manager Type 2 + Successful position performance as a Helibase Manager Type 1
<i>Physical fitness</i>	Light

*Other position assignments that will maintain currency*

Helibase Manager Type 2

**HELIBASE MANAGER TYPE 2 (HEB2)**

***NPS or NWCG PTB***

*Required training*

Helibase Manager (S-371)

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
Fireline Leadership (L-380)

*Required experience*

Satisfactory performance as a Helicopter Manager (HEMG)  
+  
Successful position performance as a Helibase Manager Type 2

*Physical fitness*

Light

*Other position assignments that will maintain currency*

Helicopter Manager (HEMG)

**PROJECT HELICOPTER MANAGER (HEMG)**

***NPS PTB***

*Required training*

Helicopter Manager Workshop (RT-372) (Triennial)  
Helicopter Management (S-372)

*Additional training that supports development of knowledge and skills*

Basic ICS (I-200)  
Interagency Incident Business Management (S-260)  
Basic Air Operations (S-270)  
Contract Administration Training

*Required experience*

Satisfactory performance as a Helicopter Crewmember  
+  
Successful position performance as a Helicopter Manager

*Physical fitness*

Moderate

*Other position assignments that will maintain currency*

Helicopter Crewmember

**HELICOPTER CREW MEMBER (HECM)**

***NPS PTB***

*Required training*

Helicopter crewmember (S-271)

*Additional training that supports development of knowledge and skills*

None

*Required experience*

Satisfactory performance as a Squad /Team Member (SQT2)

+

Successful position performance as a Helicopter Crewmember

*Physical fitness*

Arduous

*Other position assignments that will maintain currency*

None

**AIR TACTICAL GROUP SUPERVISOR (ATGS)**

***NPS PTB***

*Required training*

Air Tactical Group Supervisor (S-378)

*Additional training that supports development of knowledge and skills*

None

*Required experience*

Satisfactory performance as an Division/Group Supervisor or Incident Commander Type 3

+

Successful position performance as an Air Tactical Group Supervisor

*Physical fitness*

None

*Other position assignments that will maintain currency*

None

**HELICOPTER COORDINATOR (HLCO)**

***NPS PTB***

*Required training*

Air Tactical Group Supervisor (S-378)

*Additional training that supports*

None

*development of knowledge and skills*

*Required experience*

Satisfactory performance as an  
Strike Team Leader or  
Incident Commander Type 3  
+  
Successful position performance as a  
Helicopter Coordinator

*Physical fitness*

Moderate

*Other position assignments that  
will maintain currency*

None

**FIXED WING AIRCRAFT MANAGER (FWAM)**

***NPS PTB***

*Required training*

Basic Air Operations (S-270)

*Additional training that supports  
development of knowledge and skills*

Dispatch Recorder (D-110)  
Basic ICS (I-200)  
NPS B-SAR

*Required experience*

Successful position performance as a  
Fixed Wing Aircraft Manager

*Physical fitness*

None

*Other position assignments that  
will maintain currency*

Helicopter Manager

**DECK COORDINATOR (DECK)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports  
development of knowledge and skills*

None

*Required experience*

Successful performance as a Takeoff and  
landing Coordinator (TOLC)  
+  
Successful position performance as a  
Deck Coordinator

*Physical fitness*

None

*Other position assignments that will maintain currency*

Helibase Manager Type 2  
Takeoff and Landing Coordinator

**TAKEOFF AND LANDING COORDINATOR (TOLC)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

None

*Required experience*

Successful performance as an Aircraft Base Radio Operator (ABRO)  
+  
Successful position performance as a Takeoff and landing Coordinator (TOLC)

*Physical fitness*

Light

*Other position assignments that will maintain currency*

Helibase Manager Type 2  
Aircraft Base Radio Operator

**AIRCRAFT BASE RADIO OPERATOR (ABRO)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Orientation to ICS (I-100)

*Required experience*

Successful position performance as an Aircraft Base Radio Operator (ABRO)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Radio Operator (RADO)  
Helicopter Crewmember (HECM)

**Planning Section**

**PLANNING SECTION CHIEF TYPE 1 (PSC1)**

***NPS PTB***

*Required training*

Command and General Staff (S-420)

*Additional training that supports development of knowledge and skills*

Advanced Incident Management (S-520)  
Complex Incident Management Course  
IMT Leadership (L-480)

*Required experience*

Satisfactory performance as an  
Planning Section Chief Type 2  
+  
Successful position performance as  
Planning Section Chief Type 1

*Physical fitness*

None

*Other position assignments that will maintain currency*

Planning Section Chief Type 2

**PLANNING SECTION CHIEF TYPE 2 (PSC2)**

***NPS PTB***

*Required training*

Command and General Staff (S-420)

*Additional training that supports development of knowledge and skills*

Advanced ICS (I-400)  
IMT Leadership (L-480)  
Planning Section Chief (S-440) or equivalent

*Required experience*

Satisfactory performance as a  
Situation Unit Leader  
+  
Satisfactory performance as a  
Resource Unit Leader  
+  
Successful position performance as Planning  
Section Chief Type 2

*Physical fitness*

None

*Other position assignments that will maintain currency*

Planning Section Chief Type 3  
Resource Unit Leader  
Situation Unit Leader

**PLANNING SECTION CHIEF TYPE 3 (PSC3)**

***NPS PTB***

*Required training*

Intermediate ICS (I-300)

*Additional training that supports development of knowledge and skills*

Resource Unit Leader (S-348)  
Display Processor (S-245)  
Status/Check-in Recorder (S248)

*Required experience*

Satisfactory performance as a  
Resource Unit Leader  
+  
Successful position performance as Planning  
Section Chief Type 3

*Physical fitness*

None

*Other position assignments that will maintain currency*

Resource Unit Leader  
Situation Unit Leader

**RESOURCES UNIT LEADER (RESL)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
  
Intermediate ICS (I-300)  
Fireline Leadership (L-380)  
Resources Unit Leader (S-348)  
Interagency Incident Business Management (S-260)

*Required experience*

Satisfactory performance as a  
Status/Check-in Recorder  
+  
Successful position performance as a  
Resource Unit leader

*Physical fitness*

None

*Other position assignments that will maintain currency*

Demobilization Unit Leader (DMOB)  
Status/Check-In Recorder (SCKN)

**STATUS/CHECK-IN RECORDER (SCKN)**

***NPS or NWCG PTB***

*Required training*

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
  
Incident Base Automation (I-Suite)  
Introduction to ICS (I-100)  
Human Factors on the Fireline (L-180)

*Required experience*

Successful position performance as a Status/Check-In Recorder (SCKN)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Any higher position for which this position is a prerequisite

**SITUATION UNIT LEADER (SITL)**

***NPS PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
Situation Unit Leader (S-346)  
Display Processor (S-245)

*Required experience*

Satisfactory performance as a Strike Team Leader or Planning Section Chief Type 3  
+  
Successful position performance as a Situation Unit Leader  
**- OR -**  
Satisfactory performance on any two Single Resource Leader/Crew Boss positions on different kinds of incidents  
+  
Satisfactory performance as an Incident Commander Type 4  
+  
Successful position performance as a Situation Unit Leader

*Physical fitness*

Moderate

*Other position assignments that will maintain currency*

Field Observer

**FIELD OBSERVER (FOBS)**

***NPS PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Field Observer (S-244)

*Required experience*

Satisfactory performance as any  
Single Resource Leader/Crew Boss  
+  
Successful position performance as a  
Field Observer

*Physical fitness*

Moderate

*Other position assignments that will maintain currency*

Single Resource Leader/Crew Boss

**DOCUMENTATION UNIT LEADER (DOCL)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
Documentation Unit Leader (J-342)

*Required experience*

Successful position performance as a  
Documentation Unit Leader (DOCL)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Planning Section Chief Type 3

**DEMOBILIZATION UNIT LEADER (DMOB)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
Demobilization Unit Leader (S-347)

*Required experience*

Satisfactory performance as a Resources Unit  
Leader (RESL)  
+  
Successful position performance as a  
Demobilization Unit Leader (DMOB)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Planning Section Chief Type 3  
Resources Unit Leader (RESL)  
Expanded Dispatch Support Dispatcher (EDSD)

**RESOURCE ADVISOR (READ)**

***NPS PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)

*Required experience*

Successful position performance as a Resource Advisor (READ)

*Physical fitness*

None

*Other position assignments that will maintain currency*

None

**TRAINING SPECIALIST (TNSP)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
Human Factors on the Fireline (L-180)  
Incident Training Specialist (S-445)  
Successful position performance as a Training Specialist (TNSP)

*Required experience*

*Physical fitness*

None

*Other position assignments that will maintain currency*

None

**HUMAN RESOURCE SPECIALIST (HRSP)**

***NPS or NWCG PTB***

*Required training*

Human Resource Specialist (S-340)

*Additional training that supports development of knowledge and skills*

Human Factors on the Fireline (L-180)  
Introduction to ICS (I-100)  
Interagency Incident Business Management (S-

260)

*Required experience*

Successful position performance as a Human Resource Specialist (HRSP)

*Physical fitness*

None

*Other position assignments that will maintain currency*

None

**DISPLAY PROCESSOR (DPRO)  
NPS or NWCG PTB**

*Required training*

None

*Additional training that supports development of knowledge and skills*

Introduction to ICS (I-100)  
Display Processor (S-245)

*Required experience*

Successful position performance as a Display Processor (DPRO)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Situation Unit Leader (SITL)

**GEOGRAPHIC INFORMATION SYSTEM SPECIALIST (GISS)  
NPS or NWCG PTB**

*Required training*

None

*Additional training that supports development of knowledge and skills*

Introduction to ICS (I-100)  
Display Processor (S-245)  
Geographic Information System (GIS)  
Specialist for Incident Management (S-341)

*Required experience*

Successful position performance as a Geographic Information System Specialist (GISS)

*Physical fitness*

None

*Other position assignments that will maintain currency*

None

## **Logistics Section**

### **LOGISTICS SECTION CHIEF TYPE 1 (LSC1)**

#### ***NPS or NWCG PTB***

*Required training*

Command and General Staff (S-420)

*Additional training that supports development of knowledge and skills*

Advanced Incident Management (S-520)  
Complex Incident Management Course  
IMT Leadership (L-480)

*Required experience*

Satisfactory performance as an  
Logistics Section Chief Type 2  
+  
Successful position performance as  
Logistics Section Chief Type 1

*Physical fitness*

None

*Other position assignments that will maintain currency*

Logistics Section Chief Type 2

### **LOGISTICS SECTION CHIEF TYPE 2 (LSC2)**

#### ***NPS or NWCG PTB***

*Required training*

Command and General Staff (S-420)

*Additional training that supports development of knowledge and skills*

Advanced ICS (I-400)  
IMT Leadership (L-480)  
Logistics Section Chief (S-450) or equivalent

*Required experience*

Satisfactory performance as a  
Facilities Unit Leader  
+  
Satisfactory performance as a  
Supply Unit Leader  
+  
Successful position performance as Logistics  
Section Chief Type 2

*Physical fitness*

None

*Other position assignments that will maintain currency*

Logistics Section Chief Type 3  
Facilities Unit Leader  
Supply Unit Leader

**LOGISTICS SECTION CHIEF TYPE 3 (LSC3)**

***NPS PTB***

*Required training*

Intermediate ICS (I-300)

*Additional training that supports development of knowledge and skills*

Base/Camp Manager (J-254)  
Ordering Manager (J-252)

*Required experience*

Satisfactory performance as a  
Base/Camp Manager  
+  
Satisfactory performance as an  
Ordering Manager  
+  
Successful position performance as a  
Logistics Section Chief Type 3

*Physical fitness*

None

*Other position assignments that will maintain currency*

Base/Camp Manager  
Ordering Manager  
Ground Support Unit Leader

**SERVICE BRANCH DIRECTOR (SVBD)**

*Required training*

None

*Additional training that supports development of knowledge and skills*

None

*Required experience*

Satisfactory performance as a Logistics Section Chief Type 2 (LSC2)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Support Branch Director (SUBD)  
Logistics Section Chief Type 2 (LSC2)  
Medical Unit Leader (MEDL)  
Communications Unit Leader (COML)  
Food Unit Leader (FDUL)

**SUPPORT BRANCH DIRECTOR (SUBD)**

*Required training*

None

*Additional training that supports development of knowledge and skills*

None

*Required experience*

Satisfactory performance as a Logistics Section Chief Type 2 (LSC2)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Logistics Section Chief Type 2 (LSC2)  
Service Branch Director (SVBD)  
Facilities Unit Leader (FACL)  
Ground Support Unit Leader (GSUL)  
Supply Unit Leader (SPUL)

**MEDICAL UNIT LEADER (MEDL)  
NPS or NWCG PTB**

*Required training*

Medical Unit Leader (S-359)

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
Fireline Leadership (L-380)

*Required experience*

Prior or current certification as an Emergency Medical Technician (EMT) or equivalent  
+  
Successful position performance as a Medical Unit Leader (MEDL)

*Physical fitness*

None

*Other position assignments that will maintain currency*

None

**COMMUNICATIONS UNIT LEADER (COML)  
NPS or NWCG PTB**

*Required training*

None

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
Fireline Leadership (L-380)  
Communications Unit Leader (S-358)

*Required experience*

Satisfactory performance as an Incident Communications Technician (COMT)  
+  
Satisfactory performance as an Incident Communications Center Manager (INCM)

+  
Successful position performance as a  
Communications Unit Leader (COML)

*Physical fitness*

None

*Other position assignments that  
will maintain currency*

Incident Communications Center Manager  
(INCM)  
Incident Communications Technician (COMT)

**INCIDENT COMMUNICATIONS TECHNICIAN (COMT)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports  
development of knowledge and skills*

Introduction to ICS (I-100)  
Human Factors on the Fireline (L-180)  
Incident Communications Technician (S-258)

*Required experience*

Successful position performance as an Incident  
Communications Technician (COMT)

*Physical fitness*

None

*Other position assignments that  
will maintain currency*

Incident Communications Center Manager  
(INCM)  
Incident Communications Technician (COMT)

**INCIDENT COMMUNICATIONS CENTER MANAGER (INCM)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports  
development of knowledge and skills*

Basic ICS (I-200)  
Incident Communications Center Manager  
(J-257)  
Interagency Incident Business Management  
(S-260)

*Required experience*

Satisfactory performance as a Radio Operator  
(RADO)  
+  
Successful position performance as an Incident  
Communications Center Manager (INCM)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Any higher position for which this position is a prerequisite  
Incident Communications Technician (COMT)

**RADIO OPERATOR (RADO)**  
***NPS or NWCG PTB***  
*Required training*

None

*Additional training that supports development of knowledge and skills*

Basic ICS (I-200)  
Human Factors on the Fireline (L-180)  
Radio Operator (J-158)

*Required experience*

Successful position performance as a Radio Operator (RADO)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Aircraft Base Radio Operator (ABRO)  
Initial Attack Dispatcher (IADP)

**FOOD UNIT LEADER (FDUL)**  
***NPS or NWCG PTB***  
*Required training*

Food Unit Leader (S-357)

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
Fireline Leadership (L-380)

*Required experience*

Successful position performance as a Food Unit Leader (FDUL)

*Physical fitness*

None

*Other position assignments that will maintain currency*

None

**SUPPLY UNIT LEADER (SPUL)**  
***NPS or NWCG PTB***  
*Required training*

None

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
Fireline Leadership (L-380)  
Supply Unit Leader (S-356)

*Required experience* Satisfactory performance as an Ordering Manager (ORDM)  
+ Satisfactory performance as a Receiving/Distribution Manager (RCDM)  
+ Successful position performance as a Supply Unit Leader (SPUL)

*Physical fitness* None

*Other position assignments that will maintain currency* Ordering Manager (ORDM)  
Receiving/Distribution Manager (RCDM)

**ORDERING MANAGER (ORDM)  
NPS or NWCG PTB**

*Required training* None

*Additional training that supports development of knowledge and skills* Intermediate ICS (I-300)  
Fireline Leadership (L-380)  
Supply Unit Leader (S-356)

*Required experience* Satisfactory performance as an Expanded Dispatch Recorder (EDRC)  
+ Successful position performance as an Ordering Manager (ORDM)

*Physical fitness* None

*Other position assignments that will maintain currency* Receiving/Distribution Manager (RCDM)  
Expanded Dispatch Recorder (EDRC)  
Base/Camp Manager (BCMG)

**RECEIVING/DISTRIBUTION MANAGER (RCDM)  
NPS or NWCG PTB**

*Required training* None

*Additional training that supports development of knowledge and skills* Basic ICS (I-200)  
Receiving and Distribution Manager (J-253)  
Human Factors on the Fireline (L-180)  
Interagency Incident Business Management (S-260)

*Required experience* Successful position performance as a

*Physical fitness*

Receiving/Distribution Manager (RCDM)

None

*Other position assignments that will maintain currency*

Ordering Manager (ORDM)

**FACILITIES UNIT LEADER (FACL)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)

Fireline Leadership (L-380)

Facilities Unit Leader (S-354)

*Required experience*

Satisfactory performance as a Base/Camp Manager (BCMG)

+

Successful position performance as a Facilities Unit Leader (FACL)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Ground Support Unit Leader (GSUL)

Supply Unit Leader (SPUL)

Base/Camp Manager (BCMG)

Equipment Manager (EQPM)

Ordering Manager (ORDM)

Receiving/Distribution Manager (RCDM)

Security Manager (SECM)

**SECURITY MANAGER (SECM)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Basic ICS (I-200)

Security Manager (J-259)

Human Factors on the Fireline (L-180)

Interagency Incident Business Management (S-260)

*Required experience*

Successful position performance as a Security Manager (SECM)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Security Manager (SECM)

**BASE/CAMP MANAGER (BCMG)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Basic ICS (I-200)  
Base/Camp Manager (J-254)  
Human Factors on the Fireline (L-180)  
Interagency Incident Business Management (S-260)

*Required experience*

Successful position performance as a Base/Camp Manager (BCMG)

*Physical fitness*

Light

*Other position assignments that will maintain currency*

Equipment Manager (EQPM)  
Ordering Manager (ORDM)  
Receiving/Distribution Manager (RCDM)

**GROUND SUPPORT UNIT LEADER (GSUL)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
Fireline Leadership (L-380)  
Ground Support Unit Leader (S-355)

*Required experience*

Satisfactory performance as an Equipment Manager (EQPM)  
+  
Successful position performance as a Ground Support Unit Leader (GSUL)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Facilities Unit Leader (FACL)  
Supply Unit Leader (SPUL)  
Equipment Manager (EQPM)  
Base/Camp Manager (BCMG)  
Ordering Manager (ORDM)  
Receiving/Distribution Manager (RCDM)

**EQUIPMENT MANAGER (EQPM)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Basic ICS (I-200)  
Equipment Manager (J-255)  
Human Factors on the Fireline (L-180)  
Interagency Incident Business Management (S-260)

*Required experience*

Successful position performance as an Equipment Manager (EQPM)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Base/Camp Manager (BCMG)  
Ordering Manager (ORDM)  
Receiving/Distribution Manager (RCDM)  
Receiving/Distribution Manager (RCDM)

**Finance/Administration Section**

**FINANCE/ADMINISTRATION SECTION CHIEF TYPE 1 (FSC1)**

***NPS or NWCG PTB***

*Required training*

Command and General Staff (S-420)

*Additional training that supports development of knowledge and skills*

Advanced Incident Management (S-520)  
Complex Incident Management Course  
IMT Leadership (L-480)

*Required experience*

Satisfactory performance as an Finance/Administration Section Chief Type 2  
+  
Successful position performance as Finance/Administration Section Chief Type 1

*Physical fitness*

None

*Other position assignments that will maintain currency*

Finance/Administration Chief Type 2

**FINANCE/ADMINISTRATION SECTION CHIEF TYPE 2 (FSC2)**

***NPS or NWCG PTB***

*Required training*

Command and General Staff (S-420)

*Additional training that supports development of knowledge and skills*

Advanced ICS (I-400)  
IMT Leadership (L-480)  
Finance/Administration Section Chief (S-460)  
or equivalent

*Required experience*

Satisfactory performance as a  
Time Unit Leader or Finance Section Chief  
Type 3  
+  
Successful position performance as  
Finance/Administration Section Chief Type 2

*Physical fitness*

None

*Other position assignments that will maintain currency*

Finance/Administration Section Chief Type 3  
Time Unit Leader

**FINANCE/ADMINISTRATION SECTION CHIEF TYPE 3 (FSC3)**

***NPS PTB***

*Required training*

Intermediate ICS (I-300)

*Additional training that supports development of knowledge and skills*

Interagency Incident Business Management (S-260)

*Required experience*

Satisfactory performance as a  
Personnel Time Recorder  
+  
Successful position performance as a  
Finance/Administration Section Chief Type 3

*Physical fitness*

None

*Other position assignments that will maintain currency*

Personnel Time Recorder

**TIME UNIT LEADER (TIME)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
Fireline Leadership (L-380)  
Finance/Administration Unit Leader (S-360)

*Required experience*

Satisfactory performance as a Personnel Time

Recorder (PTRC)  
+  
Successful position performance as a Time  
Unit Leader (TIME)

*Physical fitness*

None

*Other position assignments that  
will maintain currency*

Personnel Time Recorder  
Equipment Time Recorder (EQTR)

**PERSONNEL TIME RECORDER (PTRC)  
NPS or NWCG PTB**

*Required training*

None

*Additional training that supports  
development of knowledge and skills*

Incident Base Automation (I-Suite)  
Introduction to ICS (I-100)  
Human Factors on the Fireline (L-180)  
Applied Interagency Incident Business  
Management (S-261)  
Interagency Incident Business Management (S-  
260)

*Required experience*

Successful position performance as a Personnel  
Time Recorder (PTRC)

*Physical fitness*

None

*Other position assignments that  
will maintain currency*

Equipment Time Recorder (EQTR)

**COST UNIT LEADER (COST)  
NPS or NWCG PTB**

*Required training*

None

*Additional training that supports  
development of knowledge and skills*

Incident Base Automation (I-Suite)  
Intermediate ICS (I-300)  
Fireline Leadership (L-380)  
Finance/Administration Unit Leader (S-360)  
Applied Interagency Incident Business  
Management (S-261)  
Interagency Incident Business Management (S-  
260)

*Required experience*

Successful position performance as a Cost Unit  
Leader (COST)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Any higher position for which this position is a prerequisite

**COMMISSARY MANAGER (CMSY)**  
***NPS or NWCG PTB***  
*Required training*

None

*Additional training that supports development of knowledge and skills*

Introduction to ICS (I-100)  
Human Factors on the Fireline (L-180)  
Applied Interagency Incident Business Management (S-261)  
Interagency Incident Business Management (S-260)

*Required experience*

Successful position performance as a Commissary Manager (CMSY)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Time Unit Leader (TIME)  
Personnel Time Recorder (PTRC)

**COMPENSATION/CLAIMS UNIT LEADER (COMP)**  
***NPS or NWCG PTB***  
*Required training*

None

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
Fireline Leadership (L-380)  
Finance/Administration Unit Leader (S-360)

*Required experience*

Satisfactory performance as a Compensation-for Injury Specialist (INJR)  
+  
Satisfactory performance as a Claims Specialist (CLMS)  
+  
Successful position performance as a Compensation/Claims Unit Leader (COMP)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Claims Specialist (CLMS)  
Compensation-for-Injury Specialist (INJR)

Finance/Administration Section Chief Type 2  
(FSC2)

**COMPENSATION-FOR-INJURY SPECIALIST (INJR)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports  
development of knowledge and skills*

Introduction to ICS (I-100)  
Human Factors on the Fireline (L-180)  
Applied Interagency Incident Business  
Management (S-261)  
Interagency Incident Business Management (S-  
260)

*Required experience*

Successful position performance as a  
Compensation-for-Injury Specialist (INJR)

*Physical fitness*

None

*Other position assignments that  
will maintain currency*

Claims Specialist (CLMS)  
Compensation/Claims Unit Leader (COMP)

**CLAIMS SPECIALIST (CLMS)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports  
development of knowledge and skills*

Introduction to ICS (I-100)  
Human Factors on the Fireline (L-180)  
Applied Interagency Incident Business  
Management (S-261)  
Interagency Incident Business Management (S-  
260)

*Required experience*

Successful position performance as a Claims  
Specialist (CLMS)

*Physical fitness*

None

*Other position assignments that  
will maintain currency*

Compensation-for-Injury Specialist (INJR)  
Compensation/Claims Unit Leader (COMP)

**PROCUREMENT UNIT LEADER (PROC)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
Fireline Leadership (L-380)  
Finance/Administration Unit Leader (S-360)

*Required experience*

Satisfactory performance as an Equipment Time Recorder (EQTR)  
+  
Successful position performance as a Procurement Unit Leader (PROC)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Equipment Time Recorder (EQTR)  
Personnel Time Recorder (PTRC)

**EQUIPMENT TIME RECORDER (EQTR)  
NPS or NWCG PTB**

*Required training*

None

*Additional training that supports development of knowledge and skills*

Introduction to ICS (I-100)  
Human Factors on the Fireline (L-180)  
Applied Interagency Incident Business Management (S-261)  
Interagency Incident Business Management (S-260)

*Required experience*

Successful position performance as an Equipment Time Recorder (EQTR)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Personnel Time Recorder (PTRC)

**INCIDENT BUSINESS ADVISOR TYPE 1 (IBA1)  
NPS or NWCG PTB**

*Required training*

None

*Additional training that supports development of knowledge and skills*

Advanced ICS (I-400)

*Required experience*

Satisfactory performance as an Incident Business Advisor Type 2 (IBA2)  
+

Successful position performance as an Incident Business Advisor Type 1 (IBA1)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Finance/Administration Section Chief Type 1 (FSC1)  
Incident Business Advisor Type 2 (IBA2)

## **INCIDENT BUSINESS ADVISOR TYPE 2 (IBA2)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Intermediate ICS (I-300)  
Command and General Staff (S-420)  
Finance/Administration Unit Leader (S-360)  
Incident Business Advisor (S-481)

*Required experience*

Successful position performance as an Incident Business Advisor Type 2 (IBA2)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Finance/Administration Section Chief Type 2 (FSC2)  
Incident Business Advisor Type 2 (IBA2)

## **Dispatch Positions**

### **EXPANDED DISPATCH COORDINATOR (CORD)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Advanced ICS (I-400)  
Incident Management Team Leadership (L-480)

*Required experience*

Satisfactory performance as an Expanded Dispatch Supervisory Dispatcher (EDSP)  
+  
Successful position performance as an Expanded Dispatch Coordinator (CORD)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Expanded Dispatch Supervisory Dispatcher (EDSP)

**EXPANDED DISPATCH SUPERVISORY DISPATCHER (EDSP)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Aviation Conference and Education (ACE)  
Module A-207  
Supervisory Dispatcher (D-510)  
Intermediate ICS (I-300)  
Fireline Leadership (L-380)

*Required experience*

Satisfactory performance as an Expanded Dispatch Support Dispatcher (EDSD) in all four functional areas (Overhead, Crews, Equipment, and Supplies)  
+  
Successful position performance as an Expanded Dispatch Supervisory Dispatcher (EDSP)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Expanded Dispatch Support Dispatcher (EDSD)

**EXPANDED DISPATCH SUPPORT DISPATCHER (EDSD)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Support Dispatcher (D-310)  
Basic ICS (I-200)  
Basic Air Operations (S-270)  
Interagency Incident Business Management (S-260)

*Required experience*

Satisfactory performance as an Expanded Dispatch Recorder (EDRC)  
+  
Successful position performance as an Expanded Dispatch Support Dispatcher

(EDSD)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Expanded Dispatch Recorder (EDRC)  
Supply Unit Leader (SPUL)

**EXPANDED DISPATCH RECORDER (EDRC)**

***NPS or NWCG PTB***

*Required training*

None

*Additional training that supports development of knowledge and skills*

Dispatch Recorder (D-110)  
Introduction to ICS (I-100)  
Human Factors on the Fireline (L-180)

*Required experience*

Successful position performance as an Expanded Dispatch Recorder (EDRC)

*Physical fitness*

None

*Other position assignments that will maintain currency*

Ordering Manager (ORDM)

**INITIAL RESPONSE DISPATCHER (IRDP)**

***NPS PTB***

*Required training*

Introduction to ICS (I-100)

*Additional training that supports development of knowledge and skills*

Initial Attack Dispatcher (D-311)  
NPS A-SAR  
Helicopter Crewmember (S-271)

*Required experience*

Satisfactory performance as an Expanded Dispatch Recorder  
+  
Successful position performance as an Initial Response Dispatcher

*Physical fitness*

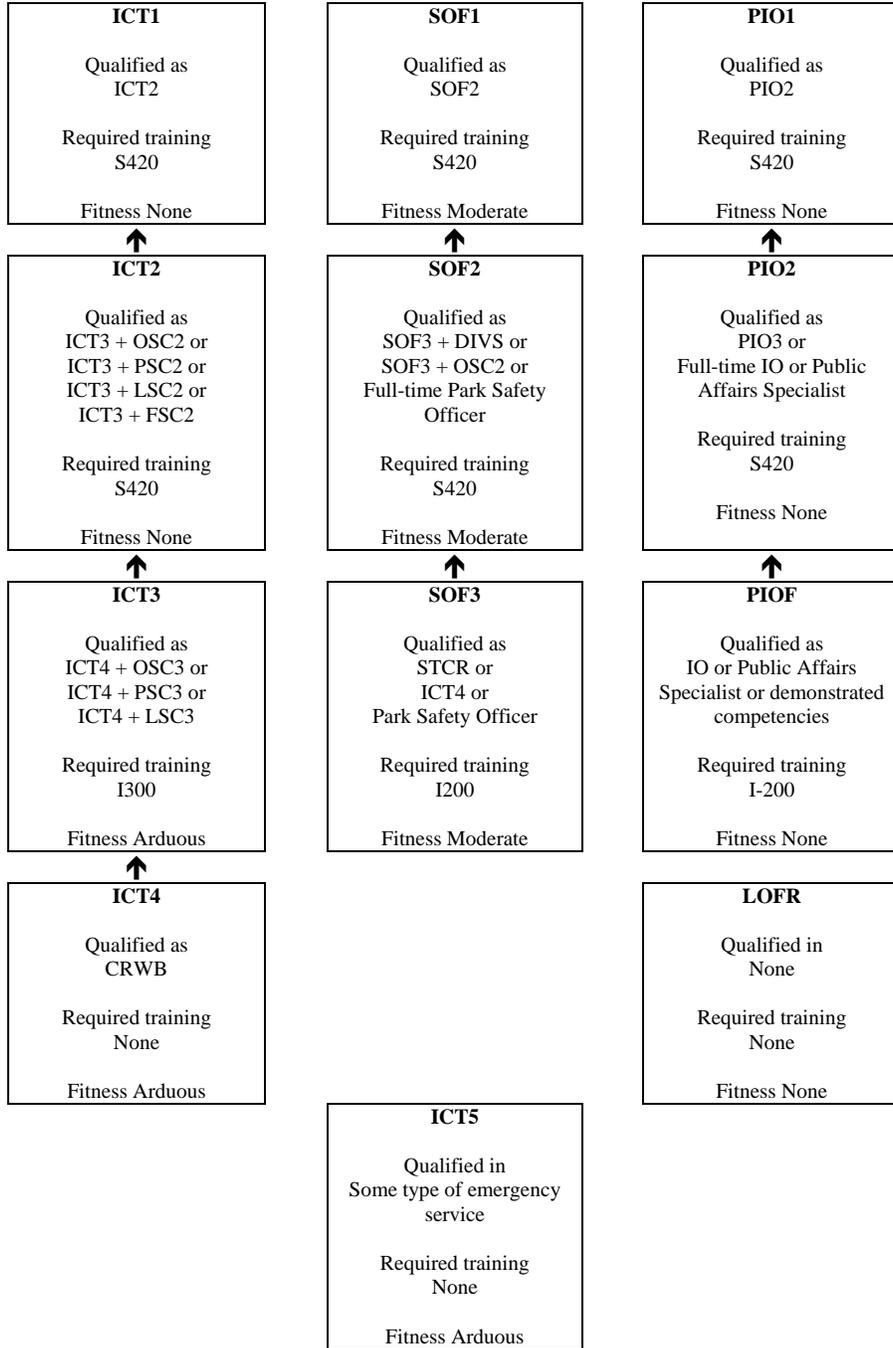
None

*Other position assignments that will maintain currency*

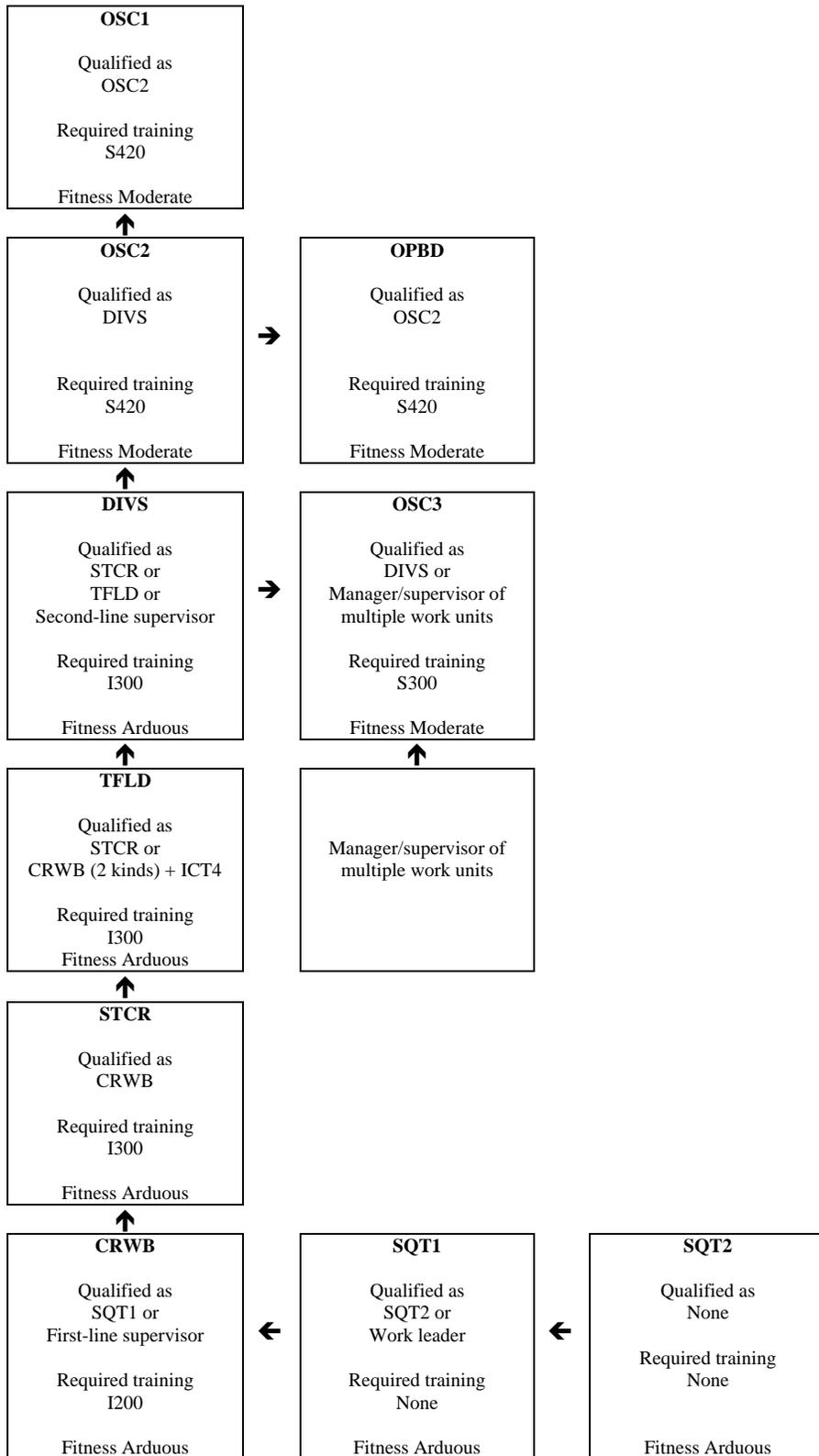
None

# QUALIFICATION FLOW CHARTS

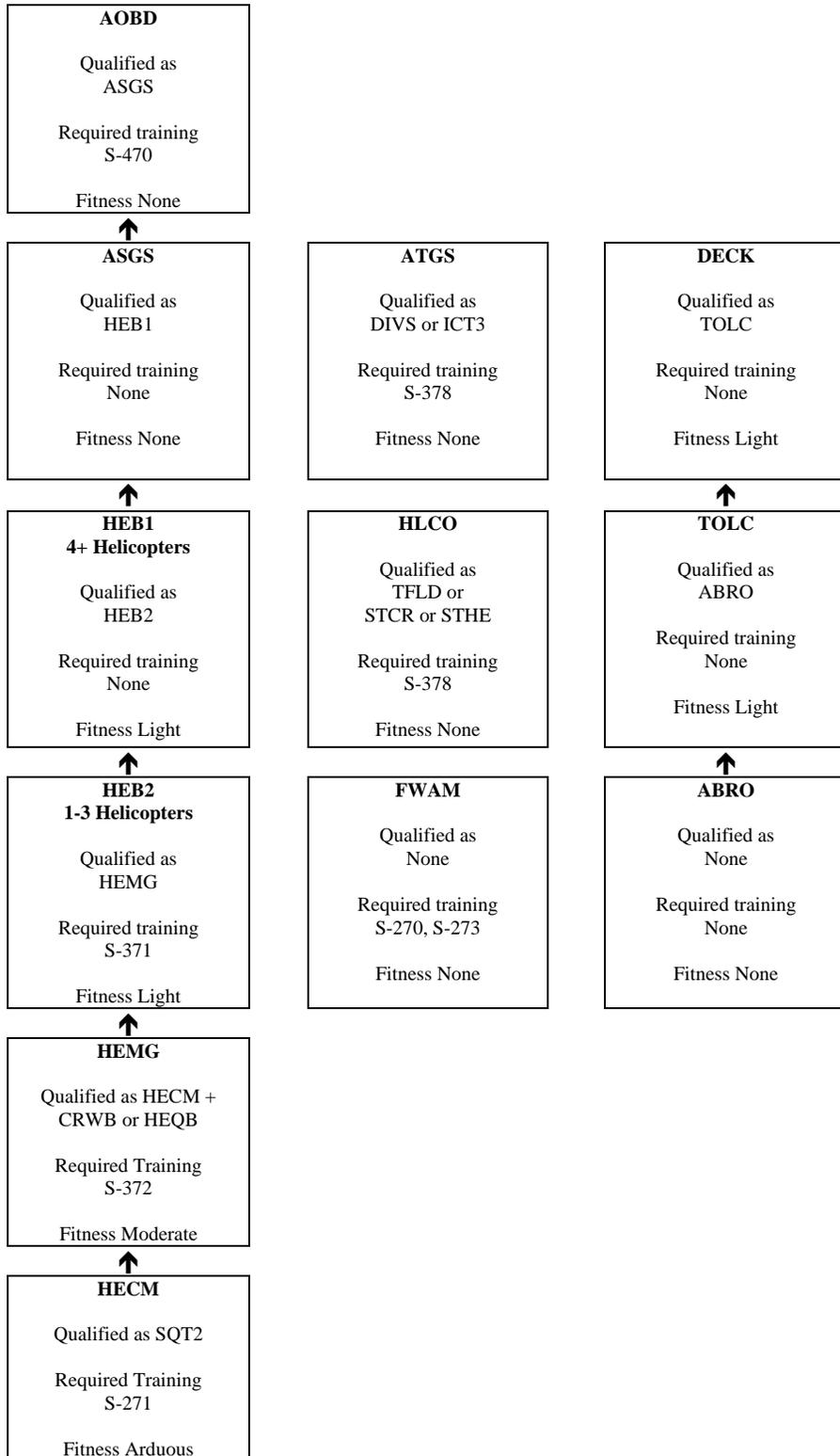
## Command and Command Staff



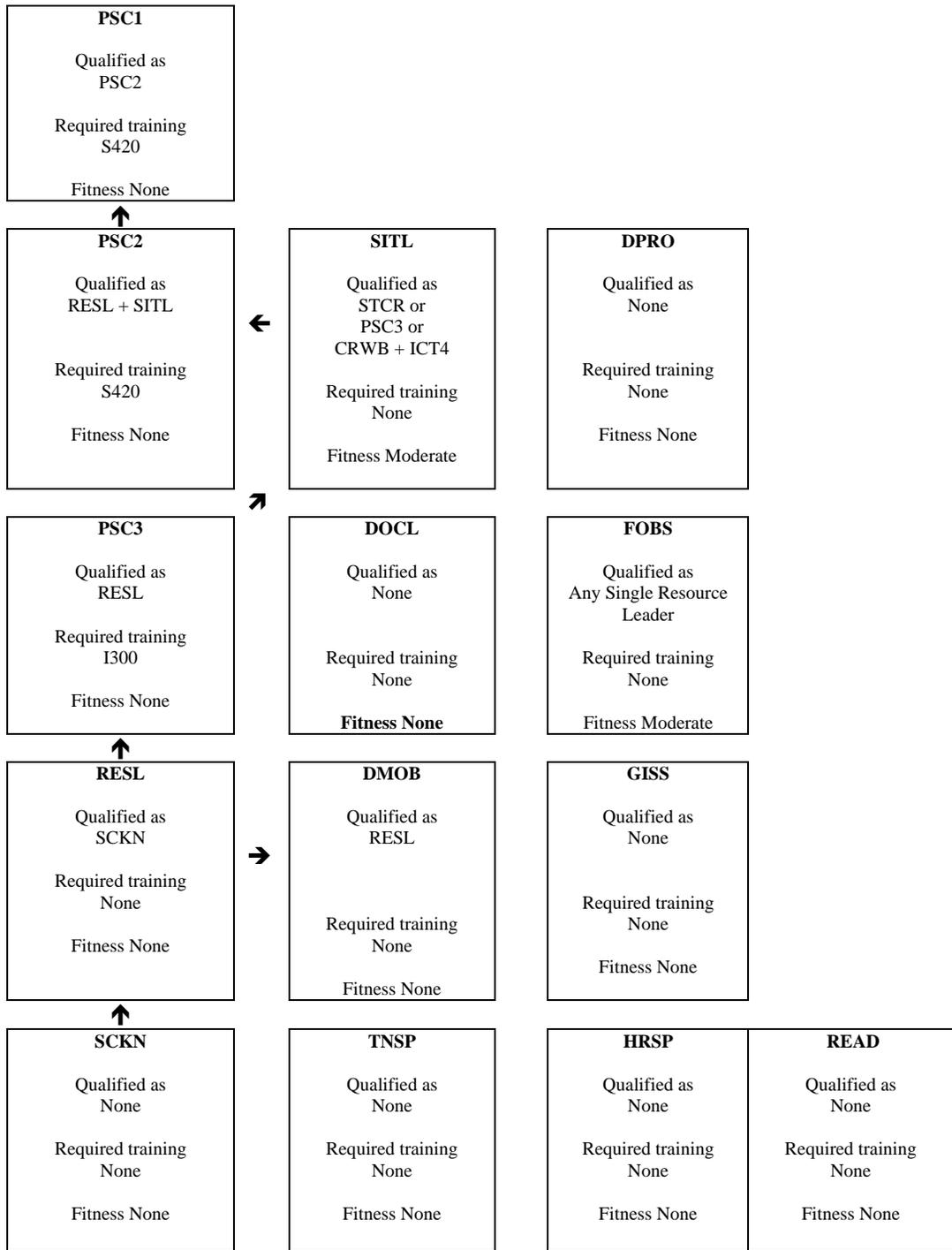
# Operations Section



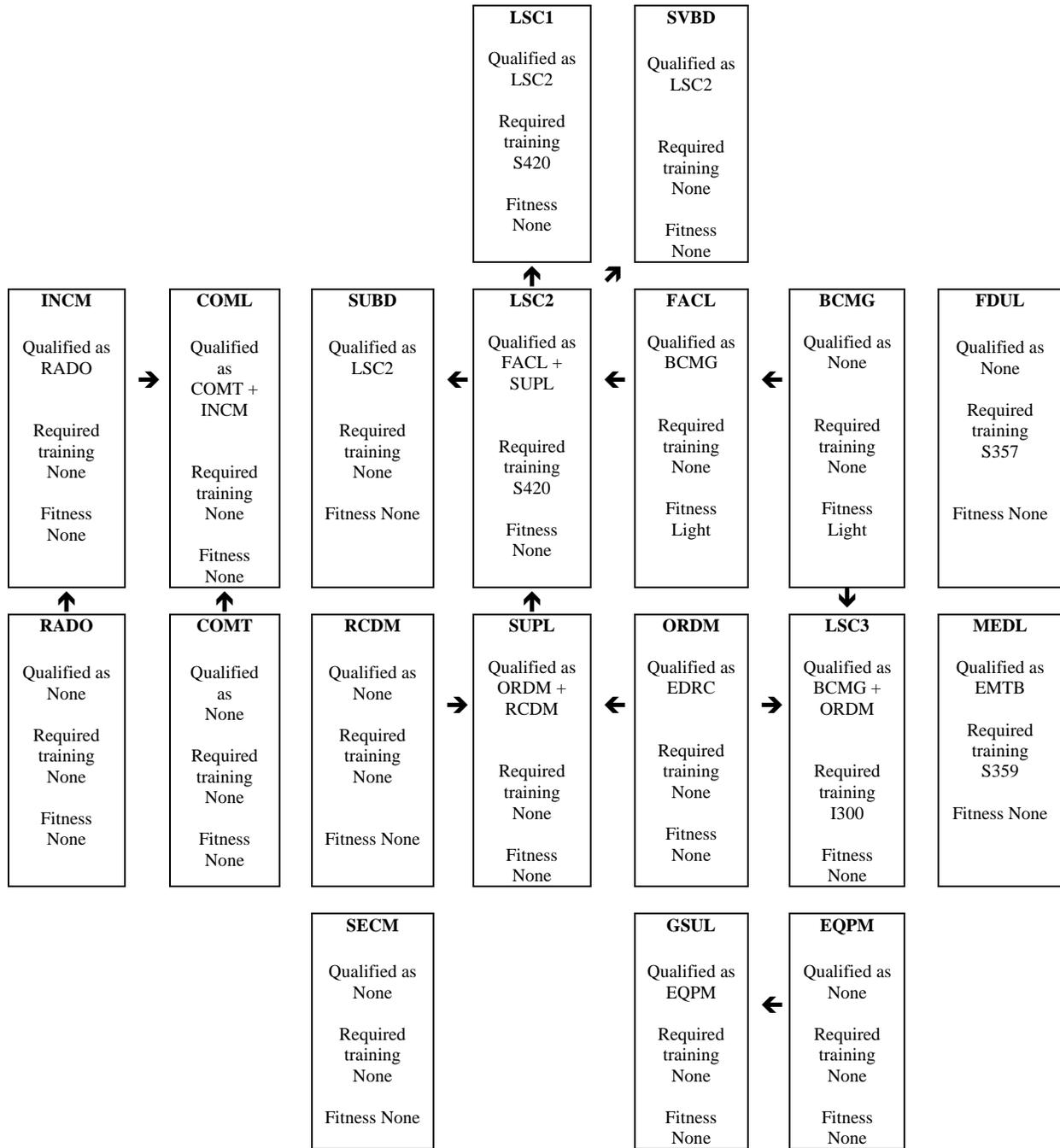
# Air Operations



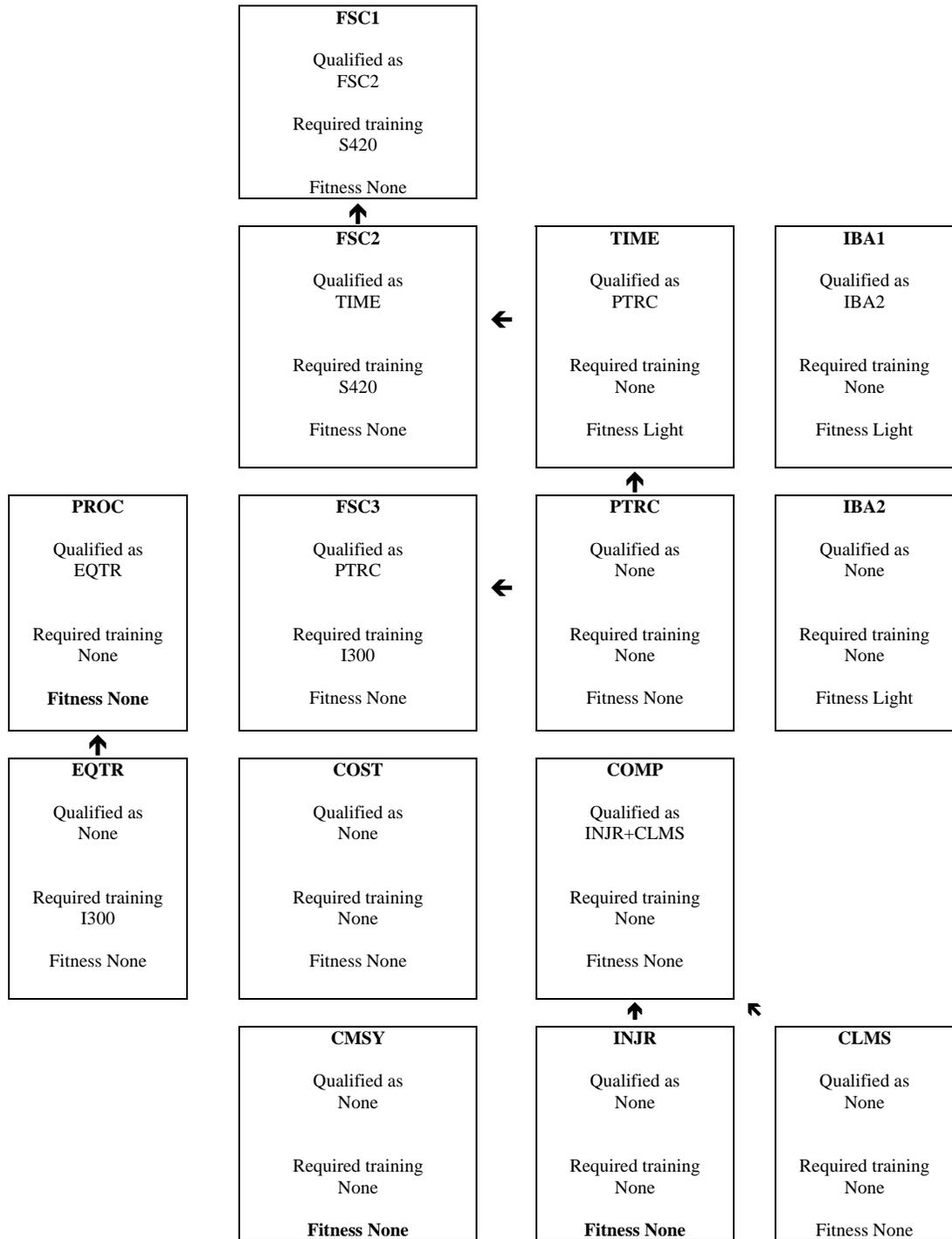
# Planning Section



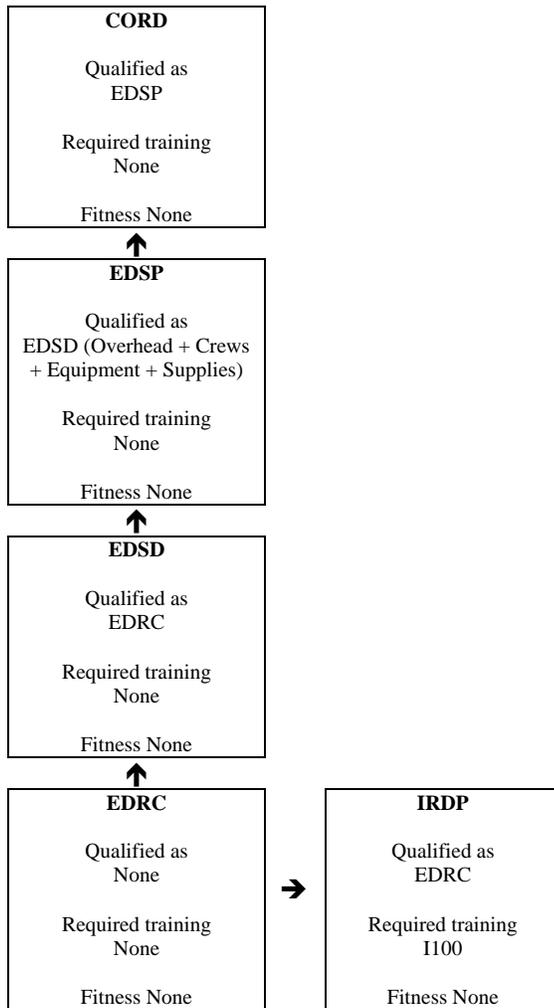
# Logistics Section



## Finance/Administration Section



# Dispatch



**Attachment 2 – Incident Qualification Transition Documents**

Date:

To: Regional Chief Rangers  
Regional Emergency Service Coordinators  
National & Regional IMT Incident Commanders

From: Dan Pontbriand, Branch Chief Emergency Services  
& Incident Management Program Manager

Subject: All Hazard Incident Qualifications and Certification System

The Incident Management Program Steering Committee (IMPSC), under my direction, has been working on a number of projects to improve the NPS capability to manage incidents and events. These projects will also enable us to meet the National Incident Management System (NIMS) standards mandated by Homeland Security Presidential Directive -5 and provide better coordination of resources throughout the service and with interagency partners.

One of the projects is the establishment of qualifications and certifications for Incident Command System (ICS) positions for all-hazard incident management. The National Wildfire Coordinating Group (NWCG) Incident Qualifications and Certification System (IQCS), uses wildland fire performance requirements for ICS position qualification as published in the 310-1 Wildland and Prescribed Fire Qualification System Guide. Certification is acquired by successful performance of specific tasks listed in Position Task Books (PTBs).

The IMPSC has developed a supplement to 310-1 using all risk standards in place of fire specific standards. Additionally, alternative all-risk Position Task Books have been drafted for any NWCG PTBs that have wildland fire requirements. Also included are the Command and General Staff PTBs at the Type III level which are not available under NWCG standards.

IMPSC will also be following the recommendations of NIMS in developing certification standards that are not solely performance based from a Position Task Book list. These standards offer alternative qualifications means, which might include performance, training, simulation, correlation of "regular" jobs, experience in ICS positions, or a combination of these means. A major reason for alternative means is the prolonged length of time for a person to qualify at the Command and General Staff level by the NWCG model. We recognize that there are tradeoffs in sacrificing experience for expediency, but our shortage of personnel with any level of incident management qualifications is too great for us to follow the current NWCG process.

We now have the ability to use the IQCS, managed at the National Interagency Coordination Center in Boise, to establish an NPS all risk qualification and certification system database. Our employees who are serving in ICS positions at varying levels for non-wildland fire incidents and events will be able to obtain a certification, similar to or identical to the current "red" card with NPS-specific all-risk ICS coding. We are currently ahead of other non-fire federal agencies in initiating this process and it is likely that our system will be adopted by these other agencies.

The IMPSC has also submitted budget requests to establish a sustainable incident management program for NPS to include ICS training, support and development from the park level up to the incident management team level.

We recognize that many of our employees on our regional and national incident management teams do not have NWCG certifications for the positions they serve in, yet through on-the-job training have learned and performed their functions quite successfully. As our NPS IQCS becomes established and eventually requires certain standards be met for certification, we would like to consider the individuals currently serving on teams for "historically acceptable qualifications". Using an application packet to be sent to each team member, the individual can provide documentation of their incident management experience, training, evaluations and any other qualifications and information which would support their certification in

their ICS position. This packet will be evaluated by a work group of subject matter experts. This work group will also use references to include the NPS supplement to 310-1, all-risk PTBs, incident narratives, and incident commander recommendations to make a determination for certification. The determination may be (1) full certification, (2) certification at a lower level (i.e. OSC2 rather than OSC1, or (3) a recommendation for further training or experience. An individual currently certified for a position under NWCG standards would not need to submit any documentation other than their current "red" card for that position.

I want to emphasize that the purpose of this initial round of evaluations is not to disqualify individuals from continuing to serve on IMTs. Regardless of the work group's determination of an individual's current certification, they can continue to function in the position at the discretion of the Incident Commander and their regional or national IMT coordinator and reapply for certification as they gain more training and experience. We realize there is no abundance of people willing to serve. We hope this will be seen as an opportunity to obtain certifications now, realizing that at some point in the future, all-risk ICS certifications will be mandatory as are NWCG requirements for wildland fire. After the IMT members are evaluated, we plan to expand the "historically acceptable qualification" process to the field. We will need the support of parks and regions for maintaining records in IQCS as we currently do with wildland fire.

We ask for your assistance as we begin this trial phase of certification. We need up to date rosters for each team so that we can distribute the application packets. Please send the rosters to me electronically by June 1.

If you have any questions, please e-mail me or phone me at (202) 513-7093.

## **INSTRUCTIONS FOR ALL HAZARD INCIDENT QUALIFICATIONS AND CERTIFICATION PACKET**

### **STEP 1**

Enter Incident Experience beginning with most recent. List only experience on incidents and events that were Area Command, Type I, II or III complexity and for ICS Command and General Staff or Unit Leader/Manager level position assignments.

### **STEP 2**

Attach performance ratings you received on incidents.

### **STEP 3**

Attach copies of any completed or partially completed Position Task Books for any Command and General Staff, Division/Group Supervisor or Unit Leader positions. Be sure to include the evaluation records for any assignments from the back of the PTB.

### **STEP 4**

Attach certificates of ICS training courses you have completed.

### **STEP 5**

If you are currently in the Incident Qualification and Certification System database, attach a copy of your most recent Responder Master Record printout and a copy of your current certifications (your "red" card).

### **STEP 6**

Attach any other documentation for incidents/events you served on at the complexities and levels listed in Step 1 or any relevant information or statements pertaining to the quality of experience you received.

### **STEP 7**

Attach a narrative statement or other information that shows how current or previous "regular" jobs provide experience that relates to your incident management position.

### **STEP 8**

Send the completed packet to the address below by: \_\_\_\_\_ 2005

Dan Pontbriand, Branch Chief Emergency Services  
(Address)

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## Instructions for All Hazard Incident Experience Record

Enter incidents or events that you served on with any agency. List only experience on incidents and events that were Area Command, Type I, II or III complexity.

Enter only the incidents in which you served on the Command and General Staff (i.e. Incident Commander, Safety Officer, Finance Section Chief, etc.) or Unit Leader/Manager (i.e. Resource Unit Leader, Time Unit Leader, Ordering Manager, etc.) level position assignments.

1. Incident # - This usually starts with the state designator followed by the 3 letter unit acronym and the incident number. If you don't have it, use the park's case incident number (if the incident was in an NPS unit) or leave blank.
2. Arrival Date – Date you checked in and began the assignment.
3. Location – use the NPS 4 letter designator. For incidents on other jurisdictions, use the 2-letter state designator and 3-letter unit code or write out the location.
4. Incident Name
5. Kind –
  - ND - Natural disaster (hurricane, flood, earthquake, tsunami, etc.)
  - WF - Wildland fire
  - RX – Prescribed fire
  - WU – Wildland Fire Use
  - SR – Search and Rescue
  - HS – Homeland Security
  - SE – Special Event (VIP visits, memorials, fairs, dedications, etc.)
  - HD – Human caused disaster (oil spill, hazmat, etc.)
  - LE – Law Enforcement (fugitive hunts, interdiction operations, etc.)
  - AO – Any other – projects or training managed by an IMT
6. Complexity/Type – The level of complexity or type of team assigned to the incident/event. For NPS incidents, use 1 for national team assignments, 2 for regional team assignments.
  - AC – Area Command
  - 1 - Type 1
  - 2 – Type 2
  - 3 – Type 3
7. Position or Job - Use the ICS mnemonic for the position you were assigned to.
8. # of Shifts – total that you worked on the particular assignment



**Attachment 3 – Overtime Supplementary Information**

## HOW TO COMPUTE FLSA OVERTIME PAY

### Background

Overtime pay for non-exempt employees is computed under the Fair Labor Standards Act (FLSA), subject to some special rules for Federal employees. Under the FLSA, overtime pay is determined by multiplying the employee's "straight time rate of pay" by all overtime hours worked PLUS one-half of the employee's "hourly regular rate of pay" times all overtime hours worked. All overtime work that is ordered or approved or "suffered or permitted" must be compensated. (See 5 CFR part 551.)

Include a special salary rate, locality rate of pay, special law enforcement adjusted rate of pay, or interim geographic adjustment continued rate of pay in "total remuneration" and "straight time rate of pay" when computing overtime pay under the FLSA. Compute the "hourly regular rate" by dividing the "total remuneration" paid to an employee in the workweek by the number of hours in the workweek for which such compensation is paid.

### Pay Limitations

The limitation on an hourly rate of overtime pay under title 5, United States Code, does **not** apply to overtime pay under the FLSA. Also, the maximum biweekly or annual earnings limitations on title 5 premium pay do **not** apply to FLSA overtime pay.

### Computation

Multiply the straight time rate of pay by all overtime hours worked PLUS one-half of the employee's hourly regular rate of pay times all overtime hours worked. (See 5 CFR 551, subpart E.)

### Example

Follow the steps below to compute FLSA overtime pay. The example below is based on a GS-7, step 1, annual locality rate of pay of \$34,149 ([2005-RUS](#)).

<b>Total Hours of Work:</b>	52 hrs
<b>Overtime Work:</b>	12 hrs
<b>Night Work:</b>	40 hrs
<b>Sunday Work:</b>	8 hrs
<b>Hourly Rate of Basic Pay:</b>	\$ 16.36
<b>Total Remuneration:</b>	
Basic Pay (40 hrs)	= \$ 654.40
Night Pay (40 hrs)	

10% x \$16.36 = \$1.64	
\$1.64 x 40 hrs = \$65.60	= \$ 65.60
Sunday Pay (8 hrs)	
25% x \$16.36 = \$4.09	
\$4.09 x 8 hrs = \$32.72	= \$ 32.72
Straight Time Pay	
\$16.36 x 12 hrs	= \$ 196.32
Total Remuneration	= \$ 949.04
<b>Hourly Regular Rate:</b>	
\$949.04 / 52 hrs	= \$ 18.25
<b>FLSA Overtime Pay:</b>	
1 x \$16.36 x 12	= \$ 196.32
(.5 x \$18.25) x 12 or \$9.13 x12	= \$ 109.56
Total FLSA Overtime Pay	= \$ 305.88
<b>Weekly Pay:</b>	
Basic Pay	= \$ 654.40
Night Pay	= \$ 65.60
Sunday Pay	= \$ 32.72
FLSA Overtime Pay	= \$ 305.88
Total Weekly Pay	<b>=\$ 1,058.60</b>

## Title 5 Overtime Pay

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### Description

Overtime pay provided under title 5, United States Code, is pay for hours of work officially ordered or approved in excess of 8 hours in a day or 40 hours in an administrative workweek.

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### Employee Coverage

FLSA exempt employees, as defined in 5 U.S.C. 5541(2), who work full-time, part-time, or intermittent tours of duty are eligible for title 5 overtime pay. Employees in senior-level (SL) and scientific or professional (ST) positions who are paid under 5 U.S.C. 5376 are not excluded from the definition of “employee” in 5 U.S.C. 5541(2). Therefore, employees in SL and ST positions are covered by the premium pay provisions in subchapter V of chapter 55 of title 5, United States Code (e.g., overtime pay provisions in 5 U.S.C. 5542, and the biweekly and annual premium pay limitations in 5 U.S.C. 5547).

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### Rate of Basic Pay

For overtime pay purposes, *rate of basic pay* means the rate of pay fixed by law or administrative action (including special rates) and any applicable locality-based comparability payment or special pay adjustment for law enforcement officers. (See definition in 5 CFR 550.103.)

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### Overtime Hourly Rate

For employees with rates of basic pay equal to or less than the rate of basic pay for GS-10, step 1, the overtime hourly rate is the employee’s hourly rate of basic pay multiplied by 1.5.

Section 1121 of the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-136) amended the overtime pay cap provisions that apply to employees covered by 5 U.S.C. 5542(a)(2). The new overtime pay cap became effective on November 24, 2003. Under the amended 5 U.S.C. 5542(a)(2), for employees with rates of basic pay greater than the basic pay for GS-10, step 1, the overtime hourly rate is the **greater** of—

- (1) the hourly rate of basic pay for GS-10, step 1, multiplied by 1.5,
- or
- (2) the employee’s hourly rate of basic pay.

These hourly overtime pay limitations do not apply to prevailing rate (wage) employees or to FLSA overtime pay.

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### **Limitations**

There is a biweekly pay limitation that limits the amount of premium pay that can be paid during a biweekly pay period. Under 5 U.S.C. 5547(a) and 5 CFR 550.105, premium pay cannot be paid to General Schedule employees (including law enforcement officers and other covered employees) to the extent that doing so would cause an employee's basic pay, overtime pay, the dollar value of compensatory time off, night pay, annual premium pay, Sunday premium pay, and holiday premium pay to exceed the **greater** of the biweekly rate for—

- (1) GS-15, step 10 (including any applicable special salary rate or locality rate of pay),  
or
- (2) level V of the Executive Schedule.

**Exception:** For employees performing emergency work (as determined by the agency head or OPM), or mission-critical work (as determined by the agency head), premium pay cannot be paid which causes the total of basic pay and premium pay to exceed the **greater** of the **annual** rate for—

- (1) GS-15, step 10 (including any applicable special salary rate or locality rate of pay);  
or
- (2) level V of the Executive Schedule.

These limitations do not apply to wage employees or to FLSA overtime pay.

**Note:** The following types of premium pay remain subject to a biweekly limitation when other premium payments are subject to an annual limitation:

- (1) Standby duty pay under 5 U.S.C. 5545(c)(1);
- (2) Administratively uncontrollable overtime pay under 5 U.S.C. 5545(c)(2);
- (3) Availability pay for criminal investigators under 5 U.S.C. 5545a; and
- (4) Overtime pay for hours in the regular tour of duty of a firefighter covered by 5 U.S.C. 5545b.

**Compensatory Time Off:** The biweekly pay limitation in 5 U.S.C. 5547 is also a ceiling on compensatory time off. Compensatory time off is merely an alternative form of payment for overtime work. As such, the value of an hour of compensatory time off is equal to the overtime hourly rate that is payable in dollars. Thus, the number of hours for which an employee may receive monetary overtime pay is also the number of hours of compensatory time off that may be

credited in a pay period. An employee may not exceed the biweekly pay limitation by choosing compensatory time off as a substitute for monetary overtime pay.

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### **References**

5 U.S.C. 5542 and 5 U.S.C. 5547

5 CFR 550.101-113

For wage employees, see 5 U.S.C. 5544 and 5 CFR 532.503

## 2006 BIWEEKLY CAPS ON PREMIUM PAY

Under 5 U.S.C. 5547(a) and 5 CFR 550.105, General Schedule (GS) employees and other covered employees may receive certain types of premium pay for a biweekly pay period only to the extent that the sum of basic pay and premium pay for the pay period does not exceed the **greater** of the **biweekly** rate for (1) GS-15, step 10 (including any applicable locality payment or special rate supplement), or (2) level V of the Executive Schedule. ([See NOTE 1.](#)) The biweekly rate is computed by (1) dividing the applicable scheduled annual rate by 2,087 hours, (2) rounding the resulting hourly rate to the nearest cent, and (3) multiplying the hourly rate by 80 hours. For example, in Washington, DC, the GS-15, step 10, scheduled annual locality rate of \$139,774 divided by 2,087 hours yields an hourly rate of \$66.97 and a biweekly rate of \$5,357.60 (\$66.97 x 80 hours). Similarly, the Executive Level V annual rate of \$133,900 divided by 2,087 hours yields an hourly rate of \$64.16 and a biweekly rate of \$5,132.80 (\$64.16 x 80 hours).

The table below provides the biweekly premium pay caps for 2006 by locality pay area. These caps become effective as of the first day of the first pay period beginning on or after January 1, 2006.

<u>Locality Pay Area</u> ( <a href="#">see NOTE 2</a> )	<u>Locality Pay Percentage</u>	<u>Greater of the GS-15, Step 10, Locality Rate or Level V of the Executive Schedule</u> ( <a href="#">see NOTE 3</a> )	
		<u>Biweekly Cap</u>	<u>Applicable Annual Rate</u> ( <a href="#">see NOTE 4</a> )
Atlanta	15.10%	\$5,248.80	\$136,468.80
Boston	19.99%	5,471.20	142,251.20
Buffalo	13.52%	5,176.80	134,596.80
Chicago	21.15%	5,481.60	142,521.60
Cincinnati	17.08%	5,338.40	138,798.40
Cleveland	15.41%	5,262.40	136,822.40
Columbus, OH	14.85%	5,236.80	136,156.80
Dallas-Ft. Worth	16.39%	5,307.20	137,987.20
Dayton	13.83%	5,190.40	134,950.40
Denver	19.49%	5,448.80	141,668.80
Detroit	21.00%	5,481.60	142,521.60
Hartford	21.30%	5,481.60	142,521.60
Houston	26.37%	5,481.60	142,521.60
Huntsville	13.35%	5,168.80	134,388.80
Indianapolis	12.85%	5,145.60	133,785.60

Los Angeles	23.18%	5,481.60	142,521.60
Miami	17.84%	5,373.60	139,713.60
Milwaukee	14.74%	5,232.00	136,032.00
Minneapolis-St. Paul	17.31%	5,349.60	139,089.60
New York	22.97%	5,481.60	142,521.60
Philadelphia	18.04%	5,382.40	139,942.40
Phoenix	12.65%	5,136.80	133,556.80
Pittsburgh	13.81%	5,189.60	134,929.60
Portland, OR	17.16%	5,342.40	138,902.40
Raleigh	15.57%	5,269.60	137,009.60
Richmond	14.15%	5,204.80	135,324.80
Sacramento	17.91%	5,376.80	139,796.80
San Diego	19.19%	5,435.20	141,315.20
San Jose-San Francisco	28.68%	5,481.60	142,521.60
Seattle	17.93%	5,377.60	139,817.60
Washington, DC	17.50%	5,357.60	139,297.60
Rest of United States	12.52%	5,132.80	133,452.80
Outside Continental U.S.	NA	5,132.80	133,452.80

## NOTES

1. In certain emergency or mission critical situations, an agency may apply an annual premium pay cap instead of a biweekly premium pay cap, subject to the conditions provided in law and regulation. (See 5 U.S.C. 5547(b) and 5 CFR 550.106-550.107.) See Note 4 regarding method of computing the annual premium pay cap.
2. See 5 CFR 531.603(b) for definitions of locality pay areas.
3. Certain special rate employees may have a higher biweekly premium pay cap at GS-15, step 10, than that shown in this chart.
4. The amount of the annual premium pay cap is computed by multiplying the applicable biweekly rate by the number of biweekly salary payments in the given year (26 in 2006). (See 5 CFR 550.106(d).)

*Note:* All information in this supplement came directly from the U.S. Office of Personnel Management (OPM) website.

**Attachment 4 – Employee Assistance Tool Kit**



National Park Service  
U.S. Department of the Interior

KATRINA – NPS  
National Incident Management Team

EMPLOYEE ASSISTANCE BRANCH

# EMPLOYEE ASSISTANCE TOOL KIT



**National Park Service**

National Park Service  
U.S. Department of the Interior



Eastern All Risk Incident Management Team

Memorandum

October 18, 2005

To: PS All Risk Incident Commanders  
From: Incident Commander, Eastern IMT, Hurricane Katrina  
Subject: Employee Assistance Tool Kit

In August 2005, Hurricane Katrina devastated New Orleans, Louisiana and much of the Gulf Coast in Louisiana, Mississippi, Alabama, and Texas. In September 2005 Hurricane Rita added to the destruction in many of these same areas. Six National Park Service sites were affected by these storms: Jean Lafitte National Historical Park and Preserve, New Orleans Jazz National Historical Park, Big Thicket National Preserve, Gulf Islands National Seashore, Cane River Creole National Heritage Area, and Everglades National Park.

The National Incident Management Team arrived in Houston, Texas to establish a base for the management team in protecting and preserving these areas and beginning the road to recovery. On September 30, 2005 the Eastern Incident Management Team arrived in Thibodaux, Louisiana to continue the work initiated by the NIMT.

Many early questions concerned the establishment of the Employee Assistance Branch of the IMT. As a result of the early steps by the NIMT this "Tool Kit" was developed to provide assistance in setting up and carrying out the programs and policies of an Employee Assistance Branch during future events.

The questions and answers, forms, help sheets, emergency guidelines, and decision making tools are designed to assist only. The pages in this package were designed for Hurricanes Katrina and Rita. They may or may not work for your incident. We hope this guide will be useful in developing the necessary stages and programs for implementing an Employee Assistance Branch.

# Incident Management Team

## EMPLOYEE ASSISTANCE “TOOL KIT”

### INTRODUCTION

The need for Employee Assistance (EA) to respond to Hurricanes Katrina and Rita was recognized immediately by the IMT. This was critical to facilitating employee/park relationships for the incident response. As a result, an Employee Assistance Branch was established. From the experiences gained, the following checklist has been developed as an aid to assist in future incidents of this nature. This tool kit may benefit personnel tasked with starting an employee assistance function on an incident management team.

### INITIAL NEEDS and/or ACTIONS FOR EMPLOYEE ASSISTANCE

#### ACTIONS

1. Establish Branch Director (or group supervisor) for Employee Assistance (EA)
2. Branch Director to verify objectives with Incident Command Team, park, regional and WASO liaisons.
  - Work with affected park(s) Superintendent(s) to establish park specific incident objectives. Establish/identify park liaison and/or Point of Contact (POC) for Employee Assistance. Request list of supervisory POCs to assist in locating employees.
  - Identify/clarify WASO, regional and incident EA roles and responsibilities. For example, per Superintendent or regional request, track temporary detail assignments of affected park staff. Identify region and WASO liaison's name and phone number.
3. Establish need and number of Employee Assistance staff.
4. Establish Critical Incident Stress Management (CISM) staff for incident.
  - Establish peer support (CISM) for affected employees and responders.
  - Assess CISM need for park staff affected by incident
  - Assess CISM need for the incident's responders
  - Establish follow-up CISM contact for SETT and other designated responders after demob if no CISM is available prior to demob.
  - Capture gross statistics for individual and group meetings while maintaining confidentiality.
  - If applicable, consider establishing a long term mental health contract for affected park(s) to supplement existing EAP services.
5. When staff members arrive at the Incident Command Post (ICP), provide orientation/walk through for EA responders. Staff may not be familiar with Incident Command System (ICS) and set up.
6. Track employee welfare and work status. Update as needed using both electronic and hard copy format. Assist employees as needed within established guidelines. Maintain consistency throughout.
7. Establish need for temporary housing and track submitted requests through FEMA. Gather information and send to FEMA as needed.

8. Initiate strategy for transition process of employee assistance activities to park. Transfer database of staff information, both electronic and hard copies, to park prior to demob.

### **REFERENCE MATERIALS NEEDED EMPLOYEE ASSISTANCE**

1. 5 CFR Parts 1 to 699
2. 5 CFR Parts 1200 to End
3. Federal Personnel Payroll System (FPPS) listing of employee name, organization code, position title, series, grade, address
4. Organization chart for park
5. Latest updated affected park staff phone listing to include address, home phone numbers, work phone numbers, and cell phone numbers
6. Incident documentation: Incident Action Plan (IAP), crew time reports, general messages, unit logs, etc.
7. Phone list for the regional office for which the incident is located
8. Phone list of WASO contacts.
9. Maps and orientation materials of affected area.

### **LOGISTICAL NEEDS FOR EMPLOYEE ASSISTANCE**

1. Office space to accommodate EA staff.
2. Private area to work/meet with employees and/or responders.
3. Method to record data on employee status or needs such as Microsoft Office.

### **EQUIPMENT NEEDED FOR EMPLOYEE ASSISTANCE**

1. Lap top computer for each branch member w/ internet access
2. Internet access preferably with T-1 line
3. Network capability to connect all laptops/printer/ISP
4. Color printer/fax/copier/scanner (all-in-one unit) with extra cartridges
5. Cell phone for each branch member
6. Two land lines minimum. Two telephones minimum with answering machines.
7. Files, file cabinet or boxes, labels, pens, pencils, etc.

### **HANDOUTS FOR EMPLOYEE ASSISTANCE**

1. Develop incident specific Frequently Asked Questions (FAQs)
2. OPM, Departmental or NPS guidance related to the specific incident
3. FEMA, RED CROSS, or other information relevant to the specific incident
4. Message from Superintendent(s), if applicable
5. Critical Incident Stress Management Program (CISM) information

### **OTHER CONSIDERATIONS FOR EMPLOYEE ASSISTANCE**

1. Employee Assistance staff identified three phases of the incident
  - Phase I: Triage for employees and park
  - Phase II: Transition to finalizing housing needs, work status
  - Phase III: Transition EA to park
2. Identify skills sets necessary for EA staff
  - Organizational skills for working in stressful environments
  - Supervisory skills are critical for Branch Director-EA along with ability to establish action strategies under stressful conditions
  - Sensitivity to employees and responders operating in crisis environment

- Consider mobilizing primarily non-HR staff responders. HR skill sets are not necessarily the primary focus for EA responders. Option should be explored of providing one HR responder for subject matter expertise
- A roster should be maintained of recommended employees available for a detail with the Incident Command Team.
- Recommend a 14 - 21 day assignment for Employee Assistance staff who attend the first phase of a large incident response.

3. Create IC training curriculum and certification program.

Staff of Employee Assistance:

Betsy Rossini, BD-EA, Phase 1

Kathy Tustanowski-Marsh, Tech Specialist, Phase 1

Mary Beth Wester, BD-EA, Phase 2

Randy Wester, Tech. Specialist, Phase 2

Lesley Adams, JELA/JAZZ point of contact for EA, Phase 3



<u>Employee Assistance Packet</u>	<u>A</u>
<u>Contact Sheet</u>	<u>B</u>
<u>PEER/CISM Information</u>	<u>C</u>
<u>EAP Contract for Extended Area</u>	<u>D</u>
<u>Employee Status Report</u>	<u>E</u>
<u>Housing Needs/Report Samples</u>	<u>F</u>
<u>Hurricane Response – Use of Government Personnel, Equipment and Funds</u>	<u>G</u>
<u>All Employee Memo</u>	<u>H</u>
<u>NPS Flexibilities: Leave, Pay and Hiring</u>	<u>I</u>
<u>OPM Handbook: Emergency Pay and Leave</u>	<u>J</u>
<u>OPM Flexibilities</u>	<u>K</u>
<u>Managers Emergency Guide</u>	<u>L</u>
<u>Federal Employees Education Assistance Fund</u>	<u>M</u>

# Tab

# A

**Employee Assistance  
Package**

# EMPLOYEE ASSISTANCE FOR NATIONAL PARK SERVICE EMPLOYEES AFFECTED BY *HURRICANE KATRINA*

## Employee Question & Answers

- Employee Assistance is currently working out of the Wetlands Acadian Cultural Center in Thibodaux, LA; **985-448-1471**. Contact them for further information on assistance available to employees.
- Please periodically check <http://www.inside.nps.gov> for new or changing information.

### Will I get a paycheck if I'm not at work?

Yes. You will continue to receive your regular pay and be granted administrative leave until requested to return to work by your supervisor. The date you are returned to work will be dependent on a suitable work site and availability of work as identified by the park superintendent.

### How can I get my paycheck if I can't get to or use my bank?

Most credit unions and banks are now up and running and your accounts should be accessible. If you are still having trouble, several sites have been set up to assist banking patrons get access to their funds. The following are sites and phone numbers to help you get information on banks and credit unions.

Office of Financial Institutions (banks, thrifts, and credit unions)

- Lafayette – (337) 262-5754
- Toll Free Nationwide – (866) 783-5530
- Toll Free In-state (888) 525-9414
- Website – [www.ofi.louisiana.gov](http://www.ofi.louisiana.gov)
- Credit union information – [www.ncua.gov](http://www.ncua.gov) or [www.cuweb.org/cu\\_finder.htm](http://www.cuweb.org/cu_finder.htm) or (800) 827-6282.

Frequently asked questions regarding banking can be accessed at [www.fdic.gov](http://www.fdic.gov) or at (877) 275-3342.

If you still are having trouble accessing your funds, you may want to set up a new bank account. To do that you can pick up a direct deposit form (SF-1199) from the bank. Fill out the top portion of the form. The bank will complete the lower portion of the form. Fax the direct deposit form to the Southeast Regional Office at **404-562-3255** attn: Leslie Woodie. Keep a copy of the form for your records. If you need assistance in completing or submitting the form, please call Employee Assistance at **985-448-1471**.

### How can I get some cash for immediate needs?

- Eastern National Parks and the Employee Alumni Association have set up a fund to assist National Park Service and cooperating association employees impacted by Hurricane Katrina. Individuals are eligible to receive \$500.00 and a family is eligible to receive \$1000.00. Employee Assistance can provide you with the form (see phone number at top) by fax, mail or email or you can get the form from the Employee and Alumni Association at **215-283-6900** (ask for Jack Ryan or Chesley Moroz). If you are unable to get your immediate supervisor's signature have any park supervisor sign or you can fax the form without a supervisor's signature to **215-283-0923** with a note explaining your circumstances. Eastern National Parks will confirm with the Employee Assistance office that you are an affected employee. If you need assistance in filling out the forms or submitting them, please call Employee Assistance.
- FEMA is also providing some incidental funds for qualified applicants. To receive these funds you will need to register on the **[www.fema.gov](http://www.fema.gov) site or 1-800-621-FEMA (3362)**.

### How do I pay for a hotel?

- FEMA will cover hotel room costs or evacuees for 14 days. Contact your hotel for information. Lodging costs already paid by displaced residents will be reimbursed by FEMA. You can get information at **[fema.gov](http://fema.gov) or 1-800-621-FEMA(3362)**.

### **Can you help me get assistance through FEMA?**

We will try to post FEMA information at this site as we become aware of it ([www.inside.nps.gov](http://www.inside.nps.gov)). There are three ways to register:

- Register on the internet at **fema.gov**
- Call **1-800-621-3362** (FEMA)
- Register at any major evacuation center

Here is some information you may want to know about FEMA at this time (subject to change by FEMA):

- There is a 18 month limitation for which you can apply for assistance
- The cap is \$26,200 and this includes charges that an applicant may have incurred while staying in a hotel
- Must file personal insurance claims first. FEMA may cover costs not covered by your insurance that are associated with the loss of an automobile, home or furniture
- May be eligible for \$2000 incidental payment
- May get up to 3 months of rental assistance
- May cover medical equipment and medicines
- All funds are deposited through direct deposit
- Once you file a claim to have your house damage assessed you will be contacted by FEMA. You must accompany the FEMA assigned inspector to your residence and also provide them with proof of your address. If you do not have a current drivers license or utility bill with that address you may want contact your utility company and ask them to send you a copy of one of your latest bills.
- The website states that once you have the inspection you should receive a notice of results within 10 days.
- Temporary housing may be available.

If you need additional information assistance in locating FEMA information or requesting their assistance, please contact Employee Assistance at the number above.

### **What happens after my 14 days of assistance with FEMA expires and I haven't received the next step in FEMA assistance?**

FEMA and the Employee Alumni Association monies are provided to help with interim lodging and other basic needs such as food, clothing, and diapers. If you have questions, please don't hesitate to call.

### **Where else can I look for assistance?**

In addition to FEMA, there are many agencies that are available to help employees: The Small Business Administration (SBA), Housing and Urban Development (HUD) and the Red Cross ([www.redcross.org](http://www.redcross.org)). Here are just a few of the areas where they might be of service:

- HUD – special mortgage insurance programs to assist disaster victims. Under this program individuals or families whose residences were destroyed or damaged to such an extent that reconstruction or replacement is necessary are eligible for 100 percent financing. To find out more about this option contact HUD at [www.hud.gov](http://www.hud.gov)
- SBA offers loans for rebuilding also. They have home disaster loans, business physical disaster loans and economic injury disaster loans. To find out more about these programs contact SBA at [sba.gov](http://sba.gov) or you can go into one of the disaster recovery centers listed near your location. Disaster recovery centers are listed on the internet. If you don't have access to the internet you can always contact them at 1-800-659-2955.

### **What should I do if I lost personal property in Hurricane Katrina?**

Employees who lost personal property in the hurricane will need to contact their insurance companies to file claims for replacement of lost personal property. There may also be other options for losses not covered by your insurance such as FEMA. Please check with employee assistance if you have questions at 1-985-448-1471.

### **What about government property lost in the hurricane?**

Lost government property will need to be handled through the property management staff at each park has in place. For those parks that have significant loss, this will be a considerable task. Interim property management procedures will be set up to assist the parks. More information about this is coming as the details are worked out. The Incident Management Teams will help the parks set up interim park offices if needed to start this process.

### **I won't be able to move back into my house anytime soon. Where will I live?**

- Check with your insurance company and determine if you have coverage for temporary lodging. If this is not provided in your policy you may want to research the [fema.gov](http://fema.gov) website for a listing of available temporary rentals. Some options you may consider are renting a house or apartment, placing an RV or mobile home at your preferred location, living with family, living with National Park Service employees in your state or in other locations.
- The National Park Service is working with FEMA to provide other options. You can contact Employee Assistance for more information at 985-448-1471.
- FEMA can also provide other assistance. See [fema.gov](http://fema.gov) for more information on this option..

### **Temporary Duty Travel:**

- If you are displaced from your home and are assigned to work at your park, NPS may put you in travel status. For the first 30 days you will get the meal and lodging rate designated for the area where you are temporarily housed. This varies by location but averages \$100 per day. For the second thirty days you will receive 55% of that rate. This will average about \$55 per day or \$1650 for a month. Please contact Employee Assistance at 985-448-1471 if you have questions.

### **I don't have a vehicle to get to work. What should I do?**

If you have been assigned to work at a park location, a rental or government car may be authorized. If you are not in travel status, check with your supervisor or employee assistance about reimbursement possibilities.

### **I am using my personal car for government business. Can I be reimbursed?**

If you are in travel status and using your own car to commute to your worksite you can be reimbursed for your mileage as part of your travel status reimbursement. Travel will be handled initially by Richard Devenney of the Southeast Regional Office at 404-562-3105.

### **How soon may I go back to work?**

The park's intent is to get everyone back to work as soon as possible. Crews are working diligently to help in the process. There may be immediate opportunities to work with the Incident Management Teams if you want to get involved with rebuilding your park, check with your supervisor. We encourage you to keep communicating with your supervisor about the status of your work site and your return to duty date.

### **This incident has been emotionally very hard on all of us. I would like to talk to someone about my fears and frustrations.**

- The National Park Service has employees who have been trained to provide support to coworkers in dealing with stressful events. They are based at the Wetlands Acadian Cultural Center in Thibodaux, LA, at **985-448-1471**. Just ask to speak with a Peer Supporter.
- The National Park Service has a contract with professional counselors to provide the Employee Assistance Program (EAP). You can call the EAP anytime for assistance free of charge at **1-800-869-0276**. This is completely confidential and paid for by the National Park Service through this contract.

### **Can you help me find family members or friends?**

Unfortunately, we do not have the resources to locate extended family members, past employees, or friends. However, we may be able to help you locate immediate family (contact Employee Assistance at **985-448-1471**). You can also check the family links registry at [www.redcross.org](http://www.redcross.org) or call **1-877-568-3317**. If you need further assistance or run into difficulties, please contact Employee Assistance.

**What should I do if I no longer have any uniforms due to the hurricane damage?**

Employees can receive an adjusted allowance to help offset the cost of lost uniform garments. Employees should contact the park superintendent who will approve the adjusted allowance. The park superintendent will identify/highlight Hurricane Katrina as the justification for the allowance adjustment. The superintendent will send a letter or e-mail to the Southeast Regional Uniform Coordinator, Marcella Gidson for concurrence. Donated uniforms may also be available from other parks in the near future. Contact Employee Assistance for availability.

**Other questions?**

Don't hesitate to call the Employee Assistance Team if you have other needs, questions, or concerns. Please know that we will do our best to help you or direct you to helpful resources.

The National Park Service is dedicated to helping their employees through this very trying period. Please let us know if you have unanswered questions or other concerns and we will research and assist you as possible.

**Be aware of Fraud/Scams when seeking disaster assistance.**

**Please be aware that there are some people out there that are parading as government officials. These individuals ask for social security numbers, bank or other personal information. FEMA will collect this information during your initial application and provide you an application number. Do not give bank account information to anyone who calls you on the telephone. There is never a "processing fee" to register for FEMA assistance. Also all disaster officials should show the proper credentials. If in doubt call 1-800-621-3362 and select the helpline option.**

**Request for Assistance  
from E&AA's Hurricane Katrina Relief Fund**

NPS/Cooperating Association Employee Name: \_\_\_\_\_ Date: \_\_\_\_\_  
Mailing address for check: \_\_\_\_\_  
\_\_\_\_\_

**Bank information if wire transfer is requested:**

Exact name on account: \_\_\_\_\_  
Name of Bank: \_\_\_\_\_  
Bank Routing number: \_\_\_\_\_  
Bank Account number: \_\_\_\_\_  
Checking \_\_\_ Savings \_\_\_\_\_ (Indicate whether a checking or savings  
account)

**Park:** \_\_\_\_\_

**Immediate Dollar Amount Requested: \$** \_\_\_\_\_  
**Long term dollars requested (if funding is available): \$** \_\_\_\_\_

Please describe the loss or expense incurred due to the hurricane:

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**Immediate Needs:** please describe needs for temporary housing, food, etc:

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Estimated Long term needs:(please describe):

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**Please complete and return to: Hurricane Katrina Relief Fund, E&AA, 470 Maryland Drive, Suite One, Ft. Washington, PA 19034, or fax to 215-283-6923**

Employee Signature: \_\_\_\_\_  
NPS Supervisor Acknowledgement of need: \_\_\_\_\_

**FACT SHEET**

**After a Hurricane or Flood: Cleanup of Flood Water**

When returning to your home after a hurricane or flood, be aware that flood water may contain sewage. Protect yourself and your family by following these steps:

**Inside the Home**

- Keep children and pets out of the affected area until cleanup has been completed
- Wear rubber boots, rubber gloves, and goggles during cleanup of affected area.
- Remove and discard items that cannot be washed and disinfected (such as: mattresses, carpeting, carpet padding, rugs, upholstered furniture, cosmetics, stuffed animals, baby toys, pillows, foam rubber items, books, wall coverings, and most paper products).
- Remove and discard drywall and insulation that has been contaminated with sewage or flood waters.
- Thoroughly clean all hard surfaces (such as flooring, concrete, molding, wood and metal furniture, countertops, appliances, sinks, and other plumbing fixtures) with hot water and laundry or dish detergent.
- Help the drying process by using fans, air conditioning units, and dehumidifiers.
- After completing the cleanup, wash your hands with soap and water. Use water that has been boiled for 1 minute (allow the water to cool before washing your hands).

Or

You may use water that has been disinfected for personal hygiene use (solution of 1/8 teaspoon of household bleach per 1 gallon of water). Let it stand for 30 minutes. If the water is cloudy, use a solution of ¼ teaspoon of household bleach per 1 gallon of water.

- Wash all clothes worn during the cleanup in hot water and detergent. These clothes should be washed separately from uncontaminated clothes and linens.
- Wash clothes contaminated with flood or sewage water in hot water and detergent. It is recommended that a Laundromat be used for washing large quantities of clothes and linens until your onsite waste-water system has been professionally inspected and serviced.
- Seek immediate medical attention if you become injured or ill.

## Outside the Home

- Keep children and pets out of the affected area until cleanup has been completed.
- Wear rubber boots, rubber gloves, and goggles during cleanup of affected area.
- Have your onsite waste-water system professionally inspected and serviced if you suspect damage.
- Wash all clothes worn during the cleanup in hot water and detergent. These clothes should be washed separately from uncontaminated clothes and linens.
- After completing the cleanup, wash you hands with soap and water. Use water that has been boiled for 1 minute (allow the water to cool before washing your hands).

Or

You may use water that has been disinfected for personal hygiene use (solution of 1/9 teaspoon of household bleach per 1 gallon of water). Let it stand for 30 minutes. If the water is cloudy, use solution of ¼ teaspoon of household bleach per 1 gallon of water.

- Seek immediate medical attention if you become injured or ill.

The information in this fact sheet is general in nature and is not intended to be used as a substitute for professional advice. For more information, please contact your local health department.

For more information, visit [www.bt.cdc.gov](http://www.bt.cdc.gov)  
Or call CDC at 800-CDC-INFO (English and Spanish) or 888-232-6348 (TTY).

**Tab**

**B**

**Employee Contact  
Information Forms**

## Employee Contact Information

**Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_

\_\_\_\_\_

**Email:** \_\_\_\_\_

**Phone:** \_\_\_\_\_

**Cell:** \_\_\_\_\_

**Office:** \_\_\_\_\_

Emergency Contact or someone who will always know how to get in touch with you.

\_\_\_\_\_                      \_\_\_\_\_

**Name**

**Phone**

1.        Ask if they are OK?
  
2.        Do you have lodging? How long will you be there?
  
3.        Share Employee Alumni Association info (Send Form)  
          \$ 500.00 individual  
          \$1,000.00 family. If you can't get supervisory signature submit anyway.
  
4.        Continuing to get paid on administrative leave.
  
5.        Ask about banking situation?

If your bank was impacted, recommend that you set up a bank account and do the direct deposit form and fax it to Leslie Woodie, 404-562-3255 (FAX). Keep a copy for your records.

6.        TDY if working – 100% for first 30 days, 55% after that
  
7.        Can register on family links registry
  - a.        [www.redcross.org](http://www.redcross.org)

- b. 1-877-568-3317
- 8. Register for FEMA assistance – 3 ways to register – there is going to be a program to provide debit cards
  - a. Internet [fema.gov](http://fema.gov)
  - b. 1-800-621-3362
  - c. Evacuation center

If in Louisiana and don't have an address use the one can use Prairie Acadian Cultural Center, 250 W. Park, Eunice, LA

- 9. School kids?
- 10. What do you want to do in the short term?
- 11. What about the long term?
- 12. Critical Incident Stress Management Team – Peer support to help deal w/impacts on you, your family and friends, to share coping strategies for handling stress. They are based at the Acadian Cultural Center in Lafayette, LA 327-232-0789 ext 17 or 10.

# Employee Contact/Follow-Up Form (rev. 9/22/05)

Date/Time: \_\_\_\_\_  
Employee Asst. Name: \_\_\_\_\_

Employee Name: \_\_\_\_\_

Other Contact Name: \_\_\_\_\_

Updated Phone #: \_\_\_\_\_

Current Mailing Address: \_\_\_\_\_

1. Employee/Family Status (Verify who is with the employee, including name and age of children, pets):
2. Home Status (Verify Extent of Losses, if known; Determine if SETT escort to visit home is needed):
3. Availability for Work (Determine how soon employee can return to work, and if any communications have taken place with supervisor):
4. NPS Housing near the Barataria NHP (Verify interest in government-provided housing; also how many bedrooms, whether there are pets, and do they need transportation):
5. If interested in housing, obtain FEMA #:
6. Other Comments/Notes:
7. Items for Follow-up:

# **Tab**

# **C**

## **CISM/PEER Information**

HURRICANE KATRINA/RITA RESPONSE

### **Support Available for Hurricane Responders**

As the Katrina/Rita Recovery Incident continues, it becomes essential to express our thanks to all of the nearly 1,200 employees who have put forth time and effort to help the recovery progress. This includes all park employees, as everyone has had and continues to have a hand in making the process possible. Whether or not you were on the ground in an affected area, working with those on the ground (either for the NPS or any other agency involved), or backfilling at your home unit, it has been invaluable in creating the effective response that has been seen. These efforts are greatly appreciated and recognized. As a park family, we want to ensure that all assigned Katrina/Rita personnel are doing well and have readjusted to their primary duties. EAP is always available if an issue arises. They can be contacted on the local level, through your HR specialist. In addition, we realize the extensiveness of the situation you've been through and the possible stress-related effects you may be experiencing. These normal reactions to an abnormal situation may affect many areas of your life. As part of the Critical Incident Stress Management Program (CISM), we have available to you peer supporters who can offer assistance if you feel it is something you want. The purpose of CISM is to offer you an opportunity to talk about the stress you've dealt with and to provide you some tools in managing that stress. It is a confidential process that is available to anyone. If you'd like to talk with a peer supporter, feel free to contact Pam McMillan, CISM Program Coordinator, at 559-760-5085. She will arrange to have someone on the team contact you confidentially.

#### Contact Information

Name: Gordon Wissinger, IC, East Team

# PEER SUPPORT IS HERE!

The National Park Service has deployed a Critical Incident Stress Management (CISM) team to the region to lend a helping hand. To give you time to talk about KATRINA and it's impact on you, your family, your friends, and you work, and to share coping strategies for handling stress of this magnitude.

Please feel free to contact us

Our base of operations is

*The Wetlands Acadian Visitor Center*

*Thibodaux, LA*

985-448-1471

Just ask to speak with a PEER Supporter!

## **THE CISM TEAM**

Rick Pearce 717-253-4358

Elizabeth Maki

## **Coping with the Aftermath of a Flood/Hurricane**

Floods and hurricanes can leave a trail of structural destruction, but what about the emotional impact? The full force of the disaster is often realized after the floodwaters and winds recede and emergency crews go home. In addition to the clean-up efforts, it's important that you devote time to restoring your own emotional wellness. Feelings of grief, despair and frustration are normal reactions to such events. Other emotions you may be experiencing include:

- Panic/Feeling out of control
- Shock/Numbness
- Despair and sadness
- Disorientation/Confusion
- Guilt
- Difficulty concentrating
- Anger and irritability
- Anxiety/Uncertainty
- Fatigue

## **Coping Tips**

Following the coping Techniques outlined below can help you deal with the range of emotions you are most likely experiencing:

- Be extra patient. Don't expect things to instantly restore themselves. Accept that restoration (both physical and emotional) takes time.
- Realize that you will experience a range of emotions, and moods can change unexpectedly.
- Don't overlook the feelings of children as you deal with the situation. They need to feel that they can count on you for extra attention, love and support.
- Try to keep your family's meals as nourishing as possible for needed energy.
- Focus on the big picture instead of the little details and little problems. It will give you a sense of competency.
- Talk with friends, family, counselors or members of the clergy. In crisis situations, a supportive network is essential.
- Try to get at least seven to eight hours of sleep a night to refresh your mind and body for the next day's activities.
- Make a list of things that need to be done and rank them by what needs to be done first, second, third, etc.
- Learn acceptance. Don't worry about things you cannot control. Conserve your energies for things you can control.
- Be willing to "tell your story" and to be a listener to others as they tell their story so that you and they can release the stress a little bit at a time in disaster wake.
- Taking every day one-at-a-time is essential in disaster's wake. Each day is a new opportunity to FILL-UP; Focus Inwardly on what's most important to you and your family today; Look and Listen to learn what you and your significant others are experiencing, so you'll remember what important and let go of what's not; Understand Personally what these experiences mean to you as a part of your life, so that you will feel able to go on with your life and even grow personally.

## **Resources Are Available**

For further information and support you may wish to contact your Employee Assistance Program or Personnel Office. You can also talk with someone you can trust, such as a doctor or nurse, local mental health professional, or member of the clergy.

## How Children Deal with Traumatic Events

Children and adolescents may be less able to discuss and work through their feelings, although they are very likely to feel upset by what happened. Children want to feel in control of their lives. They also want to feel safe, secure, and protected by the adults around them.

**The lists below are not all-inclusive, but do provide a guide of behaviors that may indicate that a child is reacting to the event:**

**Pre-school:** this age finds it particularly hard to adjust to changes and loss. In addition, these youngsters have not yet developed their own coping skills, so they must depend on parents to help them through difficult times. Very young children may regress to an earlier behavioral stage such as: excessive crying, thumbsucking, clinging, loss of bowel or bladder control, and nightmares. Other actions may also include a fear of strangers, fear of being left alone, irritability, and confusion.

**Age 6 – 11 years:** Children aged 6 – 11 may have some of the same reactions as younger boys and girls. In addition they may compete more for the attention of parents and have a fear of going to school. Other changes may include headaches (or other physical complaints), depression, confusion, inability to concentrate, fears about safety, fear of being left alone, fear of strangers, poor school performance, withdrawal from family/friends, and nightmares.

**Age 12 – 17 years:** Children 12 – 17 are likely to have vague physical complaints when under stress and may abandon chores, school work, and other responsibilities they previously handled. Other changes may include headaches (or other physical complaints), appetite changes, sleep disturbances, emotional turmoil, feelings of inadequacy & helplessness, fears and concerns about safety, and withdrawal from friends & family.

# Helping Children Deal with Traumatic Events

## What You Can Do To Help

### A guide for parents & teachers

- 1) Encourage the child to describe the event in terms of what he or she (1) saw, heard, & smelled (2) thought (3) felt. This discussion can help to correct any misperceptions the child may have had about the incident.
- 2) If the child is experiencing helplessness and hopelessness; you can ask the child to write or tell of their current feelings. Have the child record pleasant thoughts 3 to 4 times a day for a few weeks.
- 3) If the child is losing interest and experiencing a “blue mood”, arrange an interesting activity or plan for future special events.
- 4) If the child has lost their appetite don't force them to eat. Prepare their favorite foods and make meal-time a pleasant occasion.
- 5) For children who experience sleep difficulties – keep regular bed-time hours; do relaxing and calming activities one hour before bed-time such as reading or listening to soft music; end the day with a positive experience.
- 6) For children who are agitated and restless – change activities causing agitation; teach the child relaxation techniques; massage may help. Encourage physical exercise and recreation activities.
- 7) For children experiencing excessive fears – minimize anxiety-causing situations and uncertainty; be supportive and reassuring. Plan things out so the child has a sense of safety in knowing what is coming next.
- 8) If the child is demonstrating aggressive behavior and anger – use a kind but firm approach to let your child know that the behavior is unacceptable. Let your child know that their emotions are normal, but encourage your child to express his or her anger in appropriate ways. Do not react in anger. Let your child know that many emotions are normal responses to trauma such as sadness, guilt, loneliness, fear, pain, and isolation.

### How can parents recognize when to seek professional help?

- If a sleeping problem continues for more than a few weeks
- If the clinging behavior does not diminish
- If the child's fears become worse

# The Long-term Impact of a Traumatic Event: What to Expect in Your Personal, Family, Work, and Financial Life

The impact of a disaster or traumatic event goes far beyond the immediate devastation caused by the initial destruction. Just as it takes time to reconstruct damaged buildings, it takes time to grieve and rebuild our lives. Life may not return to normal for months, or even years, following a disaster or traumatic event. There may be changes in living conditions that cause changes in day-to-day activities, leading to strains in relationships, changes in expectations, and shifts in responsibilities. These disruptions in relationships, roles, and routines can make life unfamiliar or unpredictable.

A disaster or traumatic event can have far-reaching effects in several major areas of our lives, making rebuilding our emotional lives extremely difficult. However, sometimes just knowing what to expect can help ease the transition back to a normal life. As you and your family begin to rebuild your lives, you may face any or all of the situations described below:

## Personal Uncertainties

- Feeling mentally drained and physically exhausted is normal and common.
- The loss of a home, business, or income may result in a loss of self-esteem
- Unresolved emotional issues or pre-existing problems and previous losses may resurface.
- Anniversaries of the disaster or traumatic event remind us of our losses. This reaction may be triggered by the event date each month and may be especially strong on the 1-year anniversary.

## Family Relationship Changes

- Relationships may become stressed when everyone's emotions are closer to the surface, and conflicts with spouses and other family members may increase.
- When homes are destroyed or damaged, families may have to live in temporary housing or with relatives and friends, leading to overcrowding and added tension.
- Family members or friends may be forced to move out of the area, disrupting relationships and usual support systems.
- Parents may be physically or emotionally unavailable to their children following a disaster or traumatic event, because they are busy cleaning up or are preoccupied, distracted, or distressed by difficulties related to the event.
- Parents may become overprotective of their children and their children's safety.
- Children may be expected to take on more adult roles, such as watching siblings or helping with cleanup efforts, leaving less time to spend with friends or participate in routine activities, such as summer camp or field trips.
- Fatigue and increased stress from preoccupation with personal issues can lead to poor work performance.
- Conflicts with co-workers may increase, due to the added stress.
- Businesses may be forced to lay off employees, or company work hours and wages may be cut.
- Reduced income may require taking a second job.
- Daily travel and commute patterns are disrupted, due to the loss of a car or road reconstruction.

## Financial Worries

- Those who experience work disruptions may be unable to regain their previous standard of living, leading to financial concerns and unpaid bills.
- Seeking financial assistance to rebuild and repair damages adds to the already high levels of stress caused by the disaster or traumatic event, and the hassles of dealing with bureaucracy can add to the frustration.

## **How to Be a Survivor**

Regardless of individual circumstances, everyone needs to complete several steps on the road to recovery from a disaster or traumatic event:

- Accept the reality of the loss.
- Allow yourself and other family members to feel sadness and grief over what has happened.
- Adjust to a new environment. Acknowledge that the person or possessions lost are gone forever.
- Put closure to the situation and move on. Do not continue to let the loss take its physical, emotional, or spiritual toll.
- Have faith in better times to come.

You and your family have survived a traumatic event. That doesn't mean your lives are over or that you don't deserve to be happy again. Return to doing things you enjoy with friends and as a family. Reestablish the routines of your life. Make commitments and keep them.

If you or a member of your family still have trouble coping on your own, ask for help. Consult a counselor or mental health professional. In the workplace, you may be able to get assistance from your human resources department or your company's Employee Assistance Program. For help with financial matters, contact a financial advisor.

# HELPING EMPLOYEES COPE

## A Guide for Co-workers & Supervisors After a Critical Incident

What can you do when a co-worker is either the victim of or a witness to a traumatic event? You may feel awkward or embarrassed. You may have your own feelings about the event that are difficult to resolve. Most of all, you may simply feel that you don't know what to say. The tips below may help you formulate a response that shows your co-worker that you care and want to be supportive.

- 1) **Acknowledge the event.** Pretending that nothing happened may seem like the easiest thing to do, but it won't help affected individuals recover. You may want to acknowledge the event with a small ritual, such as sending flowers or making a donation.
- 2) **Don't ask questions, just listen.** Asking detailed questions about what happened usually comes across as ghoulish and intrusive. If your co-worker wants to talk about the event, just listen. He or she may repeat the details many times; this is often an important part of healing. But if he or she is not yet ready to talk about it, don't push.
- 3) **Offer long-term emotional support.** It takes longer to recover from a trauma than most people realize. For instance, a year might seem like enough time to "get over it" yet the first anniversary is often very difficult for people.
- 4) **Offer practical support.** Instead of catch-all "If there's anything I can do..." offer to do specific things such as give rides to and from work, run errands, pick up part of their workload (check with the boss first) or other helpful things.
- 5) **Watch for signs of abnormal reactions.** Behavior that would usually be considered strange is quite normal at a time like this: irrational anger, crying spells, a period of seeming to be okay followed by a relapse, etc. But if your co-worker seems to be seriously disturbed, if the symptoms go on for weeks, and if he or she is not in counseling, then the manager or EAP counselor may need to get involved.

What to say	What not to say
"Would you like to talk about it?"	"I understand how you feel."
"This must be very painful for you."	"What happened? You'll feel better if you talk about it!"
"We're glad to have you back." "Don't worry about work while you're	"When this happened to me..." (your co-worker needs someone to "listen")

gone. We'll take care of things for you."

to them, not talk at them."

# coping strategies

## - Helping Your Family Member Cope -

Your loved one has been involved in a highly challenging event, sometimes known as a **“critical incident”**. He/she may be in the process of adjusting to this event. Exposure to a critical incident may produce changes in your loved one’s behavior and their physical, cognitive, and emotional functioning. These changes are common and signal that they are beginning the process of adjusting to an event that may have been temporarily overwhelming.

All the parts of our lives overlap and influence each other: personal, professional, past, present, etc. The impact of a critical incident may be relieved by those who love us the most. So, don’t underestimate your importance in your loved one’s recovery. Listed below are some hints, which may prove helpful over the next few days or weeks.

- Be ready to listen and reassure when your loved one is ready to talk. Talking is the best medicine. But don’t pressure your loved one to talk. Let them know you are there when they are ready.
- Don’t avoid the subject. When your loved one is ready to talk, don’t avoid the situation.
- You may not understand what your loved one is going through, but offer your love and support. Ask what you can do to help.
- Be patient. Your loved one may go through many mood changes - understand that this is part of the healing process for them.
- To be an effective source of support, you must receive support as well. Alert your friends that you may need some extra TLC in the coming days.
- Be supportive and non-judgmental. We truly don’t know what the other person feels or understand why they react the way they do.
- Laugh. Use humor to lighten things up when possible.
- Validate the person. Give them hugs, offer praise, remind them how much they are appreciated, how important they are.
- Keep to your routines. Try to continue your normal home life as much as possible. Encourage your loved one to participate in routine things.
- Give your loved one time. Each one of us heals differently, handles stress differently. Allow your loved one all the time necessary to heal from this event.
- Keep an eye on them. Be aware of how your loved one is coping with this critical incident. Don’t be afraid to seek professional help if you are concerned about how your loved one is doing.

## WARNING SIGNS OF STRESS

You have been involved in an event that may have produced strong reactions in you. These reactions are not only normal; they are actually part of the process of adjusting to this extreme challenge. These responses can be very different from each other and from what other people are experiencing. And, these responses can happen immediately or they can appear days or weeks after the event.

The signs and symptoms of a stress reaction may last a few days, a few weeks or a few months and occasionally longer depending on the severity of the event. However, with support and understanding from loved ones, stress reactions usually pass more quickly.

Here are some very common signs and signals of a stress reaction.

PHYSICAL CHANGES	COGNITIVE CHANGES	EMOTIONAL CHANGES	BEHAVIORAL CHANGES
Fatigue	Confusion	Anxiety	Nervous laughter
Nausea or vomiting	Poor attention	Quilt	Sleep disturbances
Muscle tremors or muscle twitches	Poor decision making skills	Loss of emotional control	Change in speech patterns
Chest pain*	Poor concentration	Denial	Suspiciousness
Headaches	Memory problems	Fear	Antisocial acts
Chills or profuse sweating	Poor problem solving skills	Inappropriate emotional reactions	Pacing or restlessness
Muffled hearing	Nightmares	Uncertainty	Erratic movements
Rapid heart beat or elevated BP	Difficulty identifying familiar objects or people	Feeling overwhelmed	Isolation or change in communication
Grinding of teeth	Loss of time or place	Apprehension	Startled reflexes
Visual difficulties	Disturbed drinking	Intense anger	Emotional outbursts
Neck and back pains	Poor abstract thinking	Irritability, agitation, et.	Hypersensitive
Difficulty breathing*	Heightened or lowered alertness	Depression and/or grief	Increased alcohol, drug, or smoking
Dizziness or fainting	Blaming someone		

\* These are definite signs to seek medical attention.

Occasionally, the event is so painful that professional assistance from a counselor may be necessary. This does not imply craziness or weakness. It simply indicates that the particular event was just too powerful for the person to manage by himself or herself.

## COPING TECHNIQUES

### 10 SECONDS TO RELAXATION:

- DEEP BREATHING – sit comfortably, breath through your nose to a count of 4, hold for a count of 6, exhale, through your mouth for a county of 8.
- SUPER SHAKE – jiggle your arms, letting your muscles ripple like a swimmer getting ready to compete. Jiggle each leg while keeping your arms moving.
- SPREAD EAGLE – in a big, comfy chair lounge back, spreading out your legs and letting your arms flop down. Slightly lean your head back and let out all your breath. Close your eyes and soar above the earth.
- RAG DOLL – stand up, then bend over from the waist and hang down like a floppy rag doll. Do not bounce or jerk. As your muscles relax, your hands will reach closer to the floor without effort. RELAX!

- WHOLE-BODY TENSING – sit up straight. Then tense every muscle in your whole body, all at once for 5 seconds. Frown; clench your fists, toes, and everything in between! Then completely relax into the “Spread Eagle” position.
- ISOMETRICS – push palms together or push against a wall. Interlock fingers and try to pull them apart. Try to push two walls of a room apart by extending your arms.
- SHOULDER SQUEEZE – for neck and shoulder tension. Get a friend to squeeze the large muscle along the top of your shoulders. This squeeze should be quite firm and repeated 3 times until tension releases.

#### **LONGER THAN 10 SECONDS:**

- IMAGINE – while sitting in a relaxed way; in your mind take a trip to a favorite place...perhaps to a beach or to the mountains. Mentally use all 5 senses acutely...hear the sea gulls touch some sand, smell the salt in the air. Stay on vacation for 10 to 15 minutes.
- THERAPUETIC MASSAGE – treat yourself to one! You are worth it!
- NAPS – take a “power” nap of no more than 20 minutes. Close your eyes, breathe deeply and let your mind go completely blank. Send thoughts away until your mind is completely empty and you seem to be “floating”. Set up alarm for 15-20 minutes. Do not think of anything. Learn to just “be”.
- YOGA or TAI CHI – these are 2 centering techniques that relax and stretch you, increase blood circulation and decrease fatigue. Try them!

# Stress Busters

## Things to try!

1. Eat at least one hot, balanced meal a day
2. Get 7 to 8 hrs of sleep at least 4 nights a week
3. Give & receive affection regularly
4. Exercise to the point of perspiration at least 3 times a week
5. Limit yourself to fewer than 5 alcoholic drinks a week
6. Be of appropriate weight for your height
7. Get strength from your spiritual beliefs
8. Develop new friends & acquaintances
9. Find 1 or more close friends to confide in about personal matters
10. Learn to organize your time effectively
11. Limit your caffeine intake
12. Take quiet time for yourself
13. Develop an optimistic outlook on life
14. Monitor your health - get regular check-ups
15. Do something fun at least once a week
16. Learn to speak openly about your feelings

# Grieving Children

## How to help the child whose parent has died

### The stages of grieving:

1. **Early response** – denial, shock, numbness
2. **Acute grief** – sadness, depression, anger, guilt, anxiety, fears, regression, physical distress
3. **Adjustment** – painful acceptance, reorganization, & reestablishment of life patterns

### What is the child feeling and how can you help?

#### *Infants up to 2 years old:*

- The baby will sense the loss of the missing parent & will react to the change in emotional atmosphere in the home. Their sense of security is upset. Responses may include: irritability, excessive crying, change in eating habits, bowel/bladder problems, emotional withdrawal.
- ✓ Provide a secure & stable environment, follow a schedule, hold the child often, play with the child

#### *Preschoolers - Ages 3 to 5:*

- The child's normal fears at this age will be intensified (such as fear of going to sleep, of being alone, etc.); the child may regress to old behaviors such as thumbsucking, clinging, inability to tie their shoes; physiological difficulties such as lack of bladder or bowel control, stomachaches, headaches, or rashes. Their emotions will be stressed and there may be outbursts of anger, anxiety, crying, and intense sadness.
- ✓ Talk openly & honestly with the child. Spend a great deal of time answering their questions since they have a limited understanding of death & time. Don't be shocked or surprised by their questions - they are slowly trying to sort through this loss. Encourage the child to talk with others, or to write & draw their feelings. Spend time just hugging, comforting, & reassuring the child.

#### *The grade school child - Ages 6 to 10:*

- The concept of death is more understandable at this age and the child will have to deal with the reality of the death. Grief will continue to resurface at this age especially since they will be going to school and will be asked numerous questions by other students. Anger could also increase while the child tries to process the death, deal with the grief, and handle the added stresses school can create.  
School related struggles could include: poor grades, anger towards teacher or classmates, socially inappropriate behavior in class, or physical ailments.

- ✓ The child at this age needs a great deal of understanding. They need simple, honest, and accurate information. They need to be able to process the grief over and over again. Help them deal with their anger by talking to them about it, sharing your feelings. Prepare the teachers and the child for the questions they will face when they return to school.

### **The Adolescent: Ages 10 to 18**

- Their understanding of the concept of death matures. The death of a parent may cause the child to doubt their self-worth. They may face struggles of self-concept and their value in the family. They may attempt to act "mature" for their age to adjust to the loss. The child may try to hide their feelings. They may begin to "act out" such as rebelling against authority, fighting with other children, dropping old friends, etc.
- ✓ Discourage adult responsibility. The child should continue with his or her routine chores but do not add new responsibilities. You must encourage the child to express their feelings. Peer support groups can help because adolescents can sometimes talk easier in front of peers. Encourage the child to exercise - physical activity can help to release some of the penned up emotions.

#### **FOR ALL AGES**

**Remember:** special occasions bring back grief (birthdays, Christmas, holidays, etc.). This is normal and should be viewed as healthy. Don't ignore the occasion - do something special that will honor the memory of the one who died.

**Children are resilient. With understanding and support, they will come healthy and**

**Dealing With Your Grief**

**through their grief in a maturing way.**

1. Talk to friends, family, and/or your spouse about how you feel. Share your feelings!
2. Resume old and new relationships.
3. Eat a balanced diet; avoid junk food.
4. Drink plenty of water and juices. Avoid alcohol and caffeine.
5. Exercise daily - bike, jog, swim, walk.
6. Get your rest and resume normal sleep patterns.
7. Avoid making big decisions or changes in your life.
8. Admit to yourself and your family when you need help.
9. Accept other's help! Give specific things they can do for you (such as grocery shopping, child care, keeping you company, etc.).
10. Allow family and friends to share your grief and let them offer their support.
11. Get a physical exam about 4 months after the loss. Your body suffers a great deal when going through grief; take good care of your body.
12. Avoid long trips - you may not have the ability to cope to the changes experienced when traveling for long periods of time.
13. Don't put away a loved one's things until you are ready.

14. Attend a support group. Others who have "been there" can give support, help, and hope. They can better understand how you are feeling.
15. Request help or support from your clergy to help renew your faith and hope.

*A cut finger is numb before it bleeds; it bleeds before it hurts, it hurts until it begins to heal, it forms a scab and itches until finally the scab is gone and a small scar is left where once there was a wound. Grief is the deepest wound you have ever had. Like a cut finger, it goes through healing stages, and leaves a scar.*



## Helping Yourself Heal

- ✓ Understand that whatever you are experiencing right now is normal. You are not losing your mind!
- ✓ Allow yourself to remember – don't close off the memories, the tears, or the pain. It hurts, but it **will** pass.
- ✓ Experiencing your pain proves you are alive and able to feel. Trying to avoid the pain actually takes more effort & energy.
- ✓ Talk about your feelings! Find someone you trust, someone who will listen without analyzing or offering pat solutions.
- ✓ Recognize that people grieve differently so don't compare reactions or responses to yours.
- ✓ Be gentle with yourself – give to yourself the same loving kindness you would give to a friend.
- ✓ Remember that healing has both progression & regression. There will be dramatic leaps forward and times of backsliding.

- ✓ Plan your days out. Try to schedule your time so that you have a balance of structure and flexibility.
- ✓ Try to avoid major decisions. You are vulnerable right now and your judgment may be cloudy.
- ✓ Give yourself time – it takes as long as it takes! Avoid setting deadlines for your healing.
- ✓ Reaffirm your beliefs and values – search your faith, lean on it, and allow it to grow.
- ✓ Recognize that one day you will feel better and that this can be an opportunity to examine and possibly create positive changes in your life.

## The Healing Process

The healing process is different for each person. Moving through the healing process requires acknowledging a painful reality and integrating it into your life in a meaningful way. This may require a lot of time and patience. The following points may help you in understanding the healing process:

1. ***Make a connection between the event and your response.*** The response to a trauma may be immediate or delayed, mild or intense. It may include a strong connection to another event that caused feelings of loss or helplessness. It is crucial to have the support of others when you begin to make the connection between your pain and the event. Try not to seal off your reactions and feelings.
2. ***Find a safe environment for emotional sharing.*** A very natural human response to trauma is to deny or "wall off" the painful reaction. While you may need privacy to deal with events and feelings in your own way and your own time, you also need to talk about these feelings. Share them with your friends, family and colleagues, or with a counselor or trauma specialist.
3. ***Make an effort to think the event through, either individually or in a group.*** It's important to be able to acknowledge your feelings of sadness, anger, confusion, or guilt. If others went through the trauma also, talking about it together could help all of you begin to cope with the aftermath of the event.
4. ***Ask the questions that don't have easy answers.*** It is all right to express the questions you have bottled up inside. For example: "Why does it always have to happen to the good guy?" "How could someone do this?"
5. ***Allow memories of painful events in the past to surface, even if you feel that you have already dealt with them.*** A new trauma can bring back memories of an old trauma. Although it may seem unfair, an incident can make you remember and sometimes rework experiences that don't usually intrude into your everyday life. This is normal. By consciously remembering and re-experiencing the painful events, the memories will eventually recede into the background. The mistake is to push them down again too fast, too soon.

6. **Examine for yourself, as an individual as well as a member of the group, what this event means for you.** We need to examine our values more closely. This helps encourage acceptance of a new, more difficult reality and the beginning of being able to move on with life. As an example: "As a result of this, we recognize how important we are to one another and how little time we spend communicating."

*The healing process doesn't always proceed in a straight line. You may seem to be recovering, but then something – the anniversary of the incident, or hearing about a similar incident can cause a setback. But if you keep in mind these points about the healing process, you'll be better equipping to eventually work through the pain.*

## **Self-Care Tips for Survivors of a Traumatic Event: What to Expect in Your Personal, Family, Work, and Financial Life**

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You and your family have survived a traumatic event. That doesn't mean your lives are over or that you don't deserve to be happy again. Return to doing things you enjoy with friends and as a family. Reestablish the routines of your life. Make commitments and keep them.

If you or a member of your family still have trouble coping on your own, ask for help. Consult a counselor or mental health professional. In the workplace, you may be able to get assistance from your human resources department or your company's Employee Assistance Program. For help with financial matters, contact a financial advisor.

## Helping Children Cope with Fear and Anxiety

Whether tragic events touch your family personally or are brought into your home via newspapers and television, you can help children cope with the anxiety that violence, death, and disasters can cause.

Listening and talking to children about their concerns can reassure them that they will be safe. Start by encouraging them to discuss how they have been affected by what is happening around them. Even young children may have specific questions about tragedies. Children react to stress at their own developmental level.

The *Caring for Every Child's Mental Health Campaign* offers these pointers for parents and other caregivers:

- **Encourage children to ask questions.** Listen to what they say. Provide comfort and assurance that address their specific fears. It's okay to admit you can't answer all of their questions.
- **Talk on their level.** Communicate with your children in a way they can understand. Don't get too technical or complicated.
- **Find out what frightens them.** Encourage your children to talk about fears they may have. They may worry that someone will harm them at school or that someone will try to hurt *you*.
- **Focus on the positive.** Reinforce the fact that most people are kind and caring. Remind your child of the heroic actions taken by ordinary people to help victims of tragedy.

- **Pay attention.** Your children's play and drawings may give you a glimpse into their questions or concerns. Ask them to tell you what is going on in the game or the picture. It's an opportunity to clarify any misconceptions, answer questions, and give reassurance.

- **Develop a plan.** Establish a family emergency plan for the future, such as a meeting place where everyone should gather if something unexpected happens in your family or neighborhood. It can help you and your children feel safer.

If you are concerned about your child's reaction to stress or trauma, call your physician or a community mental health center.

The *Caring for Every Child's Mental Health Campaign* is part of The Comprehensive Community Mental Health Services for Children and Their Families Program of the Federal Center for Mental Health Services. Parents and caregivers who wish to learn more about mental wellbeing in children should call 1-800-789-2647 (toll-free) or visit [www.mentalhealth.org/child](http://www.mentalhealth.org/child) to download a free publications catalog (Order No. CA-0000). The Federal Center for Mental Health Services is an agency of the Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services.

## **Hurricane Blues Provide Valuable Lessons**

Deb Boehme, PhD, EMT-I, LPC, DOM

The purpose of this article is two-fold. The number one reason is to share, from a field experience perspective with both Hurricanes Katrina and Rita, how effective CISM can be both during and after a natural disaster. The second reason is to address, once again, some of the misconceptions regarding “inappropriate” use of CISM that were cited in a September 27<sup>th</sup>, 2005 *Journal of Emergency Medical Services (JEMS)* article entitled, “Trying to Reason with Hurricane Season” by Bryan E. Bledsoe, DO, FACEP.

Our New Mexico Disaster Medical Assistance (NM – 1 DMAT) team was deployed to back-to-back Hurricanes and was the only one to stay with patients during the crux of the confusion at the Superdome in New Orleans. Due to prior commitments at my Department of Health state job, I did not join the team until one week into the Katrina deployment and missed the Superdome experience. As one can imagine, it was terribly difficult to sit in New Mexico while our team was literally in the line of fire there. I connected with the team in Baton Rouge at the Louisiana State University campus. As a member of that team, I filled the roster as both a mental health provider and EMT.

While at the Superdome, NM-1 DMAT treated almost 1,000 patients during a three-day period while working with no electricity, defibrillators, ventilator machines, cardiac medications, flushing toilets, or food and water. In addition, they worked 20-hour shifts in 110-degree weather and with the fire alarms activated for 18 continuous hours as our team worked or attempted to sleep. Once I arrived in Baton Rouge, one my first duties was to touch base with each of my team members to see how they were coping with what they had experienced in the New Orleans mission.

In the *JEMS* article, it states, “First and foremost, EMS managers should do their homework before involving their personnel in Critical Incident Stress Management (CISM), particularly the defusing and debriefing elements.” Anyone that has been trained under the auspices of the International Critical Incident Stress Foundation (ICISF) and the CISM structure knows when to use the proper techniques related to CISM. When I touched base with our team, the only proper protocols to engage in at that time were the Crisis Management Briefing (CMB) or perhaps oneonones since we were working 12 hours shifts. Some team members needed to talk about what they saw in more detail than others, but over all, everyone was able to put the experience in perspective and function in a productive manner.

During our Baton Rouge mission, we worked with a state-sponsored DMAT team from Illinois. Over a six-day period, we triaged 15,000 patients and treated 9,000 of those triaged. I had the opportunity to conduct several interventions for other personnel with us including the Veterinary Medical Assistance Team (VMAT). They had one of the most difficult jobs as they had to make moral and ethical decision related to euthanizing animals. Our team lost patients in the Superdome but it was due to the fact that either the patients had injuries incompatible with life or just the fact that proper medical equipment was unavailable. On the other hand, the veterinarians had to make decisions based on a set of criteria, and it was very difficult for them to justify taking the life of someone’s pet.

Since our DMAT team was housed in the same facility with VMAT, I had the opportunity to see them bring animals to our building. I also had the opportunity to conduct several one-on-ones and many indicated that they did not know that something like CISM even existed. I received four follow-up emails when I returned home and all of them indicated how much easier their transition was back into their “real world” as a result of having someone to talk with that understood what they had experienced. All of them had been on other deployments and they felt that this one was much easier to cope with even though it had been one of their toughest deployments.

On our Hurricane Rita deployment, I had many opportunities to work directly with patients that came through our makeshift ER at a local hospital in Woodville, Texas. We took over patient care for three days while the hospital staff went home to care for their own families and personal losses. We worked in over 100-degree heat with no air conditioning and all of our electricity was from the generators that were brought with us in our caches. We also provided over 100 tons of medical equipment and provided treatment for many conditions ranging from simple dehydration to chainsaw lacerations to cardiac arrests to assaults. When the hospital staff returned, I also had a chance on both the day and night shifts to conduct one-on-ones with the staff. They requested printed information to share with their families because they personally felt so much better after the intervention and believed the information could similarly help their family members. I worked directly with one family that included a three year old with nightmares related to the hurricane-induced tornado that hit Woodville. By the end of our deployment, he was doing much better and was experiencing very little anxiety related to his mother returning to work.

The *JEMS* article indicated that the World Health Organization (WHO) issued a consensus paper on the mental and social aspects of survivors of extreme stressors and concluded, “Because of the negative effects, it is not wise to organize forms of single-session psychological debriefings.” Again, this comment perpetuates the misconception that anyone advocates the use of single session debriefings as the appropriate intervention in these situations. In fact, according to ICISF protocol, a debriefing is a seven-step process (except in the cases of LODD or other specialty debriefings) conducted with a homogeneous group 24-72 hours after the event.

When conducting interventions with the hospital employees from Hurricane Rita, I utilized the ICISF SAFER-R protocol and it produced no negative effects at all. In fact, those personnel returned the next day and brought additional staff who they felt could also benefit. On the day that we closed out our operation, the hospital gave us one of the most heartfelt farewells that I have ever been involved in. Even though they had no computer capability, they generated a hand-written plaque thanking us for taking care of their needs in all realms including the physical, emotional and spiritual aspects.

It is also interesting that in the *JEMS* article, Dr. Bledsoe states, “Now that CISM/CISD has been determined to be ineffective and possibly harmful, what should be done for victims and resources?” He then goes on to discuss the “new” terminology of “psychological first aid.” I took my first CISM training in the early 1990s and psychological first aid was a key term in what was referred to at the time as the “Mitchell Model.” Psychological first aid is NOT a new concept and as one of the options under the CISM model, psychological readiness and a resiliency-based model were incorporated under the auspices of “pre-incident education.” ICISF has always

professed that having pre-existing stress management strategies and a personal support system is one of the most effective measures that can be utilized to prevent problems after exposure to a critical incident.

In the state of New Mexico, we believe in this concept and have a “psychosocial readiness” component of both our Centers for Disease Control (CDC) Bioterrorism Grant and our state All-Hazards Plan. We have a 50-member state-sponsored CISM team and literally thousands of individuals trained in all levels of CISM. In addition, we have Memorandums of Agreement (MOAs) with 15 state agencies that provide CISM services under the auspices of the Department of Health (DOH). CISM is also a core component of our EMT and State Police curriculums. It is interesting that Dr. Bledsoe indicated that the American Red Cross (ARC) also joined in the consensus that CISM/CISD was not effective. Yet they are key players in every one of our state strategic planning meetings. Additionally, both the ARC and the NM CISM teams are cross trained in both Basic and Advanced CISM and Disaster Mental Health through the ARC. Many of us are also trained under the National Organization of Victim Assistance protocol.

ICISF has always professed that no one would play nine holes of golf with only one club, so why would one ever attempt to perform crisis intervention with only one technique? In a Frequently Asked Questions (FAQ) forum, ICISF stated that CISM can cause harm if used inappropriately. If a person is allergic to penicillin and ingests it, it can cause harm. That is why there are many forms of antibiotics. Similarly, there are many choices for CISM interventions ranging from preincident education, to one-on-ones, defusings, debriefings, CMBs, family support and referrals and resources. Many of you may recall that when Eye Movement Desensitization and Reprocessing (EMDR) was introduced years ago as a successful treatment for Post Traumatic Stress Disorder (PTSD), many considered it the work of the “devil.” It is now recognized as one of the most successful therapies in our practice but it took years to prove its worth.

One final suggestion is that individuals that criticize certain models or protocols should exercise their rights to NOT engage in their use. If one feels uncomfortable with the CISM process and has no field experience, then they should not attempt any of the techniques without proper training. I would encourage everyone to read the most current *Critical Incident Stress Debriefing: An Operations Manual for CISD, Defusing and Other Group Crisis Intervention Services*, Third Edition, and/or contact ICISF for any additional information. Before one sits in the ivory tower and casts stones, one should trudge the fields. As an Approved Instructor and Liaison Coordinator for ICISF, the way that I measure success is simple – if a person looks and appears to be doing better after an intervention – they probably are.

**Tab**

**D**

**Critical Incident Stress  
Services Scope of Work**

## CRITICAL INCIDENT STRESS SERVICES

### SCOPE OF WORK

#### 1. Introduction

The National Park Service recognizes that emergency operations are known to generate extreme levels of stress in some persons. Persons involved in emergency operations are exposed to a multitude of incidents that produce unusually strong emotional reactions. Significant events may also produce a variety of undesirable behavioral, social, or emotional problems in some employees. The Jean Lafitte, New Orleans Jazz, Gulf Islands and Big Thicket Superintendents acknowledge the need to mitigate this stress and provide Critical Incident Stress (CIS) assistance to their employees through the services of a professional psychologist, and trained peer counselors. There are approximately 125 employees at these parks that have been affected by events associated with Hurricanes Katrina and Rita. This contract supplements, but is not intended to replace, other Employee Assistance Programs in effect for Jean Lafitte (JELA), New Orleans Jazz (JAZZ), Big Thicket(BITH) and Gulf Islands (GUIS) parks.

#### 2. Government Representatives

##### Superintendents/Assistant Superintendents

Jean Lafitte National Historic Park & Preserve	Geraldine Smith	504-382-4929
New Orleans Jazz National Historical Park	John Quirk	504-915-2561
Gulf Islands National Seashore	Jerry Eubanks	850-934-2604
Big Thicket National Preserve	Mike George	409-951-6801

##### Park Contacts

Gulf Islands National Seashore	Dennis Billups	850-934-2611
Big Thicket National Preserve	Nellie Martinez	409-951-6812
Jean Lafitte National Historic Park & Preserve	Lesley Adams	504-382-4953

#### 3. Qualifications

The service shall be provided by a practicing professional psychologist, formally trained in dealing with mental and emotional processes, and behavioral problems. The contractor must also have training and /or experience in Critical Incident Stress Debriefing (CISD) services, and possess a current certificate or license of psychology by the States of Louisiana, Mississippi and Texas.

#### 4. Scope of Services

The contractor shall provide support, training, and advice to the JELA, JAZZ, BITH and GUIS Critical Incident Stress Peer Counselors; provide CIS debriefings to employees; provide CIS or preventive occupational stress workshops, and/or provide CIS counseling or referral services, if directed, to employees in JELA, JAZZ, GIS and BITH Parks as follows:

##### Item A.

The contractor shall meet up to three hours with peer counselors one day each month at each of the 3 park locations (JELA and JAZZ combined as one) (NTE 12 sessions per location. Contractor will be paid only for the actual number of sessions conducted.) to train, develop, and/or advise peer counselors on recognizing and providing initial assistance to employees who are realizing or exhibiting mental or emotional stress symptoms as a result of emergency or other significant events. The contractor shall also provide consulting or intervention services when requested by a peer counselor. Contact will be made with the respective park Superintendent, Assistant Superintendent or Park Representative on matters pertaining to services under this item. Dates, times, and locations will be mutually agreed upon by the

contractor and the peer counselors, but will occur during regular working hours, and will be held within JELA, JAZZ, BITH and GUIS Parks or within close proximity to those locations at a mutually agreed upon location. The total number of hours per month under this Item may not exceed 8 per location, unless prior approval from the JELA/JAZZ/BITH/GUIS Park Superintendent is received.

Item B.

The contractor will conduct on-site Critical Incident Stress debriefings on an on-call basis as requested by the Park Superintendent or Park Representative. These sessions are intended to assist employees to resolve emotionally difficult events and diminish stress symptoms. Attendance at debriefings will be determined by the Superintendent(s), but participation by employees during the sessions will be voluntary. Generally, debriefings will last from 2 to 4 hours per event, but may last up to 8 hours. Debriefings exceeding 8 hours must be approved in advance by the Superintendent. Debriefings will be conducted 24 hours to 1 week after the end of the event, as mutually agreed upon by the contractor and the Government requester. Times and location will also be mutually agreed upon.

Item C.

Per Superintendent or Park Representative, may consult with the contractor for advice in dealing with employee Critical Incident Stress resulting from an emergency or other significant incident. Telephonic or person-to-person consultation sessions may be arranged through mutual agreement, as will dates, time, and locations. Matters related to the administration of this contract, requests for services under this contract, will not be considered consultation sessions.

Item D.

Upon request by the Superintendent or Park Representative, the contractor will develop and conduct informational or training sessions for employees and supervisors regarding CIS and occupational stress. These sessions or workshops may range from 1 to 8 hours or more hours. Example sessions might include (but are not limited to): A training sessions focusing on training supervisors to recognize the symptoms of CIS, to provide initial assistance to co-workers exhibiting those symptoms, and to address any actual or potential CIS problems promptly. Another session that deals with minimizing stress and apprehension during the hurricane season might be held during all-employees hurricane preparedness meeting. Times, dates, locations, and length of sessions will be mutually agreed upon prior to the start of the session.

Item E.

Should a catastrophic or other major emergency occur, the contractor may be called upon to provide counseling and referral services to employees and their families when the event has the potential to interfere with employees' abilities to function, either during the event or later. Notification to the contractor to make counseling and referral services available will be made by the Park Superintendent or Park Representative. Depending on the event or emergency, the contractor may be instructed to travel to a location in Louisiana to make initial assessment for CIS services, and to make his/her services available on-site.

The purpose of the contractor's services shall be to resolve emotionally difficult situations and to diminish stress symptoms. Once notified, the contractor will offer supportive counseling services, evaluations, and community referral services to employees and their families who voluntarily seek the contractor's services. A referral to the contractor may originate with the employee, from a supervisor, from an agency coordinator, or as observed by the contractor.

Within regular working hours, the contractor agrees to respond to requests for appointments immediately upon receipt of the call or other notification. Appointments will be scheduled at the earliest possible date and time, but not later than 5 days after the initial request. At the request of the NPS employee, the appointment will be scheduled at or near any of the following locations during regular working hours:

As necessary, the contractor will notify the park contact at least 48 hours in advance to arrange for on-site office space to meet with employees.

The Park Superintendent(s) will determine the maximum number of counseling sessions that will be offered per event or emergency to an employee at no cost (NTE 12), depending on the event or the emergency. Employees may be offered counseling sessions up to the maximum number, however, it is understood that employees may receive sufficient services in one or two sessions. Sessions will include a complete needs assessment, and when applicable, and evaluation which will be given to the employee and/or appropriate referral agency.

The contractor will take all necessary precautions to protect the confidentiality of client's identifies and counseling sessions under this contract. This is extremely important, both from an ethical point of view, and in order for the services under this contract to be effective in helping employees and their family members.

Item F.

Upon request by the Superintendent or Park Representative, the contractor will assess levels of stress and employee morale among the work force through interviews, observations, questionnaires, or other means. The contractor will provide feedback to the Superintendent(s) either orally and/or in writing, as mutually agreed upon in advance, and within specified time frames. Reports will reflect findings in general terms, and be absent of information which identifies individuals by name or otherwise.

5. Extent of Obligation

The Government is obligated only to the extent of authorized orders made under this BPA.

6. Pricing Agreement

The contractor's rate shall be ? per hour as set forth in attachment no. ? for all services provided. This same rate applies to actual travel time required.

7. Purchase Limitation

The total obligation of the Government under this agreement shall not exceed \$24,500.00. No minimum amount is guaranteed by the Government.

8. Invoices

An itemized invoice shall be submitted monthly for all services provided during the month. Invoices must be separated into the six categories using the following designations: Item A – Peer Group Sessions; Item B – Debriefing; Item C – Consultation; Item D – Training Session; Item E – Counseling Session, delineated by “new client” or “follow-up session”; and Item F – Employee Morale. Items B through F must also specify the requesting Park and the requester's name. Individuals receiving services are not to be identified. The dates services are provided shall also be included with the invoices. All invoices are to be mailed to the following address:

9. Payments

The payment due date under this BPA shall be thirty days after receipt of a properly executed monthly invoice at the JELA & JAZZ Park's contracting office.

**Tab**

**E**

**Employee Status Report**  
(Example)

Name	Work Status	Current Address, phone, cell, email	Employee condition	Family members: age/# children	Status of home	FEMA Assistance	EA&A Assistance	Banking resolved	TDY Status Y or N	CISM contact	Date of last contact
Doe, John	P	Home address: 1234 S. James Place, Everywhere, USA. Sister's house: 62 Strange Day St, Anywhere, USA 11111; jackpot@aol.net; 123-555-6574; cell 123-555-9201 Wife's Cell 123-555-3478	OK	Wife Jane 3 children: John Jr. 6, Janie 4, and Joey 2.	flooded, total loss	FEMA # 93-9654985	Paid	Y	N	Sara M. on 9/12	9/24/05

**LEGEND**

 **Wants to continue working**

 **Unknown pending more information on home or work conditions**

 **Does not want to return to area**

**W Working**

**P Pending arrangements w/supervisor to return to work or detail**

**D On detail assignment**

 **Indicates no further Employee Assistance contact needed**

**\* Requests Housing**

**Tab**

**F**

**Housing Needs**

## Hurricane Katrina Displaced Employee Temporary Housing Plan For Jean Lafitte and New Orleans Jazz National Historical Parks

Prepared by the NPS National Incident Management Team  
September 19, 2005

### I. Introduction -

Hurricane Katrina left more than 1 million people homeless in southeastern Louisiana and many more along the coast of Mississippi and Alabama. FEMA is bringing in 200,000 mobile homes and travel trailers, thousands of prefabricated apartment complexes and homes and several cruise ships to provide temporary housing for these people. Louisiana officials estimate that there are over 250,000 homes that are uninhabitable in the New Orleans area and that some people may have to stay in temporary housing for two or three years. The goal is to create small self-contained communities where FEMA will supply all necessary services, including transportation, job placement, sewer, water, power, mail service and access to schools.

### II. Objective –

Provide alternatives for temporary housing for all the displaced employees so that they can find local housing that meets their needs and return to their worksite in a timely manner that meets the Park needs. This falls under the incident objective of managing an employee assistance program with the Parks and Southeast Region to provide for the welfare of NPS employees and their families.

### III. Current Status -

23 NPS employees from the New Orleans area are in need of temporary housing after suffering significant damage or loss of their homes. The NIMT has been assessing employees' needs regarding housing near temporary or permanent work sites, housing availability near work sites, and the various forms of housing assistance the NPS is authorized to provide.

Current Housing Needs: numbers may change as more damaged homes become accessible for inspection but a list of current families is available from the confidential employee status matrix

- Jean Lafitte National Park and Preserve – 19 families will need temporary housing for up to 18 months.
- New Orleans Jazz Park – 4 families will need temporary housing.

### IV. Alternatives for employees to consider and decide on -

A. No Assistance: Independent action by employees to locate a home to rent or purchase, or to move an RV to their home, etc.

B. FEMA: FEMA housing provided.

C. NPS Assistance: With the goals of supporting employees through the incident, and staffing and opening NPS sites as quickly as possible, the NIMT determined that leaving employees to resolve their own housing need or to independently work through the FEMA assistance programs would not be in the best interests of the employees or the parks. Previous experience with displaced NPS employees has demonstrated the benefits to both the employees and the parks of providing assistance to employees in finding temporary housing near their work site. To provide this timely assistance the NIMT will utilize three strategies to assist dislocated employees.

1. Provide accurate information and assistance for employees to locate their own housing through FEMA or other means.
2. Provide realty assistance from the employee assistance branch to find rental and/or purchase property, trailers or other options near the work site so that employees can determine their options.



# **Tab**

## **G**

**Hurricane Response: Use of  
Government Personnel,  
Equipment, and Funds**

**Tab**

**H**

**All Employee Memo**

To: All Employees

From: Superintendent, Jean Lafitte National Historical Park and Preserve  
Superintendent, New Orleans Jazz National Historical Park

Subject: Hurricane Recovery, Rebuilding, and Returning to Work

Hurricane Katrina has significantly altered our lives and the places where we work. Since landfall, this hurricane has provided experiences that have dramatically changed each of us. The personal stories are moving. We are very thankful that all of the employees of JELA and JAZZ have been located and survived. Furthermore, we recognize that there is much to be done to restore a sense of routine, to engage in daily activities, and to rebuild our lives. Each of us will respond in different ways and transition through the days ahead will require all of us working together. It is our employees that make the National Park Service and our parks the world class places that they are and we are committed to working with each of you, using the resources available to us, to help all of us through this transition.

As many of you know, the National Incident Management Team has been at Thibodaux assisting in recovery efforts. In one sense, they are the elephant in the room that you cannot ignore. They might, for some, appear to have invaded our space. In reality, they have been working extremely hard to assist employees through the difficult times and aid the park in its rebuilding efforts. They will continue to be a presence in the park as long as we need them.

We recognize the need to have employees return to work and will assist them where we can with a reasonable approach. So that we can accomplish these things we are providing the following information in a question-answer format.

**When do I return to work?**

Employees need to return to work based upon the lifting of evacuation orders for the area in which you lived. To date the following areas have been opened.

All of Jefferson Parish

All employees duty stationed at Eunice, Lafayette, and Thibodaux and Barataria

**I have been instructed to return to work but I need additional time for finding a temporary house, repairing my home, or returning my family to the area. What do I do?**

The Park Superintendent is authorized to approve administrative leave for employees who cannot return to their homes at this time. Employees need to notify their Supervisor in writing of their current condition. The Supervisor will forward your request to the Superintendent. Employees needing leave for an extended period of time should contact Employee Assistance to enroll in the Emergency Leave Program.

**Where do I report to work?**

For the Eunice, Lafayette, Thibodaux, and Barataria units you will report to your normal duty station. If you were assigned to 419 Decatur or JAZZ you will temporarily report to Barataria.

**What facilities are currently closed and when will they reopen?**

The JELA and JAZZ visitor centers and administrative offices in the French Quarter remain closed. They may reopen in 30-60 days. The Chalmette Battlefield is closed and it is uncertain when it will reopen.

**What will happen if I worked at Chalmette?**

Because there is no work currently available at that site, the Park Superintendent will be working with affected employees to determine what alternative work assignments are available.

**I did not work at Chalmette but I would like a detail to another park. What do I do?**

You will need to submit your request in writing, explaining the reasons for the request, to your Supervisor. The Superintendent will have to approve all requests for details.

**Will the Park help me find housing?**

The Employee Assistance Branch, Incident Management Team, and the Park are actively looking at ways to assist employees in locating housing. (See enclosed)

**Can I telecommute or request an alternative work schedule?**

Make your request in writing to your Supervisor. Alternative work schedules and telecommuting will be considered as reasonable accommodations for an approved period of time.

**I have decided I am not returning to the area can I be reassigned to another park?**

We all recognize the significant impact this is having on many of us. We respect your decision. You will need to submit your request in writing to the Employee Assistance Branch or Superintendent so that a decision can be made.

**The area in which I live is not yet open to residents what do I do?**

We will continue to provide administrative leave to displaced employees who have yet to return to their homes due to mandatory evacuation orders.

**Why can't I return to work at 419 Decatur or JAZZ?**

Due to the fact that our facilities are not yet operational, we are establishing a temporary work location at the Barataria unit. It is possible that the sites may be operational in 30 days therefore the Barataria site will provide basic tools to perform our work.

**My question was not answered. What do I do?**

A handout is enclosed that answers many employee assistance questions and includes the Employee Assistance Branch phone number. We have also enclosed a housing plan. Please contact your Supervisor or the Employee Assistance Branch.

The Employee Assistance program has been established through the Incident Management Team. They can provide information and help during difficult times such as these. The Peer Support group is available at 985-448-1471 and should be used when necessary. We are aware of the many issues that exist with regard to housing, including clean up and repair, displaced residents, and the need for temporary housing. We want to appropriately address your needs. To the extent possible, we will consider your individual needs and the authorities that are provided in law and respond to your written request. Your request will need to include sufficient information with regard to your circumstances and what accommodation you need.

These measures are the first steps to restoring each other and the parks. There will continue to be questions and concerns. For nearly all of us, this experience is like no other. Please be considerate of each other. We want to assist you where we can, but we may not be able to provide all the resources that you might need. By working together we can help each other rebuild our parks and restore our lives.

Geraldine Smith

John Quirk

# EMPLOYEE ASSISTANCE FOR NATIONAL PARK SERVICE EMPLOYEES AFFECTED BY *HURRICANE KATRINA*

## Employee Question & Answers

- Employee Assistance is currently working out of the Wetlands Acadian Cultural Center in Thibodaux, LA; **985-448-1471**. Contact them for further information on assistance available to employees.
- Please periodically check <http://www.inside.nps.gov> for new or changing information.

### Will I get a paycheck if I'm not at work?

Yes. You will continue to receive your regular pay and be granted administrative leave until requested to return to work by your supervisor. The date you are returned to work will be dependent on a suitable work site and availability of work as identified by the park superintendent.

### How can I get my paycheck if I can't get to or use my bank?

Most credit unions and banks are now up and running and your accounts should be accessible. If you are still having trouble, several sites have been set up to assist banking patrons get access to their funds. The following are sites and phone numbers to help you get information on banks and credit unions.

Office of Financial Institutions (banks, thrifts, and credit unions)

- Lafayette – (337) 262-5754
- Toll Free Nationwide – (866) 783-5530
- Toll Free In-state (888) 525-9414
- Website – [www.ofi.louisiana.gov](http://www.ofi.louisiana.gov)
- Credit union information – [www.ncua.gov](http://www.ncua.gov) or [www.cuweb.org/cu\\_finder.htm](http://www.cuweb.org/cu_finder.htm) or (800) 827-6282.

Frequently asked questions regarding banking can be accessed at [www.fdic.gov](http://www.fdic.gov) or at (877) 275-3342.

If you still are having trouble accessing your funds, you may want to set up a new bank account. To do that you can pick up a direct deposit form (SF-1199) from the bank. Fill out the top portion of the form. The bank will complete the lower portion of the form. Fax the direct deposit form to the Southeast Regional Office at **404-562-3255** attn: Leslie Woodie. Keep a copy of the form for your records. If you need assistance in completing or submitting the form, please call Employee Assistance at **985-448-1471**.

### How can I get some cash for immediate needs?

- Eastern National Parks and the Employee Alumni Association have set up a fund to assist National Park Service and cooperating association employees impacted by Hurricane Katrina. Individuals are eligible to receive \$500.00 and a family is eligible to receive \$1000.00. Employee Assistance can provide you with the form (see phone number at top) by fax, mail or email or you can get the form from the Employee and Alumni Association at **215-283-6900** (ask for Jack Ryan or Chesley Moroz). If you are unable to get your immediate supervisor's signature have any park supervisor sign or you can fax the form without a supervisor's signature to **215-283-0923** with a note explaining your circumstances. Eastern National Parks will confirm with the Employee Assistance office that you are an affected employee. If you need assistance in filling out the forms or submitting them, please call Employee Assistance.
- FEMA is also providing some incidental funds for qualified applicants. To receive these funds you will need to register on the [www.fema.gov](http://www.fema.gov) site or **1-800-621-FEMA (3362)**.

### How do I pay for a hotel?

- FEMA will cover hotel room costs or evacuees for 14 days. Contact your hotel for information. Lodging costs already paid by displaced residents will be reimbursed by FEMA. You can get information at [fema.gov](http://fema.gov) or **1-800-621-FEMA(3362)**.

### Can you help me get assistance through FEMA?

We will try to post FEMA information at this site as we become aware of it ([www.inside.nps.gov](http://www.inside.nps.gov)). There are three ways to register:

- Register on the internet at **fema.gov**
- Call **1-800-621-3362** (FEMA)
- Register at any major evacuation center

Here is some information you may want to know about FEMA at this time (subject to change by FEMA):

- There is a 18 month limitation for which you can apply for assistance
- The cap is \$26,200 and this includes charges that an applicant may have incurred while staying in a hotel
- Must file personal insurance claims first. FEMA may cover costs not covered by your insurance that are associated with the loss of an automobile, home or furniture
- May be eligible for \$2000 incidental payment
- May get up to 3 months of rental assistance
- May cover medical equipment and medicines
- All funds are deposited through direct deposit
- Once you file a claim to have your house damage assessed you will be contacted by FEMA. You must accompany the FEMA assigned inspector to your residence and also provide them with proof of your address. If you do not have a current drivers license or utility bill with that address you may want contact your utility company and ask them to send you a copy of one of your latest bills.
- The website states that once you have the inspection you should receive a notice of results within 10 days.
- Temporary housing may be available.

If you need additional information assistance in locating FEMA information or requesting their assistance, please contact Employee Assistance at the number above.

#### **What happens after my 14 days of assistance with FEMA expires and I haven't received the next step in FEMA assistance?**

FEMA and the Employee Alumni Association monies are provided to help with interim lodging and other basic needs such as food, clothing, and diapers. If you have questions, please don't hesitate to call.

#### **Where else can I look for assistance?**

In addition to FEMA, there are many agencies that are available to help employees: The Small Business Administration (SBA), Housing and Urban Development (HUD) and the Red Cross ([www.redcross.org](http://www.redcross.org)).

Here are just a few of the areas where they might be of service:

- HUD – special mortgage insurance programs to assist disaster victims. Under this program individuals or families whose residences were destroyed or damaged to such an extent that reconstruction or replacement is necessary are eligible for 100 percent financing. To find out more about this option contact HUD at [www.hud.gov](http://www.hud.gov)
- SBA offers loans for rebuilding also. They have home disaster loans, business physical disaster loans and economic injury disaster loans. To find out more about these programs contact SBA at [sba.gov](http://sba.gov) or you can go into one of the disaster recovery centers listed near your location. Disaster recovery centers are listed on the internet. If you don't have access to the internet you can always contact them at 1-800-659-2955.

#### **What should I do if I lost personal property in Hurricane Katrina?**

Employees who lost personal property in the hurricane will need to contact their insurance companies to file claims for replacement of lost personal property. There may also be other options for losses not covered by your insurance such as FEMA. Please check with employee assistance if you have questions at 1-985-448-1471.

#### **What about government property lost in the hurricane?**

Lost government property will need to be handled through the property management staff at each park has in place. For those parks that have significant loss, this will be a considerable task. Interim property management procedures will be set up to assist the parks. More information about this is coming as the details are worked out. The Incident Management Teams will help the parks set up interim park offices if needed to start this process.

**I won't be able to move back into my house anytime soon. Where will I live?**

- Check with your insurance company and determine if you have coverage for temporary lodging. If this is not provided in your policy you may want to research the [fema.gov](http://fema.gov) website for a listing of available temporary rentals. Some options you may consider are renting a house or apartment, placing an RV or mobile home at your preferred location, living with family, living with National Park Service employees in your state or in other locations.
- The National Park Service is working with FEMA to provide other options. You can contact Employee Assistance for more information at 985-448-1471.
- FEMA can also provide other assistance. See [fema.gov](http://fema.gov) for more information on this option..

**Temporary Duty Travel:**

- If you are displaced from your home and are assigned to work at your park, NPS may put you in travel status. For the first 30 days you will get the meal and lodging rate designated for the area where you are temporarily housed. This varies by location but averages \$100 per day. For the second thirty days you will receive 55% of that rate. This will average about \$55 per day or \$1650 for a month. Please contact Employee Assistance at 985-448-1471 if you have questions.

**I don't have a vehicle to get to work. What should I do?**

If you have been assigned to work at a park location, a rental or government car may be authorized. If you are not in travel status, check with your supervisor or employee assistance about reimbursement possibilities.

**I am using my personal car for government business. Can I be reimbursed?**

If you are in travel status and using your own car to commute to your worksite you can be reimbursed for your mileage as part of your travel status reimbursement. Travel will be handled initially by Richard Devenney of the Southeast Regional Office at 404-562-3105.

**How soon may I go back to work?**

The parks intent is to get everyone back to work as soon as possible. Crews are working diligently to help in the process. There may be immediate opportunities to work with the Incident Management Teams if you want to get involved with rebuilding your park, check with your supervisor. We encourage you to keep communicating with your supervisor about the status of your work site and your return to duty date.

**This incident has been emotionally very hard on all of us. I would like to talk to someone about my fears and frustrations.**

- The National Park Service has employees who have been trained to provide support to coworkers in dealing with stressful events. They are based at the Wetlands Acadian Cultural Center in Thibodaux, LA, at **985-448-1471**. Just ask to speak with a Peer Supporter.
- The National Park Service has a contract with professional counselors to provide the Employee Assistance Program (EAP). You can call the EAP anytime for assistance free of charge at **1-800-321-2706**. This is completely confidential and paid for by the National Park Service through this contract.

**Can you help me find family members or friends?**

Unfortunately, we do not have the resources to locate extended family members, past employees, or friends. However, we may be able to help you locate immediate family (contact Employee Assistance at **985-448-1471**). You can also check the family links registry at [www.redcross.org](http://www.redcross.org) or call **1-877-568-3317**. If you need further assistance or run into difficulties, please contact Employee Assistance.

**What should I do if I no longer have any uniforms due to the hurricane damage?**

Employees can receive an adjusted allowance to help offset the cost of lost uniform garments. Employees should contact the park superintendent who will approve the adjusted allowance. The park superintendent will identify/highlight Hurricane Katrina as the justification for the allowance adjustment. The superintendent will send

a letter or e-mail to the Southeast Regional Uniform Coordinator, Marcella Gibson for concurrence. Donated uniforms may also be available from other parks in the near future. Contact Employee Assistance for availability.

**Other questions?**

Don't hesitate to call the Employee Assistance Team if you have other needs, questions, or concerns. Please know that we will do our best to help you or direct you to helpful resources.

The National Park Service is dedicated to helping their employees through this very trying period. Please let us know if you have unanswered questions or other concerns and we will research and assist you as possible.

**Be aware of Fraud/Scams when seeking disaster assistance.**

**Please be aware that there are some people out there that are parading as government officials. These individuals ask for social security numbers, bank or other personal information. FEMA will collect this information during your initial application and provide you an application number. Do not give bank account information to anyone who calls you on the telephone. There is never a "processing fee" to register for FEMA assistance. Also all disaster officials should show the proper credentials. If in doubt call 1-800-621-3362 and select the helpline option.**

**Request for Assistance  
from E&AA's Hurricane Katrina Relief Fund**

**NPS/Cooperating Association Employee Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
**Mailing address for check:** \_\_\_\_\_

**Bank information if wire transfer is requested:**

Exact name on account: \_\_\_\_\_  
Name of Bank: \_\_\_\_\_  
Bank Routing number: \_\_\_\_\_  
Bank Account number: \_\_\_\_\_  
Checking \_\_\_\_\_ Savings \_\_\_\_\_ (Indicate whether a checking or savings  
account)

**Park:** \_\_\_\_\_

**Immediate Dollar Amount Requested: \$** \_\_\_\_\_

**Long term dollars requested (if funding is available):** \$ \_\_\_\_\_

Please describe the loss or expense incurred due to the hurricane:

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**Immediate Needs:** please describe needs for temporary housing, food, etc:

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Estimated Long term needs:(please describe):

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**Please complete and return to: Hurricane Katrina Relief Fund, E&AA, 470 Maryland Drive, Suite One, Ft. Washington, PA 19034, or fax to 215-283-6923**

Employee Signature: \_\_\_\_\_  
NPS Supervisor Acknowledgement of need: \_\_\_\_\_

# Tab

# I

**Emergency Leave and NPS  
Flexibilities**

## Emergency Leave Transfer Program

### Client Agency

The following outlines the process to allow evacuees to receive donated leave through the Emergency Leave Transfer Program (5 CFR 630 Subpart K).

The agency is responsible for:

- determining whether, and how much, donated annual leave is needed by their affected employees;
- approving leave donors and/or leave recipients within their agency;
- notifying their Payroll Processing Section who the recipients are and how many hours are to be donated to that individual.
- notifying their Payroll Processing Section of the donors and how many hours each donor donated.
- contacting OPM if the agency does not receive sufficient donated annual leave to meet the needs of their leave recipients. OPM will solicit and coordinate the transfer of donated annual leave from other Federal agencies to the affected agencies.

The donor:

- donates annual leave, maximum donation is 104 hours with a 1 hour minimum donation.
- does not designate the recipient
- when emergency has been ended, unused donated leave will be returned on a prorated basis.

The recipient:

- does not need to exhaust accrued annual and/or sick leave.
- may be advanced leave before donations are donated and without having to exhaust their accrued annual and/or sick leave.
- maximum amount that can be received per emergency is 240 hours.
- may use donations retroactively to substitute for Leave Without Pay related to the emergency or to liquidate advanced annual or sick leave owed related to the emergency.
- leave will accrue, while using the donated leave, at the same rate as if the employee were in a paid leave status.

Donations received may not be included in a lump sum payment nor made available to be re-credited upon reemployment by a Federal agency; and will be returned to the donors on a prorated basis either in the current leave year or the first pay period of the following leave year; and may not be transferred to another emergency or disaster.

The emergency terminates when the agency determines the emergency or disaster has terminated; or the recipient terminates Federal Service; or is no longer affected by the emergency. When the recipient is no longer

affected by the emergency unused donations will be removed from their leave account. Unused donations will not be returned to the donors until the agency has designated that the specific emergency or disaster has ended for all recipients.

### **Time and Attendance Coding**

When the recipient is using donated emergency leave, the timekeepers should code the Time and Attendance Record (TA) using Pay Code 020 (Annual Leave) or 025 (Annual Leave in Lieu of Sick Leave) with a message "donated leave used." If the TA was already reported as annual or sick leave, contact your Payroll Processing Section and they will process an adjustment to correct the recipient's leave record.

Payroll will manually process in FPPS One Time Adjustments to remove the leave from the donor's annual leave account and to add the leave to the recipient's annual leave account.

## **GUIDELINE FOR THE EMERGENCY LEAVE TRANSFER PROGRAM**

### **EMERGENCY LEAVE TRANSFER RECIPIENT APPLICATIONS**

#### **SER1.1 Application Submission**

- a. An employee (or his or her personal representative) who has been adversely affected by a disaster or emergency may make written application to become an emergency leave recipient by completing and submitting OPM Form 1637, Application to Become a Leave Recipient Under the Emergency Leave Transfer Program to the Southeast Region Human Resources Office, for a specific number of leave hours.
- b. An employee's family member who has been adversely affected by a disaster or emergency and who has no reasonable access to other forms of assistance may also make written application to become a leave recipient through HR/SER.
- c. For purposes of this program, an employee will be considered to be adversely affected by a major disaster or emergency if the disaster or emergency has caused severe hardship to the employee or a family member of the employee to such a degree that the employee's absence from work is required.
- d. The employee's application (OPM Form 1637, ) must be accompanied by the following information concerning each potential leave recipient:
  - (1) The name, position title, grade or pay level of the potential emergency leave recipient;
  - (2) A statement describing his or her need for leave from the emergency leave transfer program; and
  - (3) Additional information that may be required by the Human Resources Office.
- e. HR/SE must be satisfied (e.g., release form) that the personal representative of the affected employee is acting for and has the permission of the employee.
- f. An employee must apply to be a leave recipient within 90 days after the major disaster or emergency has been declared by the President. HR/SE will consider exceptions if there are **circumstances beyond the employee's control or in other cases of extreme personal hardship**.

#### **1.2 Application Approval**

HR/SER will review the application to become a leave recipient under the emergency leave transfer program. HR/SER will determine if the potential leave recipient is or has been affected by the major disaster or emergency in accordance with the standards set forth in OPM regulations and will determine the appropriate amount of leave to be received subject to the limitations set forth in

#### **1.3 Approval Notification**

- a. If the application is approved, HR/SER will notify the leave recipient (or his or her personal representative) within 10 calendar days (excluding Saturdays, Sundays, and legal public holidays) after the date the application was received.
- b. If the application is not approved, HR/SER will notify the applicant (or the personal representative who made application on behalf of the potential emergency leave recipient) within 10 calendar days (excluding Saturdays, Sundays, and legal public holidays) after the date the application was received. HR/SER must give the reasons to

the employee for its disapproval of his or her application to receive transferred leave from the emergency leave program.

### **EMERGENCY LEAVE DONORS**

An employee who wishes to donate accrued annual leave under this program may voluntarily submit OPM Form 1638, Request to Donate Annual Leave Under the Emergency Leave Transfer Program, to the Southeast Region Human Resources. The minimum amount of annual leave an emergency leave donor may contribute in a leave year is 1 hour, and the maximum amount is 104 hours. An emergency leave donor may not contribute annual leave for transfer to a specific emergency leave recipient. However, an employee may continue to donate his or her unused annual leave to a specific leave recipient under the separate authority for voluntary leave transfer in 5 U.S.C. 6332, but must follow the rules governing that program.

September 2, 2005

P6015(2654)

Memorandum

To: Directorate and Field Directorate  
From: Acting Assistant Director, Human Capital /s/ Evelyn Sheehan  
Subject: Hurricane Katrina – Absence, Leave, Overtime Pay and Hiring Flexibilities

This memorandum provides instructions regarding absence, leave, overtime pay and hiring flexibilities in conjunction with Hurricane Katrina and its aftermath. It encourages consideration of employees' recovery needs in the aftermath of the hurricane.

**Excused Absence**

Interior supervisors are authorized to excuse from duty without charge to leave or loss of pay employees who are affected by Hurricane Katrina and the aftermath and who can be spared from their usual responsibilities. In exercising this authority, supervisors should consider each case individually and ensure excused absence is appropriate. Specifically, excused absence may be granted to:

- (1) Employees who are requested to assist in authorized emergency law enforcement, relief, or clean-up efforts by Federal, State, or other officials having jurisdiction and whose participation in such activities has been approved by their employing agency; and
- (2) Employees who are prevented from reporting for work or faced with a personal emergency because of the hurricane and its aftermath who need a reasonable amount of additional time off to complete their personal recovery efforts.

This policy does not apply to Federal employee members of the National Guard or Reserves who are called up to assist in disaster relief and recovery efforts, since they are entitled to military leave under 5 U.S.C. 6323(b).

**Premium Pay for Employees Performing Emergency Overtime Work**

In accordance with authority under 5 U.S.C. 5547(b), and under Office of Personnel Management (OPM) regulations (5 CFR 550.106), the Department will make exceptions to the biweekly premium pay limitations for employees performing emergency overtime work in connection with Hurricane Katrina and the aftermath. These employees **must be paid premium pay under the annual limitation of GS-15, step 10**, rather than the GS-15, step 10 biweekly limitation (with the exception of certain fixed premium payments, such as availability pay, as specified in 5 CFR 550.107). Employees, including law enforcement officers, paid under an annual limitation receive premium pay only to the extent that the aggregate of basic pay and premium pay for the calendar year does not exceed the **greater** of the **annual** rate for: (1) GS-15, step 10 (including any applicable special salary rate or locality rate of pay); or (2) level V of the Executive Schedule.

Employees will be entitled to premium pay under the annual limitation effective at the time the hurricane devastated the coast.

(Section 1114 of Public Law 107-107, December 28, 2001, modified the biweekly and annual limitations on premium pay under 5 U.S.C. 5547. For additional information on administering the annual premium pay limitation, see OPM's interim regulations on premium pay limitations at 67 FR 19319, April 19, 2002, or (<http://www.opm.gov/fedregis/2002/66-0019319-a.htm>.)

### **Emergency Leave Transfer Program**

An emergency leave transfer program would permit employees in an executive agency to donate unused annual leave for transfer to employees of the same or other agencies who have been adversely affected by the hurricane and its aftermath and who need additional time off from work without having to use their own paid leave. If you believe there is a need to establish an emergency leave transfer program to assist employees affected by Hurricane Katrina, please contact Nancy Miller in the Office of Personnel Policy at (202) 208-6754.

### **Emergency Critical Hiring**

Under 5 CFR 213.3102(i)(2), 30-day appointments in the excepted service may be made to fill critical hiring needs, and these appointments may be extended for an additional 30 days. This authority may be used to fill Senior Level positions, as well as positions at lower grades. Career Transition Assistance Plan (CTAP), Reemployment Priority List (RPL), and Interagency CTAP (ICTAP) requirements under 5 CFR part 330 do not apply to these appointments.

### **Direct-Hire Authority**

When OPM determines there is a critical hiring need or a shortage of candidates for particular occupations, grades (or equivalent), and/or geographic locations, candidates may be appointed directly.

OPM has granted Government-wide direct-hire authority for GS-6-2 Medical Officers, GS-0610 Nurses, GS-0647 Diagnostic Radiological Technicians, and GS-0660 Pharmacists at all grade levels and all locations; and for GS-2210 Information Technology Specialists (Information Security) positions at GS-9 and above at all locations, in support of Government-wide efforts to carry out the requirements of the Government Information Security Reform Act and the Federal Information Security Management Act.

Individuals in the categories, occupations and specialties, and grades listed above may receive competitive service career, career-conditional, term temporary, emergency indefinite, or overseas limited appointments, as appropriate. In all cases, public notice requirements in 5 U.S.C. 3327 and 3330, and ICTAP requirements must be observed.

If you believe you have one or more occupations for which an agency-specific direct-hire authority may be appropriate in support of Hurricane Katrina relief and recovery efforts, please contact Winford Hooker in the Office of Human Resources at (202) 208-7949

### **Other Flexibilities Include:**

You may contract with private sector temporary employment firms for services to meet emergency staffing needs. These contracts may be for 120 days and may be extended for an additional 120 days, subject to displaced employee procedures.

You may make competitive service appointments for 120 days or less without clearing CTAP or ICTAP. However, the CTAP and ICTAP programs may help identify one or more well-qualified, displaced Federal employees who are available for immediate employment.

You may make temporary, term, or permanent competitive service appointments of current/former employees on the RPL. Conversely, in some cases, you may wish to make an exception to the RPL provisions to appoint someone else under 5 CFR 330.207(d).

For additional information on any of these flexibilities, please contact your Bureau/Office Servicing Personnel Officer.

The Servicewide point of contact for leave issues is Deborah Martin at (202) 354-1994 or e-mail at [deborah\\_martin@nps.gov](mailto:deborah_martin@nps.gov).

# **Tab**

## **K**

### **OPM Flexibilities Available to Assist Federal Employees Affected by Severe Weather Emergencies and Natural Disasters**



# Office of Personnel Management

The Federal Government's Human Resources Agency



This page can be found on the web at the following url:  
<http://opm.gov/oca/compmemo/2005/2005-13.asp>

**CPM 2005-13**

June 28, 2005

## **MEMORANDUM FOR HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES**

**FROM: DAN G. BLAIR**  
Acting Director

**SUBJECT: HR Flexibilities Available to Assist Federal Employees Affected by Severe Weather Emergencies and Natural Disasters**

Many parts of the United States must occasionally cope with severe weather emergencies and natural disasters, frequently with little warning. Such emergencies are often dangerous and extremely disruptive for those who live in the affected communities. As "hurricane season" is upon us, this memorandum advises you of the various human resources (HR) flexibilities currently available that will allow you to assist Federal employees affected by severe weather emergencies and natural disasters and their aftermath.

### **Relief and Recovery Efforts**

I applaud the boundless generosity and responsiveness of Federal employees to assist in relief and recovery efforts during emergency situations. To assist those parts of the Federal Government that are mobilized to respond to disasters, and to assist in any relief and recovery efforts, I encourage managers to grant excused absence to employees who are requested to assist in emergency law enforcement, relief, or clean-up efforts in affected communities, as authorized by Federal, State, or other officials having jurisdiction, and whose participation in such activities has been approved by their employing agency. (This policy does not apply to Federal employee members of the National Guard or Reserves who are called up to assist in disaster relief and recovery efforts, since they are entitled to military leave under 5 U.S.C. 6323(b).) In addition, I request that excused absence be granted to employees who are prevented from reporting for work or faced with a personal emergency because of a weather emergency and its aftermath and who can be spared from their usual responsibilities.

## Premium Pay for Employees Performing Emergency Overtime Work

Agencies are reminded of their authority under the law (5 U.S.C. 5547(b)) and OPM regulations (5 CFR 550.106) to make exceptions to the biweekly premium pay limitation. When the head of an agency or his or her designee determines that an emergency posing a direct threat to life or property exists, an employee who is receiving premium pay for performing overtime work in connection with the emergency will be subject to an annual pay limitation rather than the biweekly pay limitation (with the exception of certain fixed premium payments, such as availability pay, as specified in 5 CFR 550.107). Employees paid under an annual limitation receive premium pay only to the extent that the aggregate of basic pay and premium pay for the calendar year does not exceed the **greater** of the **annual** rate for-

1. GS-15, step 10 (including any applicable special rate or locality rate), or
2. Level V of the Executive Schedule.

For additional information on administering the annual premium pay limitation, see OPM's final regulations on premium pay limitations at 69 FR 55941, September 17, 2004. These regulations may be viewed on the Federal Register Web site at <http://www.gpoaccess.gov/fr/index.html>.) Additional guidance on premium pay is available at <http://www.opm.gov/oca/pay/HTML/FACTOT.asp> and <http://www.opm.gov/oca/pay/HTML/05GSCap.asp>.

I encourage agencies to exercise this authority in the case of any employee who performs emergency overtime work in connection with a weather-related emergency and its aftermath. You must make the determination as soon as practicable and make entitlement to premium pay under the annual limitation effective as of the first day of the pay period in which the emergency began.

## Special Solicitations for Charitable Contributions During Emergencies and Disasters

The Director of OPM may grant permission for special solicitations of Federal employees, outside of the Combined Federal Campaign (CFC), in support of victims in cases of emergencies and disasters. All requests must be made in writing. The request should include the following: information on the agency(ies) and location(s) where the special solicitation will be conducted; dates on which the special solicitation will be conducted; and information on the charitable organization(s) that will be the recipient of special solicitation funds. Because a special solicitation is not a part of the CFC, employees may give only through cash or check and may not use payroll deduction. Federal employees also may contribute to local relief efforts through their participation in the CFC. Employees may designate their payroll deduction or make a cash/check contribution to the organization of their choice. For access to frequently asked questions and answers on special solicitations, please visit <http://www.opm.gov/cfc>.

## Emergency Leave Transfer Program

The President may direct OPM to establish an emergency leave transfer program to assist employees affected by an emergency or major disaster. The emergency leave transfer program permits employees in an executive agency to donate unused annual leave for transfer to employees of the same or other agencies who have been adversely affected by the emergency or major disaster and who need additional time off from work without having to use their own paid leave. If you believe there is a need to establish

an emergency leave transfer program to assist employees affected by an emergency or disaster and its aftermath, please contact your OPM Human Capital Officer. Additional information on the emergency leave transfer program is available at <http://www.opm.gov/oca/leave/HTML/emerg.htm>.

## **Emergency Critical Hiring**

Under 5 CFR 213.3102(i)(2), you may make 30-day appointments in the excepted service to fill a critical hiring need. You may extend these appointments for an additional 30 days. You may use this authority to fill Senior Level positions, as well as positions at lower grades; you also may determine what qualifications are required. Career Transition Assistance Plan (CTAP), Reemployment Priority List (RPL), and Interagency CTAP (ICTAP) requirements under 5 CFR part 330 do not apply to these appointments.

## **Direct-Hire Authority**

Agencies are reminded of current OPM-authorized Governmentwide direct hire authorities. These authorities, which allow you to appoint candidates directly, include GS-0602 Medical Officers, GS-0610 and GS-0620 Nurses, GS-0647 Diagnostic Radiologic Technicians, and GS-0660 Pharmacists at all grade levels and all locations. You may give individuals in the categories, occupations and specialties, and grades listed above competitive service career, career-conditional, term, or temporary appointments, as appropriate. In all cases, you must adhere to the public notice requirements in 5 U.S.C. 3327 and 3330 and all ICTAP requirements. Additional information on these authorities is available at <http://www.opm.gov/employ/html/sroa2.asp#directhire>.

If you feel you have one or more occupations for which an agency-specific direct-hire authority may be appropriate in support of relief and recovery efforts, please contact your OPM Human Capital Officer.

## **Other Flexibilities**

You may contract with private sector temporary employment firms for services to meet your emergency staffing needs. These contracts may be for 120 days and may be extended for an additional 120 days, subject to displaced employee procedures.

You may make competitive service appointments for 120 days or less without clearing CTAP or ICTAP. However, these programs may help you identify one or more well-qualified displaced Federal employees who are available for immediate employment.

Current and former employees on your agency RPL are another immediate source of qualified individuals available for temporary, term, or permanent competitive service appointments. Conversely, in some cases, you may wish to make an exception to the RPL provisions to appoint someone else under 5 CFR 330.207(d).

Should additional personnel be required for relief efforts, OPM may authorize other options upon agency request. These include temporary emergency need appointments (up to 1 year); SES limited emergency appointments; reemployed annuitants; and rehiring retirees or others who left the Federal Government with buyouts.

For additional information on any of these flexibilities, agency Chief Human Capital Officers and/or Human Resources (HR) Directors may contact their assigned OPM Human Capital Officer. Employees should contact their agency human resources offices for assistance.

cc: Chief Human Capital Officers  
Human Resources Directors  
Federal Executive Boards

**Tab**

**M**

**Federal Employee's Education  
and Assistance Fund**

Federal employees who have had major losses due to a declared natural disaster may apply for a grant \$400 from the Federal Employee Education and Assistance Fund by filling out an Emergency Assistance application and the attached Additional Information sheet. (Only one grant per household)

No-interest loans up to \$600 are also available. Loans will *nnly* be made payable to a specific creditor, i.e., shelter costs, clean-up, repairs/supplies, etc. The amount of each loan will depend on the number of requests and our program's financial ability to assist with those requests.

The employee should complete the entire Emergency Assistance application including the "Applicant Loan Agreement" even if only requesting the grant at this time and not a loan. Providing all information now makes the loan process go more quickly later if a loan is needed. Loans are repaid by payroll allotment at \$30 a pay period, so a voluntary allotment space must be available to receive a loan.

### **Additional Information & Explanation for the FEEA Grant**

In order to be considered for the grant, the following information is requested, even if you listed it previously on the application.

Employee Name: ..... Agency .....

Name of disaster (if any) ..... Date: .....

List your extra out-of-pocket expenses and the items you have had to purchase as a result of the disaster:

Explanation of the damages:

Homeowner's Insurance: ,yes --no Deductible \$ .....P-aid:-yes ....no .....

If your car was damaged, how much were your repairs and how much was your deductible? .....,.....

Married: --yes ,-no Name of spouse: .....,.....

Spouse employed: ,-yes --no Spouse's monthly income:

Spouse employed by: .....,.....

Other adults in household: --yes --no Monthly income: .....,.....

Employed by: .....,.....

Other assistance, i.e., Red Cross, FEMA, local charities:

**Attachment 5 – Miscellaneous Information**

**Specialized Resources.** These resources include Special Event Teams (SET), Critical Incident Stress Management Teams (CISM) and Museum Emergency Response Teams (MERT). Information about these teams, including ordering information, can be obtained by contacting EICC at 540-999-3411 or 1-800-732-0911.

**Contacts.** All contact information is for official use only.

WASO Branch Chief, Emergency Services:

Dan Pontbriand, 1201 Eye Street NW, Washington, DC 20005; tel. 202-513-7093

Incident Management Program Steering Committee

Dan Pontbriand - Incident Management Program Manager  
WASO Branch Chief, Emergency Services 202 513-7093 / Dan\_Pontbriand@nps.gov

Don Boucher - Regional ESCs representative  
FIRE AND EMERGENCY PROGRAM MANAGER 202 619-7039 or 301 432-6945 / don\_boucher@nps.gov

Skip Brooks \*\*ad hoc SME member  
FACILITY MANAGER 757 898-2430 / skip\_brooks@nps.gov COLONIAL NATL HIST PARK, VA

Bill Halainen - Documentation/Information  
MANAGEMENT ASSISTANT 570 588-2430 / bill\_halainen@nps.gov DELAWARE WATER GAP NRA, PA

Ruth Kohler – Logistics/Resources  
INFORMATION TECHNOLOGY SPECIALIST 602 640-5250 x228 / ruth\_kohler@nps.gov AZ

Mark Koontz – NPS NIFC Liaison  
FIRE MANAGEMENT SPECIALIST 208 387-5090 / mark\_koontz@nps.gov BOISE, ID

Dave Lattimore – Western Field Representative  
MATHER DISTRICT RANGER 209 379-1897 / dave\_lattimore@nps.gov CA YOSEMITE NATIONAL PARK

Mark Lewis – Superintendent’s Representative  
PARK SUPERINTENDENT BISCAYNE NATIONAL PARK 305-230-1144 x3002 / Mark\_Lewis@nps.gov

Holly Rife – Eastern Field Representative  
CHIEF RANGER CATOCTIN MOUNTAIN PARK 301-663-9552 / Holly\_Rife@nps.gov

JD Swed – National IMTs representative  
CHIEF RANGER 559 565 3110 / jd\_swed@nps.gov SEQUOIA & KINGS CANYON NP

Scott Wanek – Regional Chief Rangers Representative  
REGIONAL CHIEF RANGER 510-817-1386 / scott\_wanek@nps.gov CA

Denny Ziemann – Regional IMTs Representative  
CHIEF PARK RANGER 760-255-6130 / denny\_ziemann@nps.gov MOJAVE NPRES

*Other Resources:*

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## Attachment 6 – Area Command Handbook

### AREA COMMAND HANDBOOK

Area Command is an organization established to:

1. Oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or
2. To oversee the management of a very large incident that has multiple Incident Management Teams assigned to it.

Area Command is used when there are a number of incidents generally in the same area, and often of the same kind. For example, two or more HAZMAT spills, fires, etc. It is usually these kinds of incidents that may be vying for the same resources.

When incidents are of different kinds and/or do not have similar resource demands, they would usually be handled as separate incidents or would be coordinated through an EOC.

If the incidents under the authority of the Area Command are multijurisdictional, a Unified Area Command should be established. This allows each jurisdiction to have representation in the Area Command.

- B. Experience has demonstrated that there is often confusion in how terminology is used and applied. It is important to remember the following:

**AREA COMMAND DOES NOT REPLACE INDIVIDUAL INCIDENT COMMANDER'S AUTHORITY AND RESPONSIBILITY, BUT DOES PROVIDE AN INTERMEDIATE DEDICATED LEVEL OF COMMAND BETWEEN INCIDENT COMMANDERS AND AGENCY ADMINISTRATORS.**

**MACS AND EOCS DIFFER IN THAT THEY PROVIDE OFF-SCENE COORDINATION AND SUPPORT TO AGENCIES.**

### C. Responsibility

For the incidents under its authority, Area Command has the responsibility to:

- Set overall agency incident-related priorities.
- Allocate critical resources based on priorities.
- Ensure that incidents are properly managed.
- Ensure that incident(s) objectives are met and do not conflict with each other or with agency policy.

### D. Reporting Relationships

When Area Command is established, Incident Commander(s) for the incidents under the authority of the Area Command will report to Area Commander. The Area Commander is accountable to the agency or jurisdictional executive or administrator.

If one or more of the incidents within the Area Command are multijurisdictional, a Unified Area Command should be established. Incident Commanders would report to the Unified Area Commander for their jurisdiction.

## II. The Use of Area Command

Major natural disasters such as earthquakes, floods, fires, or major storms create a large number of incidents affecting multijurisdictional areas. Due to their size and potential impact, these incidents provide an appropriate environment for the possible use of Area Command.

The most common situations in which Area Command has been used are for wildland fires. Area Command was also used in response to the Exxon Valdez oil spill.

### A. The Need For Area Command

In situations where multiple incidents are occurring, the use of an Area Command makes the jobs of Incident Commanders and Agency Executives easier for the following reasons:

- Much of the inter-incident coordination normally required of each IC will be accomplished at the Area Command level. Using an Area Command allows the Incident Commanders and their incident management teams to focus their attention on their assigned incident.
- Area Command sets priorities between incidents and allocates critical resources according to priorities established by the Agency Executive.
- Area Command helps the Agency Executive by ensuring that agency policies, priorities, constraints, and guidance are being made known to the respective Incident Commanders.
- Area Command also reduces the workload of the Agency Executive, especially if there are multiple incidents going on at the same time.

## B. Establishing Area Command

It is best to be proactive when considering the use of Area Command. Area Command should be established for like incidents in the same proximity to ensure that conflicts do not arise. Often, agency dispatchers will recognize inter-incident coordination problems first.

It may take some hours to establish the Area Command. If there are existing facilities and communication systems that can be used, e.g., at a jurisdictional EOC, then the time needed to set up the Area Command may be reduced.

Some criteria for using Area Command are:

- Critical human or property values are at risk due to incidents.
- Incidents will continue into the next operational period.
- Incidents are using similar and limited critical resources.

- Difficulties are encountered with inter-incident resource allocation and coordination.

Area Command is established by the Agency Executive.

When Area Command is activated, an Area Commander will be designated and given appropriate delegated authority.

The authority given to the Area Commander should be written as a Delegation of Authority statement. This will eliminate confusion and provides the Area Commander with authority to oversee the management of the incidents.

Depending upon the agencies and incidents involved, the Area Command may issue delegation of authority or re-delegations to the respective Incident Commanders. This will help to ensure that Agency direction is made clear to all parties.

If the incidents under the Area Command are in adjacent jurisdictions, then a Unified Area Command should be established. The following could apply to either an Area Command or a Unified Area Command.

1. Incident Commanders covered by the Area Command must be notified that an Area Command is being established.
2. The Area Command team should consist of the best-qualified personnel with respect to their functional areas. The functions of Area Command require personnel that have experience in, and are qualified to oversee, complex incident situations.
3. The Area Command organization operates under the same basic principles as does the Incident Command System.
4. The Area Command organization should always be kept as small as possible. Area Command organizational positions could consist of:

The Area Commander and, only as necessary:

- Area Command Logistics Chief
- Area Command Planning Chief
- Area Command Critical Resources Unit Leader

- Area Command Situation Unit Leader
- Area Command Information Officer
- Area Command Liaison Officer(s) to help in maintaining off-incident interagency contacts

It is important to remember, that Area Command does not in any way replace the incident level ICS organizations or functions. The above positions, if established, are strictly related to Area Command operations. Specific duties and responsibilities will be established by the Area Commander.

Incident Commanders under the designated Area Commander are responsible to, and should be considered as part of, the overall Area Command organization. They must be provided adequate and clear delegation of authority.

Technical Specialists can be added to the Area Command organization. This will depend on the kinds of incidents involved. Technical Specialists at the Area Command would provide specific information and expertise relating to their specialty.

For example, in incidents involving use of aircraft, and where hazardous materials are involved, it may be useful to have the following specialists assigned to the Area Command team:

- Aviation Specialist
- Hazardous Materials Specialist
- Environmental Specialist
- Communications Specialist

The responsibilities of the principal Area Command functional elements are presented in checklist form at the end of this module.

### C. The Location for Area Command

The Area Command should, to the extent possible, be located in close proximity to the incidents under its authority. This will make it easier to have meetings and direct contact between the Area Commander and Incident Commanders.

It is best not to co-locate Area Command with one of the incidents. Doing so might

cause confusion with that incident's operations, and it could also be seen by other incidents as adding status to that single incident.

The facility used to house the Area Command organization should be large enough to accommodate a full Area Command staff, and have the capability to accommodate meetings between the Area Command Staff, Incident Commanders, Agency Executive(s), and with news media representatives.

Jurisdiction EOC facilities may be used for Area Command facilities if they are located reasonably close to the incidents.

Some of the criteria that should be considered when selecting an Area Command facility include:

- Close proximity to incidents (but not at an ICP).
- Sufficient size (for staff, displays, and conferences).
- Capable of continuous operation.
- Adequate communications facilities (telephones, FAX, computer connections).
- Availability of backup power.
- Capable of supporting radio communications to incidents and agency offices.
- Adequate and secure parking.
- Near commercial sources of support for food and lodging.

If radios are a primary means of communication, the Area Command facility should have line of sight coverage to Incident Command Posts or to repeaters serving those incident facilities. The facility should allow for suitable locations to temporarily install rooftop radio antennas.

### III. Primary Functions of Area Command

Because of the use and proven value of Area Command, considerable work has gone into describing how Area Command should function.

Area Command has six primary functions.

- Provide agency or jurisdictional authority for assigned incidents.
  - Ensure a clear understanding of agency expectations, intentions, and constraints related to the incident among Incident Commanders.
  - Establish critical resource use priorities between various incidents based on incident needs and agency policy and direction.
  - Ensure appropriate incident management team personnel assignments and organizations for the kind and complexity of the incidents involved.
  - Maintain contact with officials in charge, assisting and cooperating agencies, and other interested groups.
  - Coordinate the demobilization or reassignment of resources between assigned incidents.
- A. Provide effective agency or jurisdictional management authority for assigned incidents. If the incidents are multijurisdictional, a Unified Area Command should be established.

Upon assignment, the Area Commander should arrange a meeting with the agency/jurisdiction executive to obtain the Delegation of Authority and receive agency/jurisdiction policy, objectives, limitations, and constraints. At this time, the Area Commander should determine the following:

1. General situation
2. Incidents assigned
3. Jurisdictional delegation of authority
4. Assumption of command timing and notifications procedure
5. Names and qualifications of assigned Incident Commanders
6. Incidents operating under Unified Command

7. Limitations on the Area Commander's authority over Incident Commanders (should be in the Delegation of Authority)
8. Incident Action Plans available
9. Policies, political factors, or other constraints
10. Agency advisor assigned
11. Area Command facility designated
12. Status of communications systems to incidents and agency/jurisdictional headquarters
13. Critical resource designations
14. Policy and expectations for interaction with the media
15. Area Command reporting responsibility to agency
16. Schedules for required briefings and contacts

The Area Commander has the authority and the responsibility to do the following for incidents within the Area Command:

- Set overall objectives
- Establish priorities
- Allocate/reallocate critical resources

This should be done by working in cooperation with the agency/jurisdictional executive and the assigned Incident Commanders.

The Area Commander should allow the respective Incident Commanders as much latitude as possible in implementing their respective Incident Action Plans.

- B.** Ensure that Incident Commanders have a clear understanding of agency expectations, intentions, and constraints related to the incidents.

It is possible that the assigned Incident Commanders may not have had a full briefing on agency/jurisdictional expectations related to their incidents prior to the time that Area Command is established.

Some incidents operating under an Area Command may be multi-agency and/or multijurisdictional, and may have a Unified Command structure in place. If this is the case, then the Area Command should also be a Unified Area Command. This will require full jurisdictional representation at the Area Command.

It is essential that all parties are clear on agency/jurisdictional expectations, intentions, and environmental and political constraints.

Some considerations are:

- Area Command will normally be established after incident management teams are in place on the various incidents.
- It is likely that the Incident Commanders have already developed objectives, strategies, and Incident Action Plans.
- The Area Commander must rapidly assess the situation for each incident and ensure that incident action planning is addressing the priorities and direction set by the Agency Executive.
- The Area Commander should establish, in writing, priorities related to assigned incidents, based upon Agency Executive directions and other available information.

This information should be part of the written delegation of authority coming the Area Commander from the Agency Executive.

- The Area Commander should also develop procedures to be followed. These procedures should be reviewed with the respective Incident Commanders. These could include such things as:
  - Incident and agency/jurisdictional priorities
  - Priorities for assignments of critical resources
  - Schedules of meetings and briefings
  - Reports, and Incident Action Plans
  - Points of contact with Agency Executives

- Media relations and contact procedures
- Unusual situation or emergency procedures reporting
- Demobilization procedures

The Area Commander should have an initial joint meeting with Incident Commanders at one location. The meeting should follow a prescribed format. The agenda for this meeting should:

- Obtain concise individual incident briefings.
- Explain the role and responsibilities of an Area Commander.
- Review the general policy and direction for the incidents as stated by the Agency Executive.
- Resolve any conflicts that may exist between Agency Executive policy and situations at the incidents.
- Review appropriate procedures as outlined above.
- Be open for questions.
- Collect available Incident Action Plans and any other essential documentation.

The Area Commander must ensure that all appropriate decisions and procedures are made clear to agency dispatchers and any other organizations involved in the Area Command.

Concerns or unresolved issues brought up at the meeting should immediately be discussed with Agency Executive(s). These could include environmental issues, cost concerns, etc.

- C. Establish priorities among various incidents based on incident needs and agency policy and direction.

When two or more incidents are competing for critical resources and services, someone must make quick decisions based on an objective analysis of the total situation. Establishing priorities is one of the most important functions an Area Commander performs. The intent is to establish critical

priorities for the common good of the total situation.

There are three different types of priorities that Area Command may need to establish:

- Priorities among incidents (often related to the life and property values at risk)
- Priorities related to allocating critically needed resources
- Priorities related to demobilization

Incident Commanders must acknowledge the requirement to establish critical priorities by an Area Command.

Incident Commanders may not always concur with Area Command decisions on priorities and critical resource allocations.

Therefore, it is essential that each Incident Commander understands that the ability to obtain critical resources and services is balanced with the priorities established for that incident.

It is also essential that Incident Commanders understand that they may have to adjust incident strategies, tactical objectives, and resource assignments due to the lack of critical resources during a given operational period.

- D. Ensure that incident management team personnel assignments and organizations are appropriate to the kind and complexity of the incidents involved.

The Area Commander is responsible for the overall management of the assigned incidents. It is essential that appropriate assignments of personnel be made within the respective incident organizations.

At the earliest opportunity, the Area Commander should review with the Incident Commanders their respective organizations and primary position personnel assignments.

The Area Commander can recommend or make appropriate changes and shifts in personnel assignments as necessary. Sometimes one incident may have personnel assigned which would be better suited to another incident.

Determine with Incident Commanders if aviation procedures and temporary

flight restrictions are adequate, and if any changes should be made to air operations to provide better overall support to the incidents operating in the Area Command.

E. Maintain liaison with officials in charge, assisting and cooperating agencies, and other interested groups.

This function, if accomplished at the Area Command, may reduce the level of coordination that individual Incident Commanders and Command Staffs must perform, and will increase the flow of information to all interested parties.

There are three major coordinating services that the Area Command should perform.

1. Between Agency/Jurisdictional Executives and Incident Commanders

Once an Area Command or a Unified Area Command is established, contact between Agency/Jurisdictional Executives and the respective incidents should be channeled through the Area Command. This will ensure a proper chain of command, and help to eliminate mixed signals or confusion.

2. Between Area Command, Incidents, and Assisting and Cooperating Agencies

Agencies who are assisting and/or cooperating on more than one of the incidents but are not part of the Command could, if necessary, provide representatives to the Area Command. These representatives should be fully integrated into the Area Command organization as Agency Representatives.

3. Between the Media and the Incidents

Media relations will be especially important in an Area Command setting. Incidents of significant size or scope are likely to attract tremendous media attention.

The Agency or Jurisdiction Executive should establish a policy with the Area Commander for handling the media. These decisions should be passed on to Incident Commanders and Information Officers.

One solution related to keeping the media informed is to schedule periodic media briefings at the Area Command facility location which

will update the situation for all incidents. Information Officers from the various incidents can provide the updates and schedule future media tours as appropriate.

F. Coordinate the Demobilization of Assigned Incidents

The Area Command involvement in the demobilization process is important. Area Command does not demobilize resources directly. The role of Area Command is to coordinate the demobilization of critical resources with the respective incidents.

A primary purpose of Area Command is to ensure that critical personnel and equipment resources being released from demobilizing incidents can be made available to other active or growing incidents.

Another purpose is to ensure that transportation resources and other services are not being duplicated. Resources from an agency or jurisdiction which may have been divided to support other incidents can be consolidated prior to departure.

It is essential that the Area Command establish procedures with the Incident Commanders and agency dispatch centers to coordinate the demobilization of designated resources with the Area Command.

Demobilization planning will start at the incident level. The role of Area Command is to identify to the respective Incident Commanders what the priorities will be for demobilization, and what, if any, critical resources will be required to move to other assignments.

This information should be provided to the Incident Commanders in the form of a list which describes the critical resources, and provides instructions on clearing those resources with Area Command before demobilization. Some agencies have developed forms for this purpose.

Given this information, incident level demobilization planning can proceed. Incidents should provide copies of their demobilization schedules to the Area Command prior to actual demobilization and wait for approval.

#### **IV. Area Command Primary Function Responsibilities**

The following checklists cover the major activities and responsibilities of three primary Area Command positions.

A. Area Commander (Unified Area Command)

The Area Commander is responsible for the overall direction of incident management teams assigned to the same incident or to incidents in close proximity. This responsibility includes ensuring that conflicts are resolved, incident objectives are established, and strategies are selected for the use of critical resources.

Area Command also has the responsibility to coordinate with local, state, federal, and volunteer assisting and/or cooperating organizations.

Checklist of Actions:

These actions will generally be conducted in the order listed:

- Obtain briefing from the Agency Executive(s) on agency expectations, concerns, and constraints.
- Obtain and carry out delegation of authority from the Agency Executive for overall management and direction of the incidents within the designated Area Command.
- If operating as a Unified Area Command, develop working agreement for how Area Commanders will function together.
- Delegate authority to Incident Commanders based on agency expectations, concerns, and constraints.
- Establish an Area Command schedule and timeline.
- Resolve conflicts between incident “realities” and Agency Executive “wants.”
- Establish appropriate location for the Area Command facilities.
- Determine and implement an appropriate Area Command organization. Keep it manageable.
- Determine need for Technical Specialists to support Area Command.

- Obtain incident briefing and Incident Action Plans from Incident Commanders (as appropriate).
- Assess incident situations prior to strategy meetings.
- Conduct a joint meeting with all Incident Commanders.
- Review objectives and strategies for each incident.
- Periodically review critical resource needs.
- Maintain a close coordination with the Agency Executive.
- Establish priority use for critical resources.
- Review procedures for interaction within the Area Command.
- Approve Incident Commanders' requests for and release of critical resources.
- Coordinate and approve demobilization plans.
- Maintain log of major actions/decisions.

## **B. Area Command Planning Chief**

The Area Command Planning Chief is responsible for collecting information from incident management teams in order to assess and evaluate potential conflicts in establishing incident objectives, strategies, and the priority use of critical resources.

### Checklist of Actions:

- Obtain briefing from Area Commander.
- Assemble information on individual incident objectives and begin to identify potential conflicts and/or ways for incidents to develop compatible operations.
- Recommend the priorities for allocation of critical resources to incidents.
- Maintain status on critical resource totals (not detailed status).
- Ensure that advance planning beyond the next operational period is being accomplished.

- Prepare and distribute Area Commander's decisions or orders.
- Prepare recommendations for the reassignment of critical resources as they become available.
- Ensure demobilization plans are coordinated between incident management teams and agency dispatchers.
- Schedule strategy meeting with Incident Commanders to conform with their planning processes.
- Prepare Area Command briefings as requested or needed.
- Maintain log of major actions/decisions.

### **C. Area Command Logistics Chief**

The Area Command Logistics Chief is responsible for providing facilities, services, and materials at the Area Command level, and for ensuring effective use of critical resources and supplies among the incident management teams.

#### Checklist of Actions:

- Obtain briefing from the Area Commander.
- Provide facilities, services, and materials for the Area Command organization.
- Ensure coordinated airspace temporary flight restrictions are in place and understood.
- Ensure coordinated communication links and frequencies are in place.
- Assist in the preparation of Area Command decisions.
- Ensure the continued effective and priority use of critical resources among the incident management teams.
- Maintain log of major actions/decisions.



**Attachment 7 – FEMA Mission Assignment Reimbursement Form**

**MISSION ASSIGNMENT REIMBURSEMENT REQUEST  
TRANSMITTAL FORM**

SECTION I : ESF AGENCY SUBMISSION			
AGENCY:		Current Bill Amount:	
ADDRESS:		Fiscal POC:	
		Phone:	
		Fax:	
Type of Billing:	<input type="checkbox"/> SF#1080	<input type="checkbox"/> SF 1081 (OPAC)	<input type="checkbox"/> Other: _____
Agency Location Code:	_____	ESF #	_____
ESF Agency Bill Number:	_____	Primary ESF Tasking:	_____
		Support ESF Tasking:	_____
MA Number:	_____	FEMA Disaster Number:	_____
Mission Description: _____			
Projected Completion Date: _____		Revised Completion Date: _____	
This is a partial bill <input type="checkbox"/> Resubmittal <input type="checkbox"/> Final Bill <input type="checkbox"/> no further obligations pending. The expenditures claimed have been reviewed and are relevant to the mission assigned. Costs are reasonable, supported by source documents maintained by this agency, and are not funded by another source. <i>(Include applicable signatures)</i>			
Primary ESF Agency Project/Program Administrator	_____	Date	_____
		Phone	_____
Support ESF Agency Project/Program Administrator	_____	Date	_____
		Phone	_____
Primary ESF Agency Financial Officer	_____	Date	_____
		Phone	_____
Support ESF Agency Financial Officer	_____	Date	_____
		Phone	_____
Attachments:		Attachments: Purchase of Equipment Forms	
<input type="checkbox"/>	SF 1081 (OPAC)	Refer to the Financial Management Annex to the Federal Response Plan (FRP) for applicable forms.	
<input type="checkbox"/>	SF 1080		
<input type="checkbox"/>	Other Treasury Approved Form		

**SECTION II : FEMA USE ONLY**

LOG# _____	PAYMENT AMOUNT APPROVED: _____
	State Cost Share %: _____
	State Cost Share Amount: _____

ROUTING	SIGNATURE AND DATE
FINANCIAL REVIEW	
EXCEPTION: Returned to Agency	
PROGRAM REVIEW	
MISSION ASSIGNMENT COORDINATOR REVIEW	
LOGISTICS REVIEW	
	YES NO
DRM APPROVAL	
FORWARD FOR REIMBURSEMENT/ PAYMENT	
FINAL PAYMENT / DEOBLIGATION	DE-OBLIGATION AMT: _____

To receive reimbursement, completion of this form is required.

