
Government of Alberta

The Alberta Incident Management System (AIMS) 2024

The Alberta Incident Management System (AIMS) 2024 | Ministry of Public Safety and Emergency Services, Alberta Emergency Management Agency

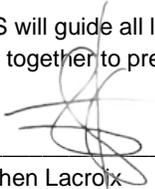
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Managing Director Signature Page

The Alberta Incident Management System (AIMS) is introduced under the aegis of the Alberta Emergency Plan to improve integration and interoperability within the province's emergency management system. AIMS is intended to provide all emergency management stakeholders in the province with a common understanding of the organization and structures that will be adopted in Alberta, as well as the processes, procedures, and terminology that will be employed to prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters.

AIMS draws heavily on the National Incident Management System (NIMS) developed and employed by the United States Federal Emergency Management Agency and like NIMS, it is underpinned by the Incident Command System.

AIMS will guide all levels of government, First Nations, Metis Settlements, civil society organizations, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from incidents.



Stephen Lacroix
Managing Director
Alberta Emergency Management Agency

February 28, 2024

Date

Contents

Managing Director Signature Page.....	3
Record of Amendments.....	4
Contents.....	5
Acronyms and Abbreviations	12
1 Introduction	14
• 1.1 Background	14
• 1.2 Intent	14
• 1.3 Authority	15
• 1.4 Maintenance	15
2 Fundamentals and Concepts of AIMS.....	16
• 2.1 Scope	16
• 2.2 Organization	16
• 2.3 AIMS Guiding Principles	16
• 2.4 Key Terms	17
3 Command and Coordination	19
• 3.1 AIMS Operating Characteristics	20
• 3.1.1 Common Terminology	20
• 3.1.2 Modular Organization	20
• 3.1.3 Management by Objectives	21
• 3.1.4 Incident Action Planning	21
• 3.1.5 Manageable Span of Control	22
• 3.1.6 Incident Facilities and Locations	22
• 3.1.7 Comprehensive Resource Management	22
• 3.1.8 Integrated Communications	22
• 3.1.9 Establishment and Transfer of Command	22
• 3.1.10 Chain of Command and Unity of Command	23
• 3.1.11 Unified Command	23
• 3.1.12 Accountability	23
• 3.1.13 Dispatch/Deployment	23
• 3.1.14 Information and Intelligence Management	23
• 3.2 Incident Command System (ICS)	23
• 3.2.1 Description	23
• 3.2.2 Background – ICS in Alberta	24
• 3.2.3 Establishing Systemic Consistency	25
• 3.2.4 ICS Structure	25

• 3.3 Emergency Coordination Centre (ECC)	40
• 3.3.1 Incident versus Event	43
• 3.3.2 Departmental Operations Centres (DOCs)	43
• 3.4 Multiagency Coordination Group (MAC Group)	43
• 3.5 Joint Information System (JIS)	45
• 3.5.1 System Description and Components	46
4 Resource Management.....	51
• 4.1 Resource Management Preparedness	51
• 4.1.1 Identifying and Typing Resources	51
• 4.1.2 Qualifying, Certifying, and Credentialing Personnel	53
• 4.1.3 Planning for Resources	54
• 4.1.4 Acquiring, Storing, and Inventorying Resources	55
• 4.2 Resource Management during an Incident	56
• 4.2.1 Identifying Requirements	57
• 4.2.2 Ordering and Acquiring	57
• 4.2.3 Mobilizing	59
• 4.2.4 Tracking and Reporting	60
• 4.2.5 Demobilizing	61
• 4.2.6 Reimbursing and Restocking	61
• 4.3 Mutual Aid	61
• 4.3.1 Mutual Aid Agreements	61
• 4.3.2 Mutual Aid Process	62
5 Communications and Information Management	63
• 5.1 Communications Management	63
• 5.1.1 Standardized Communications Types	64
• 5.1.2 Policy and Planning	64
• 5.1.3 Agreements	64
• 5.1.4 Equipment Standards	64
• 5.1.5 Communications/Technology Training	65
• 5.2 Incident Information	65
• 5.2.1 Incident Reports	65
• 5.2.2 Incident Action Plans	66
• 5.2.3 Information/Data Collection and Processing	66
• 5.3 Communications Standards and Formats	68
• 5.3.1 Common Terminology, Plain Language, Compatibility	68
• 5.3.2 Technology Use and Procedures	68
• 5.3.3 Information Security/Operational Security	69
6 Conclusion.....	71
List of Appendices	72

Appendix 1 – Glossary.....	73
Appendix 2 – Incident Command System.....	81
• A2.1 Purpose	81
• A2.2 Organization of this Appendix	81
• Tab 1 – ICS Organization	82
• A2T1.1 Functional Structure	82
• A2T1.2 Modular Expansion	82
• A2T1.3 Command Staff	83
• Tab 2 – The Operations Section	86
• A2T2.1 Operations Section Chief	86
• A2T2.2 Branches	86
• A2T2.3 Divisions and Groups	87
• A2T2.4 Organizing Resources	88
• A2T2.5 Air Operations Branch	88
• Tab 3 – The Planning Section	90
• A2T3.1 Planning Section Chief	90
• A2T3.2 Resources Unit	90
• A2T3.3 Situation Unit	91
• A2T3.4 Documentation Unit	91
• A2T3.5 Demobilization Unit	91
• A2T3.6 Technical Specialists	91
• Tab 4 – The Logistics Section	92
• A2T4.1 Logistics Section Chief	92
• A2T4.2 Supply Unit	92
• A2T4.3 Facilities Unit	92
• A2T4.4 Ground Support Unit	93
• A2T4.5 Communications Unit	93
• A2T4.6 Food Unit	93
• A2T4.7 Medical Unit	93
• Tab 5 – The Finance/Administration Section	94
• A2T5.1 Finance/Administration Section Chief	94
• A2T5.2 Compensation and Claims Unit	94
• A2T5.3 Cost Unit	94
• A2T5.4 Procurement Unit	94
• A2T5.5 Time Unit	95
• Tab 6 – The Intelligence/Investigations Section	96
• A2T6.1 Intelligence/Investigations Function in the Planning Section	96
• A2T6.2 Intelligence/Investigations Function in the Operations Section	96
• A2T6.3 Intelligence/Investigations Function in the Command Staff	97

• A2T6.4 Intelligence/Investigations Function as a Stand-alone General Staff Section	97
• Tab 7 – The Emergency Social Services Function	98
• A2T7.1 A People-Centered Approach to ESS	98
• A2T7.2 ESS Structures	98
• A2T7.3 ESS Terminology	98
• Tab 8 – Consolidating the Management of Multiple Incidents	101
• A2T8.1 Incident Complex: Multiple Incidents Managed within a Single ICS Organization	101
• A2T8.2 Area Command	101
• Tab 9 – Incident Action Planning	103
• A2T9.1 The Incident Action Planning Process	103
• A2T9.2 The Planning ‘P’	103
• Tab 10 – ICS Forms	108
• Tab 11 – Primary Functions of Incident Commander or Unified Command, Command Staff, and General Staff Positions	110
Appendix 3 – Emergency Coordination Centre Organizations	112
• A3.1 Purpose	112
• A3.2 Organization	112
• Tab 1 - Incident Command System (ICS) or ICS-like ECC Structure	113
• A3T1.1 ECC Command Staff	113
• A3T1.2 Operations Coordination Section	114
• A3T1.3 Planning Coordination Section	114
• A3T1.4 Logistics Coordination Section	114
• A3T1.5 Finance/Administration Coordination Section	114
• Tab 2 - Incident Support Model (ISM) ECC Structure	115
• A3T2.1 ISM ECC Director’s Staff	115
• A3T2.2 Situational Awareness Section	115
• A3T2.3 Planning Support Section	115
• A3T2.4 Resources Support Section	116
• A3T2.5 Centre Support Section	116
• Tab 3 - Departmental ECC Structure	117
Appendix 4 – Generic Example – AIMS Applied	118
• A4.1 Purpose	118
• A4.2 Acronyms	118
• A4.3 Adoption of Unified Command (UC)	118
• A4.4 Establishment of Emergency Coordination Centres (ECCs)	119
• A4.5 Provincial Coordination and Integration	119
• A4.6 The Joint Information System (JIS)	120
Appendix 5 – Unified Command Best Practices – Wildland Urban Interface	123

• A5.1 Hinton Unified Command Workshop Overview	123
• A5.1.1 Introduction	123
• A5.1.2 Scope	123
• A5.1.3 Concept	123
• A5.1.4 End State	124
• A5.2 Unified Command – ICS Canada Definition	124
• A5.3 Advantages of Using Unified Command	124
• A5.3.1 Initial Thoughts on UC	124
• A5.3.3 Who Determines UC	125
• A5.3.4 Other ICS Joint Response Options	125
• A5.4 Hinton Unified Command Workshop - Scenario 1	125
• A5.4.1 Single Threat and Single Impacted Municipality	125
• A5.4.2 Response Steps from the Workshop Team Members	126
• A5.4.3 Scenario 1 – Stage 1 – Initial Response	128
• A5.4.4 Scenario 1 – Stage 2a	128
• A5.4.4 Scenario 1 – Stage 2b	129
• A5.5 Reasons to Establish an ECC in a WUI UC Context	130
• A5.6 Hinton UC Workshop - Scenario 2	130
• A5.6.1 Single Threat and Multiple Impacted Municipalities	130
• A5.6.2 Steps from the Workshop Team Members	131
• A5.6.3 Unified Command Options	132
• A5.6.4 Considerations for the Unified Command 207 Organization Chart	133
• A5.7 Triggers to consider when moving away from a UC Structure (or to drop off Incident Commanders)	134
• A5.8 Annex A: Scenario 1 Details	134
• A5.9 Annex B: Scenario 2 Details	136
• A5.10 Annex C: Excerpts from ICS 300 Unit 4 Unified Command	139
Appendix 6 – Alberta All-Hazards Incident Management Team Deployment Standard Operating Procedures	145
24 January 2024 (Version 1.9)	145
• A6.1 General	145
• A6.2 Purpose	145
• A6.3 Roles and Responsibilities	146
• A6.3.1 AEMA	146
• A6.3.2 Local Authority	146
• A6.3.3 Parent Region	146
• A6.3.4 Supporting Jurisdictions	146
• A6.3.5 Lead Jurisdiction	146
• A6.3.6 Team Leads	146

• A6.3.7 Team Members	147
• A6.3.8 Requesting Jurisdiction (RJ)	147
• A6.4 Organization, Vehicles, and Equipment	147
• A6.4.1 Organization	147
• A6.4.2 Vehicles and Equipment	147
• A6.5 Readiness and Notification	148
• A6.5.1 Readiness	148
• A6.5.2 Notification	148
• A6.6 Mobilization	148
• A6.7 Deployment	149
• A6.7.1 Authority to Deploy	149
• A6.7.2 Deployment and Tasking Order	149
• A6.7.3 Method of Deployment	149
• A6.8 Employment/Operations	150
• A6.8.1 AHIMT Role and Functions	150
• A6.8.2 Arrival and Orientation	150
• A6.8.3 Integration	150
• A6.8.4 Delegation of Authority	151
• A6.8.5 Unified Command and Agency Administrators Brief	151
• A6.8.6 Reporting Channels	151
• A6.8.7 Sustainment and Real Life Support	151
• A6.8.8 Documentation	151
• A6.8.9 Safety	151
• A6.8.10 Media	152
• A6.8.11 Personnel Replacement/Rotation	152
• A6.8.12 Relief in Place (RiP)	152
• A6.8.13 Right of Recall	152
• A6.9 Release and Redeployment	153
• A6.9.1 Release Determination.	153
• A6.9.2 Documentation	153
• A6.9.3 Handover of Incident / Transfer of Command	153
• A6.9.4 Rescind of Assignment of Authority	153
• A6.9.5 Return to Local Authority	153
• A6.9.6 Critical Incident Stress Management (CISM)	153
• A6.10 Demobilization and Reconstitution	154
• A6.10.1 Finances	154
• A6.10.2 Post-Incident Assessment Process	154
• A6.11 Deployment Process – Outline Graphics	154
• A6.12 Organization	154

- Tab 1 - Deployment and Tasking Order (DTO) 155
- Tab 2 - Delegation of Authority (DOA) 157
- Tab 3 - Rescind Delegation of Authority (RDOA) 160
- Tab 4 - AHIMT Go-Kit 161
- Tab 5 - AHIMT Member Go-Bag 162
- Tab 6 - Deployment Process Outline Graphics 163

Acronyms and Abbreviations

AAHJ	Agency Authority Having Jurisdiction
AEA	Alberta Emergency Alert
AEMA	Alberta Emergency Management Agency (GoA)
AEP	Alberta Emergency Plan
AFRRCS	Alberta First Responders Radio Communications System
AHIMT	All-Hazards Incident Management Team
AHJ	Authority Having Jurisdiction
AIMS	Alberta Incident Management System
AOA	Assignment of Authority (AHIMT)
AR	Agency Representative
AWCC	Alberta Wildfire Coordination Centre (GoA WMB)
CAN-TF2	Canada Task Force 2
CAO	Chief Administrative Officer
CCEMO	Canadian Council of Emergency Management Organizations
CIFFC	Canadian Interagency Forest Fire Centre
CISM	Critical Incident Stress Management
COPR	Common Operating Picture Report
CPE	Communications and Public Engagement
CSO	Civil Society Organization
DDEM	Deputy Director of Emergency Management
DEM	Director of Emergency Management
DMPSC	Deputy Ministers' Public Safety Committee (GoA)
DOC	Department Operations Centre
DTO	Deployment and Tasking Order (AHIMT)
ECC	Emergency Coordination Centre
EEI	Essential Elements of Information
EMA	Emergency Management Act
EMMA	Emergency Management Mutual Aid Arrangement
EMCC	Emergency Management Cabinet Committee (GoA)
EMTS	Emergency Management Training System (AEMA)
EOC	Emergency Operations Centre
EMS	Emergency Medical Services
ESM	Emergency Site Management (rescinded)
ESS	Emergency Social Services
FA	Forest Area (GoA WMB)
FEMA (US)	Federal Emergency Management Agency (United States)
GEMR	Government Emergency Management Regulation
GIS	Geospatial Information Systems
GoA	Government of Alberta
HazMat	Hazardous Material
HUSAR	Heavy Urban Search and Rescue (CAN-TF2)
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
IO	Information Officer
ISM	Incident Support Model
IST	Incident Support Team (GoA AEMA)

IT	Information Technology
JIC	Joint Information Centre
JIS	Joint Information System
LA	Local Authority
LEMR	Local Authority Emergency Management Regulation
MAC Group	Multiagency Coordination Group
MAA	Mutual Aid Arrangements
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
NIMS (US)	National Incident Management System (United States)
OJA	Organization with Jurisdictional Authority
PACE	Primary, Alternate, Contingency, Emergency
PC	Parks Canada
PDO	Provincial Duty Officer (AEMA)
PECC	Provincial Emergency Coordination Centre (GoA AEMA)
PIA	Post-Incident Assessment
PPOST	Priorities, Problems, Objectives, Strategies, Tactics
PTB	Position Task Book
RAOA	Rescind Assignment of Authority (AHIMT)
RJ	Requesting Jurisdiction
RM	Rural Municipality
SITREP	Situation Report
SOE	State of Emergency (GoA)
SOLE	State of Local Emergency (Local Authority)
SOP	Standard Operating Procedure
SOW	System/Site on Wheels (AFRRCS)
UC	Unified Command
WMB	Wildfire Management Branch (GoA)
WUI	Wildland Urban Interface

1 Introduction

1.1 Background

Communities across Alberta experience a diverse set of threats, hazards, incidents, and events. The size, frequency, complexity, and scope of these occurrences will vary, but all involve a range of personnel and organizations to coordinate efforts to save lives, stabilize the incident, and protect property and the environment. Every day, jurisdictions and organizations work together to share resources, integrate tactics, and act collaboratively. Whether organizations are in close proximity to each other or are providing support from a distance, our collective success depends on a common, interoperable approach to coordinating and managing incidents, sharing resources, and communicating information. The Alberta Incident Management System (AIMS) defines and describes this comprehensive approach.

The jurisdictions and organizations involved in managing incidents vary in their authorities, management structures, communication capabilities and protocols, in addition to other factors. AIMS provides a common framework to integrate these diverse capabilities and achieve shared objectives. The guidance contained in this document incorporates solutions developed over decades of experience by emergency management organizations and incident personnel from across the globe.

This document has drawn heavily from the Federal Emergency Management Agency's (FEMA) National Incident Management System (NIMS) (October 2017).¹ Use of NIMS as a primary source was based on several factors, including:

- The maturity of the system; NIMS is recognized as the primary incident management system source document and is routinely drawn upon by Incident Command System (ICS) Canada in the development of their system and training curriculum.
- Of the systems reviewed, NIMS was the only one that fully adopts ICS; the other systems either contained ICS-like components or did not incorporate ICS at all.
- The fact that NIMS has been validated through repeated application.
- Recognition that FEMA is in a position to dedicate greater resources to maintain and amend NIMS as required; the third edition of NIMS was issued in 2017. Alberta directly benefit from a more robust American continuous improvement cycle.

As a national system that supports a federal/state response model NIMS is not fully applicable to Canada's federal, provincial, and territorial systems. There are however significant core similarities that make NIMS readily adaptable to the needs of Alberta.

Where more applicable and/or appropriate, AIMS is informed by the ICS Canada Operational Description (February 2012), and the Australasian Inter-Service Incident Management System (2017).

1.2 Intent

AIMS guides all levels of government, civil-society organizations (CSOs), and the private sector to work together to mitigate against, prepare for, respond to, and recover from incidents. AIMS provides stakeholders across the whole-of-society² with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the Alberta Emergency Plan (AEP) and the Emergency Management Framework for Canada (May 2017).³

¹ https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf

² Whole-of-society is a focus on enabling the participation in incident management activities of a wider range of players from the private sectors, CSOs (including Non-Governmental Organizations (NGOs)) and the general public, in conjunction with the participation of all levels of government in order to foster better coordination and working relationships.

³ The Emergency Management Framework for Canada outlines fundamental concepts and principles for emergency management activities and measures undertaken in Canada. The Framework supports legal and policy frameworks, programs, activities, standards and other measures in order to enable and inspire all emergency management partners and the whole-of-society in Canada to work in better collaboration to keep Canadians safe. <https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/2017-mrgnc-mngmnt-frmwrk/2017-mrgnc-mngmnt-frmwrk-en.pdf>

AIMS defines operational systems, including ICS, command and coordination structures, as well as resource and information management processes and procedures that guide how personnel work together during incidents. AIMS is intended to better integrate incident response structures and organizations to ensure the needs of stakeholders are being addressed and response activities are synchronized, optimized, and effective. It is important to note that AIMS is supported by ICS, it does not replace ICS, and like ICS, AIMS applies to all incidents, from traffic-accidents to major disasters.

A number of benefits are realized by applying AIMS across the emergency management continuum:

- **Mitigation.** AIMS contributes to non-structural mitigation, whereby its use can reduce incident impacts to people, property, the environment, and the economy.
- **Preparedness.** The framework established by AIMS, including common structures and increasingly interoperable organizations, will directly improve preparedness.
- **Response.** Improved preparedness invariably equates to a more effective, and efficiently controlled response, and one that emphasizes safety for all responders.
- **Recovery.** The structures and processes described in AIMS will facilitate a more seamless transition to post-incident recovery, including the ability to leverage organizational concepts to manage and/or coordinate recovery activities.

1.3 Authority

AIMS is prepared under the authority of the Minister responsible for Alberta Emergency Management Agency (AEMA) pursuant to the *Emergency Management Act* (EMA) (Revised Statutes of Alberta 2000, Chapter E-6.8, September 1, 2020) and the Government Emergency Management Regulation (GEMR) (Alberta Regulation 248/2007 as amended by Alberta Regulation 202/2018) and the AEP.⁴

1.4 Maintenance

AEMA is responsible for the management and maintenance of AIMS. AIMS will be reviewed on an annual basis following the conclusion of the annual fire season in Alberta (October 31). Triggers for consideration during the review process include:

- Changes to emergency management legislation and/or regulations.
- Revisions or updates to FEMA, ICS Canada, and other emergency management doctrine or standards.
- Lessons-identified and best practices validated from actual emergencies or exercises in Alberta.

Amendments to AIMS will follow the process detailed in section 1.7 of the AEP. All changes will be reflected in the Record of Amendments.

⁴ Specifically, the GEMR assigns AEMA with responsibility to 'develop, implement, manage and maintain the Alberta emergency management system as described in the Alberta Emergency Plan...' The emergency management system 'means the elements required for effective emergency management, including legislative, regulatory and policy frameworks, emergency plans and procedures and the involvement of emergency management partners.' While AEMA's legislated authority to direct the adoption of AIMS is currently limited to Government of Alberta departments and local authorities as defined under the EMA, this overarching responsibility for the emergency management system enables AEMA to define the structures, processes, procedures, and protocols that make up the system. Emergency management stakeholders outside the authority of AEMA will be encouraged to see the value in adopting AIMS. At a minimum, those stakeholders will need to be familiar with AIMS should they need to align and/or integrate their emergency management activities with the Government of Alberta or local authorities in the Province of Alberta.

2 Fundamentals and Concepts of AIMS

2.1 Scope

AIMS is applicable to all stakeholders with incident management and support responsibilities. The audience for AIMS includes emergency responders and other emergency management personnel, CSOs, the private sector, and elected and appointed officials responsible for making decisions regarding incidents. The scope of AIMS includes all incidents, regardless of size, complexity, or scope, and planned events (e.g. sporting-events). Table 1 describes the utility of AIMS as incident management doctrine.

TABLE 1: OVERVIEW OF AIMS

AIMS is	AIMS is not
<ul style="list-style-type: none">• A comprehensive, province-wide, systematic approach to incident management, including the command and coordination of incidents, resource management, and information management	<ul style="list-style-type: none">• Only the ICS
<ul style="list-style-type: none">• A set of concepts and principles for all threats, hazards, and events across the emergency management continuum (Mitigation, Preparedness, Response, and Recovery)	<ul style="list-style-type: none">• Only applicable to certain emergency/incident response personnel• A static system
<ul style="list-style-type: none">• Scalable, flexible, and adaptable; used for all incidents, from routine, single operational period to complex, large-scale, multi-operational periods	<ul style="list-style-type: none">• A response plan
<ul style="list-style-type: none">• Standard resource management procedures that enable coordination among different jurisdictions or organizations	<ul style="list-style-type: none">• Used only during large-scale incidents
<ul style="list-style-type: none">• Essential principles for communications and information management	<ul style="list-style-type: none">• A resource-ordering system• A communications plan

2.2 Organization

AIMS is organized into three modules:

- **Command and Coordination.** Describes leadership roles, processes, and recommended organizational structures for incident management at the operational and incident support levels and explains how these structures interact to manage incidents effectively and efficiently.
- **Resource Management.** Describes standard mechanisms to systematically manage resources, including personnel, equipment, supplies, teams, and facilities, both before and during incidents in order to allow organizations to more effectively share resources when needed.
- **Communications and Information Management.** Describes systems and methods that help to ensure that incident personnel and other decision makers have the means and information they need to make and communicate decisions.

2.3 AIMS Guiding Principles

When AIMS is used in conjunction with a robust emergency management program the components work in partnership to ensure that all incident management priorities are fulfilled. These priorities include saving lives, incident stabilization, protecting property, preserving the environment, and shielding the economy/other. To achieve these priorities AIMS employs the guiding principles of flexibility, standardization, and unity of effort.

- **Flexibility.** AIMS components are adaptable to any situation, from planned special events to routine local incidents to incidents involving inter-provincial mutual aid or Government of Canada assistance. Some incidents need multi-agency, multi-jurisdictional, and/or multi-disciplinary coordination. Flexibility allows AIMS to be scalable and, therefore, applicable for incidents that vary widely in terms of hazard, geography, demographics, climate, cultural, and organizational authorities.

Rigid application of the structures and processes detailed in this document may actually compromise the effectiveness of the response.

- **Standardization.** Essential to interoperability among multiple organizations in incident response, AIMS defines standard organizational structures that improve integration and connectivity among jurisdictions and organizations. AIMS defines standard practices that allow incident personnel to work together effectively and foster cohesion among the various organizations involved. AIMS also includes common terminology, which enables effective communication.
- **Unity of Effort.** Coordinating activity across various organizations to achieve common objectives, unity of effort enables organizations with specific jurisdictional responsibilities to support each other while maintaining their own authorities.
- **Autonomy of Command.** This principle recognizes that each organization involved in an incident arrives with certain levels of skill, knowledge, and experience. While Incident Command may set objectives and allocate resources, organizations with the requisite competencies should have the autonomy to determine how to employ their assigned resources and perform tactical tasks in support of achieving incident objectives. This approach increases trust, allows scope for initiative and creativity, improves collaboration, and fosters buy-in.
- **Relationship-Based Management.** True collaboration is founded on a culture of inclusiveness and mutual respect. Every individual and each organization involved in emergency management brings something to the table. Establishing relationships in advance of an incident typically enables a more collaborative and effective response. The soft skills that are required to make and sustain these connections can often be more valuable than some of the hard academic or technical emergency management skills.

2.4 Key Terms

Several key terms are used throughout this document. While described in greater detail in the Command and Coordination Component, Resource Management Component, and supporting appendices, it is important to define these terms up front.

- **Agency.** Typically a division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, civil society organizations may be included to provide support.
- **Agency Administrator.** The official responsible for administering policy for an agency or jurisdiction. Agency Administrators will provide direction and guidance to Incident Command or Unified Command; this can include the articulation of incident priorities. Two or more Agency Administrators can form a Multiagency Coordination Group.
- **Area Command.** An organization established to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large or evolving incident that has multiple incident management teams (IMTs) engaged. An Agency Administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.
- **Authority Having Jurisdiction (AHJ).** Specific to the use of ICS in Canada, the AHJ is an entity that has the authority and responsibility for developing, implementing, maintaining, and overseeing the ICS qualification process within its organization or jurisdiction. Only Provincial or Territorial agencies will be referred to as the AHJ. There is only one AHJ per province or territory. In Alberta, AEMA is the AHJ for all aspects of ICS within the province. Alberta Wildfire Management Branch has been delegated as an Agency Authority Having Jurisdiction (AAHJ) for ICS as it pertains to wildland fire and resource management staff and cooperators.
- **Emergency Coordination Centre (ECC)⁵.** The facility at which the coordination of information and resources to support incident management activities (typically occurring at the Incident Command Post) normally takes place. An ECC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. ECCs may be organized along ICS lines, by major functional disciplines (e.g., fire, law

⁵ Under NIMS ECCs are known as Emergency Operations Centres (EOCs). While AIMS has adopted the ICS Canada usage of ECC, there are jurisdictions that will still employ the title EOC when referring to the facility that is performing largely incident support (ECC) functions, but could also be performing some ICS (ICP) functions where enabled to do so by virtue of advanced levels of training, enhanced capability, and deeper capacities.

enforcement, and medical services), by jurisdiction, or some combination thereof. ECCs that adopt ICS-like structures should be careful not to replicate the nomenclature of the ICP.

- **Incident Command Post (ICP).** The facility where the primary functions of ICS are performed. The ICP may be co-located with the incident base or other incident facilities. Ideally, the ICP should be at a location that best supports the Incident Commander and the Command and General Staff. While the ICP may be at or within sight of the incident, this can be problematic; if the ICP has to relocate because of the hazard, continuity of function and operations becomes jeopardized. Alberta Wildfire will often stand up an ICP many kilometres from the fire it is managing. For a municipality that trains its emergency management team in a municipal facility, the familiarity with and supports available in that facility may dictate that it is the optimal location for the ICP.
- **Incident Commander (IC).** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for the conduct of incident operations and is responsible for the management of all incident operations at the incident site.
- **Local Authority.** An official organization that is responsible for governing an area of the province. For the purposes of AIMS, local authority is based on the definition contained in the EMA section 1(1)(g) where local authority means:
 - where a municipality has a council within the meaning of the [Municipal Government Act](#), that council,
 - in the case of an improvement district, the Minister responsible for the [Municipal Government Act](#),
 - in the case of a special area, the Minister responsible for the [Special Areas Act](#),
 - the settlement council of a settlement under the [Metis Settlements Act](#),
 - the park superintendent of a national park or the superintendent's delegate where an agreement is entered into with the Government of Canada under [section 9\(b\)](#) in which it is agreed that the park superintendent is a local authority for the purposes of this Act, or
 - the band council of an Indian band where an agreement is entered into with the Government of Canada under [section 9\(b\)](#) in which it is agreed that the band council is a local authority for the purposes of this Act.
- **Multiagency Coordination (MAC) Group.** MAC Groups, sometimes called policy groups, typically consist of Agency Administrators or executives from organizations or their designees. MAC Groups provide policy guidance to incident personnel, support resource prioritization and allocation, and enable decision-making among elected and appointed officials and senior executives in other organizations as well as those directly responsible for incident management.
- **Unified Command (UC).** An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single Incident Action Plan (IAP). Each participating partner maintains authority, responsibility, and accountability for its personnel and other resources while jointly managing and directing incident activities.

3 Command and Coordination

In Alberta, the EMA requires local authorities to direct and control the response to any emergency within their jurisdiction except where the Government of Alberta (GoA) has assumed this responsibility, usually through a declaration of a State of Emergency (SOE).⁶ Local authorities are also required to establish and maintain an emergency management agency with a Director of Emergency Management (DEM). It is also highly recommended that every DEM appoints a Deputy DEM (DDEM) who is appropriately trained and capable of assuming the DEM role, when and as necessary.

The DEM performs a number of key functions on behalf of their respective emergency management agency, the most notable being to act as director of emergency operations and to coordinate all emergency services and other resources in an emergency. This does not however mean that the DEM must automatically assume the role of Incident Commander during an emergency. The decision on who acts as Incident Commander should be based on qualifications and competencies. Where the DEM is the most qualified and most capable individual, it may be appropriate for them to assume the role, but it would not be wrong for the DEM to assume a different role, provided they are still able to meet their legislated responsibilities.⁷ Regardless of which role the DEM assumes during an incident, this needs to be clearly communicated to senior officials and incident management staff.

Local authorities handle most incidents using the communications systems, dispatch centres, and incident response personnel within a single jurisdiction. Larger and more complex incidents may begin with a single jurisdiction but can rapidly expand to multi-jurisdictional and/or multi-disciplinary efforts necessitating outside resources and support. Standard incident command and coordination systems allow the efficient integration of these outside resources and enable assisting personnel from anywhere in Alberta to participate in the incident management structure. The Command and Coordination component of AIMS describes the systems, principles, and structures that provide a standard, provincial framework for incident management.

Regardless of the size, complexity, or scope of the incident, effective command and coordination, using standard, but scalable, systems and processes, helps save lives and stabilize the situation. Incident command and coordination consist of four areas of responsibility:

- Tactical activities to apply resources on-scene.
- Incident support, typically conducted at ECCs,⁸ through operational and strategic coordination, resource acquisition and information gathering, analysis, and sharing.
- Policy guidance and senior-level decision making.
- Outreach and communication with the media and public to keep them informed about the incident.

⁶ Emergency Management Act s.11, 19, and 22, as well as Municipal Government Act s.551

⁷ Some options for the employment of the DEM could include:

- Act as the Agency Administrator, providing direction and guidance to the Incident Commander. In this capacity, the DEM would also be well-placed to ensure the local authority administration and elected officials are kept informed of the situation, reducing or eliminating this pressure on the Incident Commander.
- Assume the role of ECC Director if an ECC has been established to support the ICP. In this circumstance, it is important to understand that while the DEM would still have responsibility to direct the Incident Commander, where and as necessary, this does not alter the ICP/ECC relationship; the ECC remains in support of the ICP.
- Act as the formal interface between Incident Command and elected officials and/or the Emergency Management Committee of Council.
- Occupy no formal position, but rather provide oversight on the functions of ICP, ECC, and JIC, and interface with the Agency Administrator.

⁸ Because incident support is conducted in a variety of different facilities, as well as virtual structures, AIMS will default to the ECC title. In ICS it is acknowledged that the ECC can manage certain operations or functions to relieve the load on the ICP, but this is usually predicated on well-trained teams that clearly understand divisions of responsibilities and authorities. It is acknowledged that some jurisdictions in Alberta have achieved this high level of capability and are able to effectively transfer ICS functions between the ICP and ECC.

AIMS exists in part to ensure communications, coordination and collaboration occurs amongst the key functional incident management components: ICS, ECCs, MAC Groups, and the Joint Information System (JIS). The Command and Coordination component describes key structures and explains how various elements operating at different levels of incident management interface with one another.⁹ AIMS provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information sharing. By describing a unified system with common terminology, organizational structures, and operational protocols, AIMS enables all those involved in an incident, from the Incident Commander at the scene to senior officials in a major disaster, to harmonize and maximize the effects of their efforts.

3.1 AIMS Operating Characteristics

AIMS has adopted the same 14 operating characteristics of ICS (also referred to as the principles of ICS). It is important to understand that while these operating characteristics are drawn from ICS, they differ in scope, scale, and application. They apply across the wider framework of AIMS, not just the ICS component of the system.

- Common Terminology
- Management by Objectives
- Manageable Span of Control
- Comprehensive Resource Management
- Establishment and Transfer of Command
- Chain of Command and Unity of Command
- Dispatch/Deployment
- Modular Organization
- Incident Action Planning
- Incident Facilities and Locations
- Integrated Communications
- Unified Command
- Accountability
- Information and Intelligence Management

All emergency management partners in Alberta are expected to apply the 14 operating characteristics of AIMS, regardless of their respective organizational constructs.

3.1.1 Common Terminology

AIMS establishes common terminology that allows diverse incident management and support organizations to work together across a wide variety of functions and hazard scenarios. This common terminology covers the following:

- **Priorities.** A shared understanding of what constitutes a priority in incident management is key to setting the conditions for an effective, coordinated, and efficient response. AIMS recognizes the following priorities:
 - Life safety
 - Incident stabilization
 - Protection of property¹⁰
 - Preservation of the environment
 - The economy/other¹¹
- **Organizational Functions.** Major functions and functional units with incident responsibilities are named and defined. Terminology for incident organizational elements is standard and consistent.
- **Resource Descriptions.** Major resources, including personnel, equipment, teams, and facilities, are given common names and are typed to help avoid confusion and to enhance interoperability.
- **Incident Facilities.** Incident management facilities are designated using common terminology.

3.1.2 Modular Organization

⁹ Incident management can be considered from three levels: tactical (problem-solving and resource application on-scene and at an ICP), operational (coordination and support at an ECC), and strategic (policy and priorities at MAC Groups).

¹⁰ Protection of property will usually involve some degree of prioritization. In most incidents the priority of effort will be focused on the protection of critical infrastructure given the importance of this type of property to the wider community interest and the collateral or cascading impacts its loss could have on immediate and subsequent recovery activities.

¹¹ Other could include such things as religious or cultural considerations

ICS and ECC organizational structures develop in a modular fashion based on an incident's size, complexity, and hazard environment. Responsibility for establishing and expanding ICS organizations and ECC teams ultimately rests with the Incident Commander (or Unified Command) and ECC Director.¹² Responsibility for functions that subordinates perform defaults to the next higher supervisory position until the supervisor delegates those responsibilities. As incident complexity increases, organizations expand as the Incident Commander, Unified Command, ECC Director, and subordinate supervisors delegate additional functional responsibilities.

3.1.3 Management by Objectives

The Incident Commander or Unified Command¹³ establishes objectives that drive incident operations. Management by objectives includes the following:

- Establishing specific, measurable, priority-defined objectives.
- Identifying strategies, tactics, tasks, and activities to achieve the objectives.
- Developing and issuing assignments, plans, procedures, and protocols for various incident management functional elements to accomplish the identified tasks.
- Documenting results against the objectives to measure performance, facilitate corrective actions, and inform development of incident objectives for the subsequent operational period.

An incident objective is priority-defined and is the stated solution to an incident problem. An objective should not be confused with a strategy, a tactic, or a task; it is not a statement of intent or a routine function performed by a response participant. An incident problem may require that more than one objective be achieved in order for the problem to be resolved. Ideally, an objective is flexible enough to be realized through the application of different strategies and/or tactics. Given that most emergencies or disasters are dynamic in nature, Incident Command must ensure that objectives are regularly reviewed and confirmed as valid.

Problem definition and the associated determination of incident objectives are often identified in post-incident assessments and post-exercise reviews as areas for improvement. Given that virtually all incident response activities are derived from these, mistakes in defining the problem and/or the associated objectives that must be met to solve the problem, will jeopardize the response effort, impair timely and focused action, and result in the inefficient use of finite resources. Taking the necessary time up front to get these right will often make the difference between an effective, efficient, and successful response and one that is, at best, sub-optimal.

3.1.4 Incident Action Planning

Coordinated incident action planning guides incident management activities. IAPs represent concise, coherent means of capturing and communicating incident objectives, tactics, and assignments for operational and support activities.

Every incident should have an IAP¹⁴; however, not all incidents need written plans. The necessity for written plans depends on incident complexity, command decisions, and legal requirements. Formal IAPs are not always developed for the initial operational period of emergent incidents. However, if an incident is likely to extend beyond one operational period, becomes

¹² The term "ECC Director" is used throughout AIMS to refer to the individual who heads the team that works in an ECC when it is activated. In actual practice, this position may have a variety of titles, such as ECC Manager or ECC Coordinator, depending on the plans and procedures of the jurisdiction/organization.

¹³ When an Area Command is established, many of the responsibilities of an Incident Commander or Unified Command also apply to an Area Commander or Unified Area Command. Area Command is discussed in more detail in Section III.B under Area Command or in the ICS Tab 7 - Consolidating the Management of Multiple Incidents.

¹⁴ Complex, multi-operational period incidents should have an IAP for each operational period.

more complex, or involves multiple jurisdictions and/or agencies, preparing a written IAP becomes increasingly important to maintain unity of effort and effective, efficient, and safe operations.

Staff in ECCs also typically conduct iterative planning and produce plans to guide their activities during specified periods, though these are typically more strategic than IAPs.

3.1.5 Manageable Span of Control

Maintaining an appropriate span of control¹⁵ helps ensure an effective and efficient incident management operation. It enables management to direct and supervise subordinates and to communicate with and manage all resources under their control. The type of incident, nature of the task, hazards and safety factors, experience of the supervisor and subordinates, and communication access between the subordinates and the supervisor are all factors that influence manageable span of control.

3.1.6 Incident Facilities and Locations

Depending on the incident size and complexity, the Incident Commander, Unified Command, and/or ECC Director establish support facilities for a variety of purposes and direct their identification and location based on the incident. Typical facilities include, but are not limited to the ICP, ECC, incident base, staging areas, camps, mass casualty triage areas, points-of-distribution, and emergency shelters.

3.1.7 Comprehensive Resource Management

Resources include personnel, equipment, teams, supplies, and facilities available or potentially available for assignment or allocation. Maintaining an accurate and up-to-date inventory of resources is an essential component of incident management. Section 4, the Resource Management component of this document, describes this in more detail.

3.1.8 Integrated Communications

Leadership at the incident level and in ECCs facilitates communication through the development and use of a common communications plan, interoperable communications processes, and systems that include voice and data links. Integrated communications provide and maintain contact among and between incident resources, enable connectivity between various levels of government, achieve situational awareness, and facilitate information sharing. Planning, both in advance of and during an incident, addresses equipment, systems, and protocols necessary to achieve integrated voice and data communications. Section 5, the Communications and Information Management component of this document, describes this in more detail.

3.1.9 Establishment and Transfer of Command

The Incident Commander or Unified Command should clearly establish the command function at the beginning of an incident. The agency with primary responsibility for the incident designates the individual at the scene¹⁶ responsible for establishing command and protocol for transferring command. When command transfers, the transfer process includes a briefing that captures essential information for continuing safe and effective operations, and notifying all personnel involved in the incident.

¹⁵ The optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this. The 1:5 ratio is a guideline, and incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or ECC activation.

¹⁶ "Scene" is relative and must be understood as such. For straight-forward, and less complex incidents, scene may in fact be in visual proximity to the incident. For more complex incidents that might span multiple jurisdictions, involve more than just first responders, and/or that extend over several operational periods, incident command might not be feasible on scene. Responder safety could dictate that incident command be deliberately located many kilometers away from the vicinity of the hazard (i.e. a fast-moving wildfire). What constitutes 'on-scene' or 'site' is relative; this is a critical point for Incident Commanders in Alberta to understand.

3.1.10 Chain of Command and Unity of Command

Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that each individual only reports to one person. This clarifies reporting relationships and reduces confusion caused by multiple, conflicting directives, enabling leadership at all levels to effectively direct the personnel under their supervision.

3.1.11 Unified Command

When no one jurisdiction, agency or organization has primary authority and/or the resources to manage an incident on its own, Unified Command may be established. In Unified Command, there is no one “commander.” Instead, the Unified Command manages the incident by jointly approved objectives. A Unified Command allows these participating organizations to set aside issues such as overlapping and competing authorities, jurisdictional boundaries, and resource ownership to focus on setting clear priorities and objectives for the incident. The resulting unity of effort allows the Unified Command to allocate resources regardless of ownership or location. Unified Command does not affect individual agency authority, responsibility, or accountability.

3.1.12 Accountability

Effective accountability for resources during an incident is essential. Incident personnel should adhere to principles of accountability, including check-in/check-out, incident action planning, unity of command, personal responsibility, span of control, and resource tracking.

3.1.13 Dispatch/Deployment

Resources should deploy only when appropriate authorities request and dispatch them through established resource management systems. Resources that authorities do not request should refrain from spontaneous deployment¹⁷ to avoid overburdening the recipient and compounding accountability challenges.

3.1.14 Information and Intelligence Management

The incident management organization establishes a process for gathering, analyzing, assessing, sharing, and managing incident-related information and intelligence.¹⁸ Information and intelligence management includes identifying essential elements of information to ensure personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate personnel. Section 5, the Communications and Information Management component of this document, describes this in more detail.

3.2 Incident Command System (ICS)

3.2.1 Description

ICS is a standardized approach to command, control and coordination, designed to enable effective, efficient incident management. ICS integrates a combination of facilities, equipment, personnel, procedures, and communications under a common organizational structure. AIMS draws heavily on ICS principles and precepts, but fills gaps and frames structures, processes, and procedures to best meet the needs of Alberta’s emergency management and public safety systems.

ICS Canada is a network of organizations working cooperatively under the umbrella of the Canadian Interagency Forest Fire Centre (CIFFC) to maintain a standard ICS that enhances incident management response through improved interoperability. The ICS Canada material includes an operational description of the system, a full suite of training materials as well as policy

¹⁷ Disaster convergence is the phenomenon of individuals or groups moving towards a disaster-stricken area. This can include volunteers and/or well-intentioned response organizations. Spontaneous deployment, also called self-deployment was in evidence during the 2016 Horse River (Regional Municipality of Wood Buffalo) wildfire where a large number of structural fire-fighting resources converged on the incident not having been formally requested to do so.

¹⁸ In AIMS, “intelligence” refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.

documents that outline processes and responsibilities for managing the material, training, and certification.¹⁹ ICS Canada curriculum continues to develop, drawing heavily on ICS work being done by FEMA. Where curriculum gaps occur in Canada and Alberta, practitioners should refer to existing FEMA doctrine and material.

AEMA is the Authority Having Jurisdiction (AHJ) on behalf of ICS Canada, the national-level credentialing body, for all aspects of ICS training within the province. Wildfire Management Branch has been delegated AAHJ status for wildland fire and resource management staff and cooperators.

A more detailed breakdown of ICS is contained in Appendix 2.

3.2.2 Background – ICS in Alberta

Emergency management in Alberta has evolved significantly over the past two decades. The gradual introduction and adoption of ICS in the province started in and around 2002/2003. Alberta Wildfire was the first GoA agency to implement ICS, following the lead of the CIFFC, along with all other provincial and territorial wildland fire management agencies.²⁰ With the introduction of a standardized Canadian curriculum and training materials, other emergency management agencies in Alberta (municipal, First Nations, industry, etc.) started to train in ICS.

Prior to the introduction of ICS, the incident management system that was most commonly trained to and employed in the province, was known as Emergency Site Management (ESM). ESM emphasized two structures for incident management, the Site and the municipal Emergency Operations Centre (EOC). The Site Manager was assigned responsibility for coordinating all response activities at 'site' while the EOC managed all response and support activities outside of the 'site'. ESM allowed responding agencies to employ whatever process they were most comfortable or familiar with, provided they communicated and/or coordinated their actions with the Site Manager. The ESM model however had several flaws, including non-uniform processes, less formal control measures and structures, and variations in emergency management lexicon, all of which created the potential for independent, uncoordinated response activity.²¹

In 2008/2009 AEMA began to endorse and deliver training in ICS. Despite this shift, there was no clear mandate for local authorities to adopt ICS over ESM. Change proved slow and not unexpectedly, elements of ICS and EMS started to merge, and differences in lexicon were either ignored or misunderstood. This was/is particularly noticeable in the absence of clear distinction in the roles and responsibilities of the key ESM and ICS incident management structures (e.g. EOC versus ECC and Site versus ICP). In both cases the respective ICS structures assumed characteristics of their ESM predecessors. While this hybrid doctrine could work in the context of a single jurisdiction, single hazard emergency, it causes friction when managing multi-agency, multi-jurisdiction, complex emergencies or disasters where responding agencies do not operate under the same principles, with the same processes, and using the same organizational structures. This shortcoming was noted in every significant provincial post-incident assessment or review since 2011, along with an accompanying recommendation to adopt, legislate, regulate and or direct the adoption of ICS across Alberta.²²

In 2014 the GoA mandated the use of ICS by all departments, agencies, boards, and commissions. As of January 1, 2020 compliance with the Local Authority Emergency Management Regulation (LEMR) requires that all local authorities in Alberta are required to utilize ICS, as set out in the ICS Canada Operational Description.²³ The implementation of ICS will be reflected through the bylaws and emergency management plans for each local authority, which will demonstrate how ICS will be used. When AIMS is formally signed off, compliance with the LEMR will require that all local authorities in Albert are required to utilize AIMS, of which ICS is a component part.

¹⁹ From the ICS Canada website <http://www.icscanada.ca/en/home.html>

²⁰ ICS Canada website <http://www.icscanada.ca/about%20ics%20canada.html>

²¹ Disaster Response Systems In Canada, Institute for Catastrophic Loss Reduction <https://www.iclr.org/wp-content/uploads/PDFS/disaster-response-in-canada.pdf> pp. 6-9

²² The Lesser Slave Lake Regional Urban Interface Wildfires Report 2012 (KPMG); the Southern Alberta Flood Review and Analysis 2013-2015 (MNP); the Wood Buffalo Wildfire Post-Incident Assessment Report 2017 (KPMG); and the Kenow Fire Common Themes Analysis 2018 (GoA)

²³ <http://www.icscanada.ca/images/upload//ICS%20OPS%20Description2012.pdf>

While many first responder organizations such as police and fire who may use additional tactical systems, currently do use ICS, this has not been mandated through legislation or regulation (Whereas local authorities in Alberta have been mandated through the Local Authority Emergency Management Regulation). Where these organizations do not use ICS, it is incumbent upon the local authority to ensure that they are capable of effectively integrating into the ICS structure and processes.

A wide range of other public safety system stakeholders presently use ICS and it is expected that this will also grow as a result of mandated use by the communities they support and/or collaborate with during emergencies. The oil and gas industry, as the single largest sector in the province, has recognized the value of adopting ICS, in part this is a result of widespread use of ICS by many corporations that operate in both Canada and the United States. The Alberta Energy Regulator, the body responsible for regulating the oil and gas industry 'strongly supports the use of the incident command system as a means of ensuring consistent command and communication among all parties.'²⁴

3.2.3 Establishing Systemic Consistency

One of the challenges that accompanied the gradual and uneven adoption of ICS in Alberta was reconciling differences between ICS and extant incident management systems and structures that some local authorities and emergency management partners continued to utilize. While there are many similarities across the varied incident management systems in Canada, North America, and globally, there are differences and these can, and have, introduced friction during response operations.

An example of this was the adoption of a 'hybrid' incident management model that blends ICS with ESM, the system that had previously been widely trained to and used across the province. This hybrid model is problematic; it is not ICS compliant and it has contributed to significant inter-agency friction and confusion during more complex incidents (typically identified as Type 3 or higher). Symptoms of this problem for these more complex incidents include:

- Failure to establish an appropriate ICP.
- Automatic/default transfer of ICS functions to the ECC.
- Confusion between the ICP and ECC over roles, responsibilities, and authorities.
- The Incident Commander at 'site' and an ICP that is focused largely or only on conducting operations, supported by an ECC performing the remaining ICS functions, including sharing some aspects of operations.

AIMS acknowledges this friction and while it cannot eliminate it completely, the system does introduce structures and processes to accommodate some of these differences and to enable organizations to work through them more effectively and efficiently.

It is worth noting that while AIMS formalizes incident management structures, processes, and procedures for Alberta and all emergency management partners, it does not compel all of those partners (i.e. industry sectors that might be subject to other regulatory controls or requirements) to adopt ICS, which is a core component of AIMS.

3.2.4 ICS Structure

All incidents or events involve similar management tasks. The problem must be identified and assessed, a plan to deal with the problem developed, sufficient and suitable resources are acquired to implement the plan, and all incident/event costs are tracked and paid for.

ICS provides the structure for effectively managing the following common incident tasks (not comprehensive):

- Providing leadership and developing an organizational structure.
- Setting goals, objectives, strategies and tactics.
- Developing plans and clearly communicating those plans to all involved.
- Ensuring the proper equipment and tools are available.
- Ensuring the work is done safely.
- Tracking the status of the incident.

²⁴ Directive 071: Emergency Preparedness and Response Requirements for the Petroleum Industry (February 2017)

- Evaluating the plan and making adjustments.
- Maintaining effective span of control and ordering additional resources as needed.
- Tracking costs and ensuring accountability for equipment and personnel.
- Managing information and keeping agencies updated.
- Authorizing payroll and contract payments.
- Processing claims.
- Documenting the incident or event.

Most incidents or events require a division of labour to accomplish these tasks. ICS is organized around five major functional areas that are staffed as necessary, based on a number of considerations.²⁵ The five functional areas are: Command; Operations; Planning; Logistics; and Finance/Administration.

- **Command.** Sets priorities and objectives, has overall responsibility at the incident or event, including but not limited to safety, information management, and coordination with other agencies or organizations.
- **Operations.** Conducts tactical operations to carry out the plan develops the tactical objectives, organization, and directs all resources.
- **Planning.** Develops the action plan to accomplish the objectives, collects and evaluates information. Maintains resource status.
- **Logistics.** Provides support to meet incident needs, provides resources and all other services needed to support the incident.
- **Finance / Administration.** Monitors costs related to incident, provides accounting, procurement, time recording, cost analyses, injury reporting, legal liability processes, and compensation claims.

These five major functions are the foundation upon which the ICS organization develops. They apply equally to a routine local emergency, a major planned event, or a response to a provincial disaster.

There is no correlation between the organization of ICS and the administrative structure of any single agency or jurisdiction. This is deliberate, intended to reduce or eliminate confusion over position titles and between management structures.

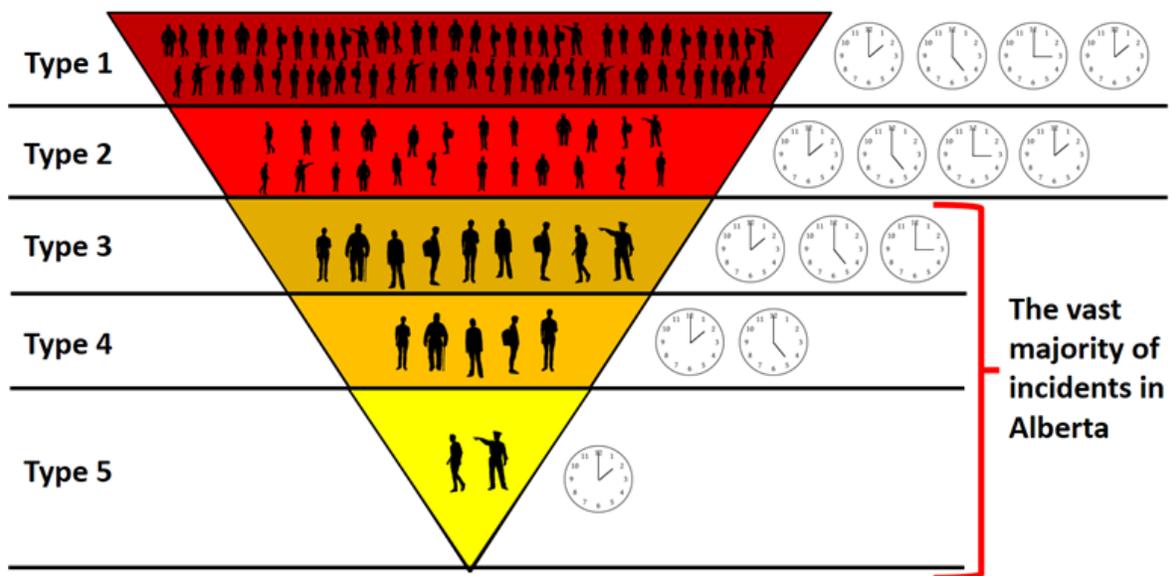
In a single-hazard or single-site emergency, the agency with jurisdictional authority responds to the occurrence, and an Incident Commander is designated to manage all operations. As the incident expands or increases in complexity, the Incident Commander begins delegating tasks and filling other command staff and general staff positions as needed. Each of the five functions has their own organizational hierarchy; if a component or position in that hierarchy is not activated or staffed, the next higher component or position is responsible to perform the responsibilities of the vacant component or position (i.e. if the Resource Unit is not established the Planning Section Chief assumes the Resource Unit responsibilities).

3.2.4.1 Incident Complexity Typing

Proper incident complexity typing, also called ‘sizing-up’ is key to the early and successful implementation of ICS and the determination of appropriate structures and facilities to support incident command.

FIGURE 1: INCIDENT TYPE DIFFERENTIATION

²⁵ Considerations to expand or contract the ICS organization include, but are not limited to: resources available, including personnel; supervisor preferences; established policies or SOPs, etc.



In Alberta, Type 5 and Type 4 events occur on a daily basis; combined they probably account for 95% of all incidents in the province. The response to this type of incident is usually emergency services heavy and relies on well-established drills or standard operating procedures (SOPs); the incident is normally of short duration and there is little requirement for an expanded Command and General Staff. Where things get challenging is when an incident becomes more complex, expands in scope, scale, stakeholders, and duration; in effect a smaller incident has now become a Type 3 or higher (Type 2 and Type 1) incident. It is a jurisdictional responsibility to determine the incident type based on cumulative totality of factors, therefore while there is a general doctrinal template, exact typing may vary slightly.

By way of example, in the early hours of a forecasted significant precipitation incident, the impacted community initially activates an ICP in with a skeleton Command and General staff; the ICP may actually close for the night at 2000 hours and re-open at 0700 hours. This coupled with a pro-active public communications effort is likely sufficient to deal with early localized flooding as most communities are well aware of the areas at-risk for minor overland flooding. The incident could initially be considered Type 4, but as the precipitation continues the risk of wider impacts increases. This prompts the Incident Commander to expand the Command and General Staff and adopt a 24-hour operating rhythm. Community departments/agencies and first responders are directed to increase staffing in order to meet growing demands by citizens for assistance. The incident would now be considered a Type 3 or higher.

The recent COVID-19 pandemic posed some unusual challenges to public health and emergency management officials. In many communities across Alberta emergency management teams were activated to manage the pandemic response. As a widespread, long-duration incident that was complex and ran through several waves, each presenting their own set of problems, the pandemic did not easily conform to standard incident typing. The flexibility that is inherent in AIMS acknowledges that these exceptions or anomalies will occur and may require stakeholders to adopt and employ non-standard, adaptive response structures. Ideally, and to the greatest degree possible, the guiding principles and core concepts of AIMS are still reflected in these circumstances.

FEMA utilizes a combination of Incident Effect Indicators and Incident Management Indicators to assist incident management personnel in gauging incident complexity type. Table 2 is drawn from the NIMS Incident Complexity Guide – Planning, Preparedness and Training (June 2021)²⁶ and is an excellent tool to support incident complexity typing.

²⁶ <https://www.fema.gov/sites/default/files/documents/nims-incident-complexity-guide.pdf>

TABLE 2: INCIDENT COMPLEXITY LEVEL: INCIDENT EFFECT INDICATORS SUMMARY

Type	Resistance to stabilization or mitigation	How long does it take for resources to meet incident objectives?	Effects on population immediately surrounding the incident	Length of incident effects	Evacuations necessary during mitigation	Adverse impact on CIKR	CIKR impact / mitigation measures	Coordination required with elected/governing officials and stakeholder groups	Do conditions or actions that caused original incident persist?	Probability of cascading event or exacerbation of current incident
5	None	1-2 hours	Minimal	Minimal	Few or none	None	None	Minimal or none	No	None
4	Low	Several to 24 hours	Limited	Up to 24 hours	Few or none	Minimal	Uncomplicated within one operational period	Minimal or none	No	Low to none
3	Moderate	At least 24 hours	Moderate	Several days to over one week	Possible; may require shelter	Threatens, damages, or destroys property	Adverse; multiple operational periods	Some	Possibly	Medium
2	High	Several days	Significant	Several days to two weeks	Possible; may require shelter/housing for several days to months	Threatens, damages, or destroys property	Destructive; requires coordination over multiple operational periods	Moderate, including political organizations	Possibly	High
1	High	Numerous operational periods	Significant	Two weeks to over a month	May require shelter/housing for several days to months	Significantly threatens, damages, or destroys property	Highly destructive; requires long-term planning and extensive coordination over multiple operational periods	High, including political organizations	Yes	High

CIKR – FEMA acronym for Critical Infrastructure and Key Resources

Table 3 provides an example of wildfire response characteristics that Canadian wildfire agencies might use to classify complexity types.

TABLE 3: WILDFIRE TYPE DIFFERENTIATION²⁷

Fire Type	Characteristics
Type 5	<ul style="list-style-type: none"> • Initial attack • Short duration, seldom lasting into the next burn period • Few resources assigned (generally fewer than 6 people) • Little complexity
Type 4	<ul style="list-style-type: none"> • Initial attack or first response to an incident. • The Incident Commander is a “hands on” leader and performs all functions of Operations, Logistics, Planning, and Finance • Few resources are used (several individuals or a single strike team) • Normally limited to one operational period • Does not require a written IAP
Type 3	<ul style="list-style-type: none"> • Extended initial attack on wildland fires. • IC walks the line between a manager and a 'doer' • Resources may vary from several single resources to several task forces or strike teams • Some Command/General Staff positions (i.e. Division Supervisor, Unit Leader), may be filled • May extend into another operational period (12 hours), and require an IAP
Type 2	<ul style="list-style-type: none"> • IC spends all time being a manager • Most Command and General staff positions are filled • Large number of resources utilized • Incident extends into multiple operational periods • Base camp(s) established • Significant logistical support is required
Type 1	<ul style="list-style-type: none"> • All functions are filled, plus leaders, branches etc. • Multi-agency and national resources • Large number of personnel and equipment are assigned to the incident • It is a large, complex incident

For most municipalities in Alberta, a Type 3 or higher incident will involve more than just emergency services personnel. With more complex problem sets to solve, the Incident Commander will need to draw on the knowledge and skills of other municipal staff (e.g. public works, geospatial information systems (GIS), purchasing agents, etc.), industry and technical specialists, as well as emergency social services (ESS) and other civil society organizations (CSOs). Many in this larger team will have been pre-identified and assigned emergency management roles within the organization. Ideally, team members will have completed both individual and collective emergency management training; the latter most likely having occurred in the facility that the municipality has designated as their ICP and/or ECC.

When this transition from a Type 5 or 4 incident to a Type 3 or higher incident occurs, or is likely to occur, the Incident Commander must answer several questions to gauge the suitability of the current ICP:

- First, given the need for a larger and more capable IMT, is the current ICP location capable of hosting that larger group and doing so for multiple operational periods?
- Second, is the site sufficiently secure and safe, knowing that many members of the larger team may not be prepared for or capable of operating in an austere field environment?

²⁷ Extract from Developing More Common Language, Terminology and Data Standards for Wildland Fire Management in Canada - Grahame Gordon Wildfire Management Services 2014

- Third, will the IMT have access to the tools and supports they have trained with and that they need to effectively perform their functions?

If the Incident Commander decides that relocating the ICP to the designated municipal facility is advisable, the Incident Commander has two options with respect to their own role in the incident, they can either:

- retain incident command and physically relocate to the newly-identified ICP, having designated an individual to lead operations at-site, or
- transfer command to a new Incident Commander who will operate out of the newly-identified ICP, and they can remain at-site directing operations, or perform whatever other task the new Incident Commander determines as appropriate and necessary.

In both cases the Incident Commander will need to determine exactly what the organization at site becomes and who it reports to; what is important to recognize is that it is no longer the ICP. Normally only one ICP is established for each incident.

3.2.4.2 Incident Command and Unified Command

Incident command is responsible for the overall management of the incident. A single Incident Commander or Unified Command conducts the command function on an incident. Command and General Staff support the incident command to meet the incident's needs. The Command and General Staff are typically located at and direct activity from the ICP.

Whether using a single Incident Commander or a Unified Command, the command function:

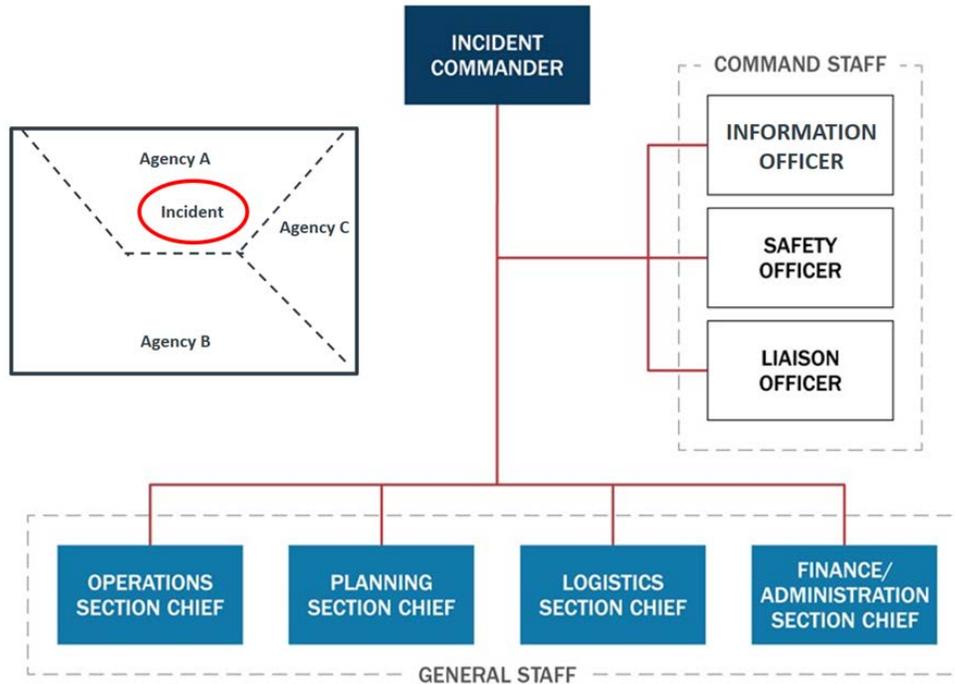
- Establishes a single ICP for the incident.
- Establishes consolidated incident objectives, priorities, and strategic guidance, and confirms/updates them every operational period.
- Selects a single section chief for each position on the General Staff needed based on current incident priorities.
- Establishes a system for ordering resources.
- Approves the IAP for each operational period.
- Establishes procedures for joint decision making and documentation.
- Captures lessons identified and best practices.

3.2.4.2.1 Single Incident Commander

When an incident occurs within a single jurisdiction and without jurisdictional or functional agency overlap, the appropriate authority designates a single Incident Commander who has overall incident management responsibility. In the Alberta Emergency Plan (AEP) and particularly for the GoA the term 'lead organization' is used to convey this status. In some cases where incident management crosses jurisdictional and/or functional agency boundaries, the various jurisdictions and organizations may still agree to designate a single Incident Commander.

The Incident Commander is solely responsible (within the limits of their authority) for establishing incident objectives and is responsible for ensuring that incident activities work to accomplish objectives. Figure 2 depicts an example organizational structure for an ICS organization with a single Incident Commander.

FIGURE 2: EXAMPLE ICS ORGANIZATION WITH A SINGLE INCIDENT COMMANDER



3.2.4.2.2 Unified Command

Unified Command improves unity of effort in multi-jurisdictional or multi-agency incident management. The use of Unified Command enables jurisdictions and those with authority or functional responsibility for the incident to jointly manage and direct incident activities through the establishment of a common set of incident objectives, strategies, and a single IAP. In the AEP and particularly for the GoA, Unified Command could occur when there is more than one 'lead organization'. It is important to note that each participating partner retains authority, responsibility, and accountability for its personnel and other resources, and each member of Unified Command is responsible for keeping other members of Unified Command informed.

The advantages of entering into Unified Command include:

- A single set of objectives is developed for the entire incident.
- A collaborative approach is used to develop strategies to achieve incident objectives.
- Information flow and coordination are improved between all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident have an understanding of joint priorities and restrictions.
- No agency's legal authorities will be compromised or neglected.
- Each agency is fully aware of the plans, actions, and limitations of all others on the incident.
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single IAP.
- Duplicative efforts are mitigated or eliminated; thus reducing cost and potential for friction or conflict.

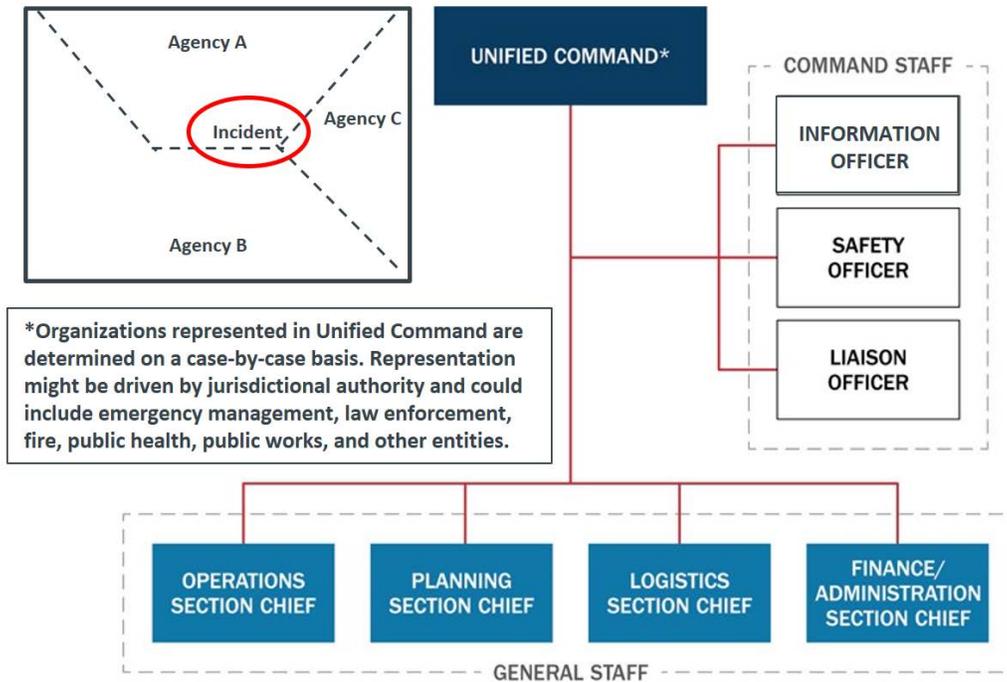
Unified Command functions as a single integrated incident management organization with:

- The command function co-located at the ICP.
- Tactical activities under the direction of a single Operations Section Chief.
- A coordinated process for resource ordering.
- Shared planning, logistics, and finance/administration functions, wherever possible.
- Coordinated approval of information releases.

The exact composition of the Unified Command depends on factors such as incident location (i.e. which jurisdictions or organizations are involved) and the nature of the incident (i.e. which agencies from the jurisdiction(s) or organization(s) involved are needed). The decision to enter into Unified Command will be determined between the cooperating jurisdictional Incident Commanders and respective Agency Administrators. This decision may be directed by the respective jurisdiction's

Agency Administrators. The organizations in Unified Command will designate individuals who will jointly determine objectives and prioritizations, allocate resources, and work together to ensure the execution of integrated incident operations and maximize the use of assigned resources. Resources include personnel, equipment, teams, supplies, and facilities available for incorporation into the unified structure. Figure 3 depicts a sample Unified Command structure.

FIGURE 3: EXAMPLE ICS ORGANIZATION WITH UNIFIED COMMAND



Agencies or organizations involved in the incident that lack jurisdictional responsibility or authority are referred to as cooperating and/or assisting agencies. In the AEP and particularly for the GoA, these are also referred to as 'supporting organizations'. Whether represented in Unified Command or through the Liaison Officer, every jurisdiction, organization, and/or agency representative is responsible for communicating agency-specific information, including:

- Statutory authorities and responsibilities.
- Resource availability and capabilities.
- Constraints, limitations, concerns.
- Areas of agreement and disagreement between agency officials.

AEMA along with representatives from Alberta Wildfire, structural fire specialists from Municipal Affairs, regional All-Hazards Incident Management Teams (AHIMTs), Canada Task Force 2 (CAN-TF2), and select municipal partners have collaborated to develop a Unified Command Best Practices primer based on lessons and observations from several recent incidents. While the primer is specific to wildland urban interface experiences, much of its content is equally applicable to an all-hazards approach. This document is attached as Appendix 5. AEMA will continue to advance this concept, incorporating the study of different hazard scenarios, in collaboration with other key stakeholders.

3.2.4.2.3 Command Staff

The Incident Commander or Unified Command assigns Command Staff as needed to support the command function. The Command Staff typically includes an Information Officer, a Safety Officer, and a Liaison Officer who report directly to the Incident Commander or Unified Command and have assistants as necessary. The Incident Commander or Unified Command may appoint additional advisors as needed, depending on the incident and specific requirements established by incident command; this could include technical specialists to serve as command advisors. Command Staff advisors are distinguished from officers because they serve in advisory capacities and lack the authority to direct incident activities.

- **Information Officer.** The Information Officer interfaces with the public, media, and/or with other agencies with incident-related information needs. The Information Officer gathers, verifies, coordinates, and disseminates accessible, meaningful, and timely information on the incident for both internal and external audiences. The Information Officer also monitors the media and other sources of public information to collect relevant information and transmits this information to the

appropriate components of the incident management organization. In incidents that involve Information Officers from different agencies, the Incident Commander or Unified Command designates one as the lead Information Officer. All Information Officers should work in a unified manner, speaking with one voice, and ensure that all messaging is consistent. The Incident Commander or Unified Command approves the release of incident-related information. In large-scale incidents, the Information Officer participates in or leads the Joint Information Centre (JIC).

- **Safety Officer.** The Safety Officer monitors incident operations and advises the Incident Commander or Unified Command on matters relating to the health and safety of incident personnel. Ultimate responsibility for the safe conduct of incident management rests with the Incident Commander or Unified Command and supervisors at all levels. The Safety Officer is responsible to the Incident Commander or Unified Command for establishing the systems and procedures necessary to assess, communicate, and mitigate hazardous environments. This includes developing and maintaining the incident Safety Plan, coordinating multi-agency safety efforts, and implementing measures to promote the safety of incident personnel and incident sites. The Safety Officer stops and/or prevents unsafe acts during the incident. Agencies, organizations, or jurisdictions that contribute to joint safety management efforts do not lose their individual responsibilities or authorities for their own programs, policies, and personnel.²⁸ Rather, each contributes to the overall effort to protect all personnel involved in the incident.
- **Liaison Officer.** The Liaison Officer is the incident command's point of contact for representatives of governmental agencies, jurisdictions, CSOs, and private sector organizations that are not included in the Unified Command; these are commonly called Agency Representatives (ARs). Through the Liaison Officer, these representatives provide input on their agency, organization, or jurisdiction's policies, resource availability, and other incident-related matters. Under either a single Incident Commander or a Unified Command structure, representatives from assisting, cooperating, or supporting jurisdictions and organizations coordinate through the Liaison Officer. The Liaison Officer may have assistants.

3.2.4.2.4 General Staff

The General Staff consists of the Operations, Planning, Logistics, and Finance/Administration Section Chiefs. These individuals are responsible for the remaining four core functions within the incident command structure (command being the first function). The Incident Commander or Unified Command activates these section chiefs as needed. These functions default to the Incident Commander or Unified Command until a section chief is assigned. The section chiefs may have one or more deputies as necessary. The core functional sections are discussed more fully below.

- **Operations Section.** Oversees tactical activities focused on achieving the incident objectives established by the Incident Commander or Unified Command. Objectives typically focus on saving lives, reducing the immediate hazard, protecting property and the environment, establishing situational control, and restoring normal operations.
Incident operations can be organized and executed in many ways. The Operations Section Chief organizes the section based on the nature and scope of the incident, the jurisdictions and organizations involved, and the incident's priorities, objectives, and strategies. Key functions of the Operations Section include:
 - Directing the management of tactical activities.
 - Developing and implementing strategies and tactics to achieve incident objectives.
 - Organizing the section to best meet the incident's needs, maintain a manageable span of control, and optimize the use of resources.
 - Supporting IAP development for each operational period.
- **Planning Section.** Collects, evaluates, and disseminates incident situation information to the Incident Commander or Unified Command and other incident management personnel. This section prepares status reports, displays situation information, maintains the status of assigned resources, facilitates the incident action planning process, and prepares the IAP based on guidance from the Incident Commander or Unified Command and input from other sections and Command Staff
Additional key functions of the Planning Section include:
 - Facilitating incident planning meetings.

²⁸ Where one agency's/organization's safety policy is more restrictive/prescriptive than that of another agency/organization involved in the same incident, IC/UC default should be the adoption of the more restrictive policy unless there is a demonstrable reason otherwise. Should IC/UC not adopt the more restrictive policy, the agency/organization with the more restrictive policy retains the authority to impose their policy on their personnel.

- Recording the status of resources and anticipated resource needs.
- Collecting, organizing, displaying, and disseminating incident status information and analyzing the situation as it changes.
- Planning for the orderly, safe, and efficient demobilization of incident resources.
- Collecting, recording, and safeguarding all incident documents.

• **Logistics Section.** Provides services and support for effective and efficient incident management, including ordering resources. This section provides facilities, security (of the incident command facilities and personnel), transportation, supplies, equipment maintenance and fuel, food services, communications and information technology (IT) support, and medical services for incident personnel.

Key functions of the Logistics Section include.

- Ordering, receiving, storing/housing, and processing incident-related resources.
- Providing ground transportation during an incident, maintaining and supplying vehicles, keeping vehicle usage records, and developing incident traffic plans.
- Setting up, maintaining, securing, and demobilizing incident facilities.
- Determining food and water needs, including ordering food, providing cooking facilities, maintaining food service areas, and managing food security and safety (in cooperation with the Safety Officer).
- Maintaining an incident Communications Plan and acquiring, setting up, issuing, maintaining, and accounting for communications and IT equipment.
- Providing medical services to incident personnel.

• **Finance/Administration Section.** Responsibilities include recording personnel time, negotiating leases and maintaining vendor contracts, administering claims, and tracking and analyzing incident costs. Staff should closely coordinate with the Planning and Logistics Sections to reconcile operational records with financial documents.

The Finance/Administration Section supports an essential function of ICS in large, complex incidents involving funding originating from multiple sources. In addition to monitoring multiple sources of funds, the section tracks and reports the accrued costs as the incident progresses.

This allows the Incident Commander or Unified Command to forecast needs and request additional funds as needed. Key functions of Finance/Administration Section personnel include:

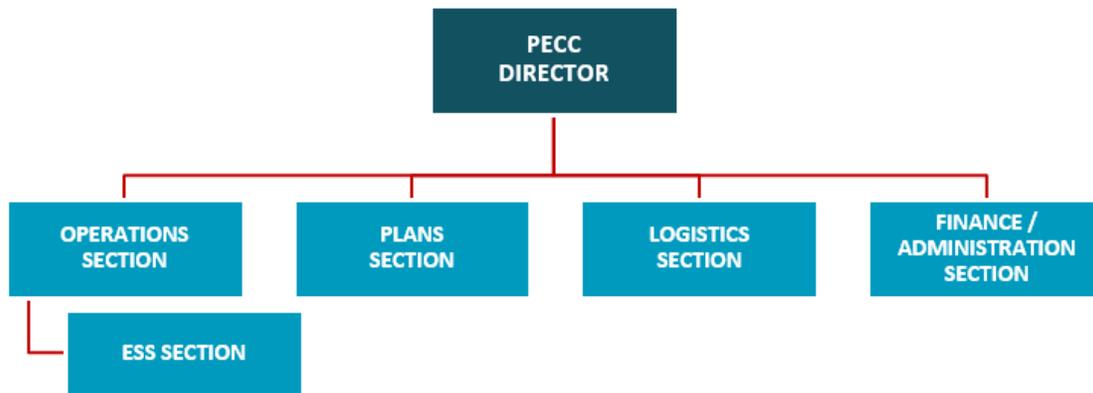
- Tracking costs, analyzing cost data, making estimates, and recommending cost savings measures.
- Analyzing, reporting, and recording financial concerns resulting from property damage, responder injuries or fatalities at the incident.
- Managing financial matters concerning leases and vendor contracts.
- Managing administrative databases and spreadsheets for analysis and decision making.
- Recording time for incident personnel and leased equipment.

• **Emergency Social Services.** There has been growing recognition that ESS is a function that must be closely integrated with the traditional core five ICS functions. The Provincial ESS Framework (2016) ²⁹ defines ESS as the supports that meet the basic essential needs of individuals, households, and communities affected by emergencies. They are provided as part of response to and recovery from emergencies. Increasingly, complex incidents result in equally complex and demanding ESS efforts. While these traditionally occur outside the immediate geographic confines of the incident (i.e. 'outside the tape'), they are inextricably linked and generally involve multiple points of contact.

While the placement of ESS in incident management structures varies, in AEMA, ESS is established as a branch in the Operations Coordination Section of the Provincial Emergency Coordination Centre (PECC). See Appendix 3 for additional structures.

²⁹ The Alberta ESS Framework to replace the PESS Framework (2016).

FIGURE 4: GOA PECC STRUCTURE



- **Intelligence and Investigation.** ICS also identifies Intelligence and Investigation as an additional function, beyond the five core functions. The collection, analysis, and sharing of incident-related information are important activities for all incidents. Typically, the Planning Section is responsible for gathering and analyzing operational information and sharing situational awareness, while the Operations Section is responsible for executing tactical activities. However, some incidents involve intensive intelligence gathering and investigative activity, and for such incidents, the Incident Commander or Unified Command may opt to reconfigure intelligence and investigations responsibilities to effectively meet this increased demand. This may occur when the incident involves a criminal or human-induced intentional act and/or other non-law-enforcement intelligence and/or investigative efforts such as epidemiological investigations.

The purpose of the Intelligence and Investigation function is to ensure that intelligence and investigative operations and activities are properly managed and coordinated to:

- Prevent and/or deter potential unlawful activity, incidents, and/or attacks.
- Collect, process, analyze, secure, and disseminate information, intelligence, and situational awareness.
- Identify, document, process, collect, create a chain of custody for, safeguard, examine and analyze, and store evidence or specimens.
- Conduct thorough and comprehensive investigations that lead to the perpetrators' identification and apprehension.
- Conduct missing persons and mass fatality/death investigations.
- Inform and support life safety operations, including the safety and security of all response personnel, by helping to prevent future attacks or escalated impacts.
- Determine the source or cause of an ongoing incident (e.g. disease outbreak, fire, complex coordinated attack, or cyber incident) to control its impact and/or help prevent the occurrence of similar incidents.

In this context there has been limited experience to date with this function in Alberta. As noted above, where either the intelligence and/or investigative components of the function has been required these have been nested under the Planning or Operations Sections respectively. However, it is not unreasonable to assume that as the use of ICS increases, in both frequency and range of stakeholders, the potential for this function to be considered in other forms within the incident management structure, will grow.

Both wildland and structural fire agencies conduct investigations to determine the source and cause of a fire. Typically, these occur outside of the incident management structure and during short-duration incidents, these investigations take place after the response has concluded. Planning relating to a potential flood incident could also be an example where incorporating intelligence enables informed decision-making on priorities of effort and the allocation of resources. Pre-existing flood modelling combined with monitoring of actual conditions and drawing on Alberta's River Forecasting Centre data, provides the raw information that is then analysed by subject matter experts and converted into actionable intelligence.

The Incident Commander or Unified Command makes the final determination regarding the scope and placement of the Intelligence and Investigation function within the command structure. Options for its placement are described in Appendix 2 Tab 6, Intelligence and Investigations Function.

- **Agency Representative (AR).** Representatives from various stakeholder and partner organizations that work with the ICS organization together to facilitate coordination, information sharing and unity of effort. Factors to consider when determining which organizations should be represented include: the authorities and responsibilities of various organizations; the resources and information the organizations have or have access to; and the organizations' expertise and relationships.

3.2.4.3 Common ICS Facilities

The Incident Commander or Unified Command may establish facilities in and around the incident area to house or support incident management functions. This will be determined based on the needs of the incident.

3.2.4.3.1 Incident Command Post

The ICP is the location of the tactical-level incident command organization. This location typically houses the Incident Commander or Unified Command and the Command and General Staffs and is where the primary functions of ICS are performed. It may include other designated incident personnel from Federal, Provincial, Territorial, First Nations and local municipalities and agencies, as well as NGOs and the private sector. While often located in the immediate vicinity of the incident, this is relative. Ideally the ICP should be at a location that best supports the IC and the Command and General Staff. The ICP may be co-located with the incident base or other incident facilities. The Incident Commander or Unified Command may establish an incident communications centre at this location.

ICS dictates that:

- All incidents must have an Incident Commander.
- All incidents must have an ICP. The ICP is the first facility that must always be established; the composition of the ICP will depend on the size, scope, and scale of the incident (Type 5 through Type1).
- All of the ICS functions must be performed at the ICP.³⁰

The Incident Commander should ensure that they have established an ICP that is appropriate to manage the incident, before considering the need for an ECC.

3.2.4.3.2 Staging Areas

The Operations Section Chief may establish staging areas to position and track resources not immediately assigned. A staging area can be any location in which personnel, supplies, and equipment await assignment. Staging areas may include temporary feeding, fueling, and sanitation services. The Operations Section Chief assigns a manager for each staging area who logs in all incoming resources, dispatches resources at the request of the Operations Section Chief (or their designate), and requests Logistics Section support, as necessary, for resources at the staging area.

3.2.4.3.3 Incident Base

An incident base is the site that accommodates primary support activities. An Incident Commander or Unified Command establishes an incident base to house equipment and personnel support operations. An incident base may be co-located with the ICP.

3.2.4.3.4 Camps

Camps are satellites to an incident base, established where they can best support incident operations. Camps provide support, such as food, sleeping areas, and sanitation, and may also provide minor maintenance and servicing of equipment. Camps are relocated as necessary to meet changing operational needs.

3.2.4.4 Incident Management Teams

IMTs can exist at municipal, regional, First Nation, Metis Settlement, provincial and federal levels, as well as within various industry sectors. IMTs are rostered groups of ICS-qualified personnel, consisting of Command and General Staff members as well as other individuals capable of filling a range of key ICS positions. They have formal notification, deployment, and operational procedures in place.

IMTs are typically typed in accordance with the type of incident they are qualified for and capable of managing (i.e. a Type 3 IMT would manage a Type 3 incident) but this is flexible. Official typing and certification of IMTs is a demanding performance-based qualification process that considers a blend of individual and collective training, in addition to actual incident experience.

³⁰ FEMA NIMS does allow for some ICS functions to be performed outside the ICP (i.e. at the ECC) but this is predicated on the emergency management team being well-practiced and well-trained in managing this division of work. At present there are very few emergency management teams in Alberta with the level of training and familiarity to effectively manage this type of division of work. The one notable exception is with respect to the management of ESS activities, which for a number of reasons may be better placed under the ECC versus the ICP.

The position task book (PTB)³¹ underpins this process. PTBs describe the minimum competencies, behaviors, and tasks necessary to be qualified for a position and provide a standardized basis for the individual and team qualification, certification, and credentialing process in Alberta.

For the purpose of clarity, in Alberta municipal, First Nation, and Metis Settlement IMTs are more properly identified as emergency management teams. While they may have one or more of the attributes of IMTs, they typically lack the advanced training required to fill all of the Command and General Staff positions. Exceptions to this can be seen in several of the large municipalities or where emergency management programs have been well-established and supported.

3.2.4.4.1 All-Hazard Incident Management Teams

Prior to 2017, CAN-TF2 centred on Calgary, represented the only established AHIMT in the province, having self-declared this capability as part of its Heavy Urban Search and Rescue (HUSAR) role. During this same period Strathcona County had trained enough personnel to staff up an ad hoc AHIMT. Both CAN-TF2 and Strathcona County were deployed to the 2013 southern Alberta floods. In 2016, during the Regional Municipality of Wood Buffalo wildfire, CAN-TF2 was again deployed by the province to provide a robust incident management capability, in addition to acting as mentors to local authority and other deployed personnel.

Following the 2016 wildfire, AEMA developed and operationalized the AHIMT Initiative. While the future objective of achieving Type 3 or higher AHIMT certification was confirmed, in the immediate term (three to five years) the initiative was to be focused on the training and development of AHIMT capability and capacity within the province.

None of these teams are officially typed or certified as AHIMTs. In part this is because neither ICS Canada³² nor ICS Alberta have established or adopted AHIMT standards for certification. In the interim AEMA has developed a training program³³ that relies heavily on FEMA and the All-Hazards Incident Management Teams Association³⁴ standards, with the aim of building individual and team capabilities.

It is recognized that whatever standard for AHIMTs is eventually adopted, it will likely take several years for the Alberta teams to complete the requisite training and garner the necessary incident experience to realize team-certification. Individual member, position-specific certification will be more realistic and achievable in the near-term.

Full details on the activation, deployment, employment, and demobilization process for the Alberta AHIMTs can be found in the Alberta AHIMT Deployment SOPs at Appendix 6.

3.2.4.4.1.1 Organization

AHIMTs will be organized in accordance with ICS as described by ICS Canada and ICS Alberta. It is understood that not all AHIMTs will possess the full range of capabilities down to unit levels that are deployable at all times. As a scalable system, the organizational requirements will vary from situation to situation. Any deficiencies in a team will be noted as part of the request for deployment process.

3.2.4.4.1.2 Readiness

³¹ The PTB that has been adopted/adapted for use by the Regional All-Hazard Incident Management Teams is the version developed by the All-Hazards Incident Management Teams Association (AHIMTA) found at <https://www.ahimta.org/ptb>. Alberta Wildfire employs PTBs for all their position-specific trained personnel.

³² ICS Canada has indicated (as of December 2019) that it intends to begin the development of an AHIMT certification and accreditation process.

³³ This training program incorporates a series of progressive, individual and collective training activities (block training), over three sessions. The first two-day session is aimed at filling in gaps from the ICS 100-300 series of courses, focusing on Unit Leader roles and responsibilities, ICS forms, and how to build an IAP. The second two-day session is a collective training exercise focusing at the ICS Section-level processes. The third, three-day session is a multi-operational period exercise which is aimed at exercising the AHIMT as a whole. Upon completion of this seven-day program, AHIMT members are considered deployable by their parent team. AEMA delivers continuation training on an annual basis, exercising a variety of hazards, introducing increasing complexity, in comparison to the block training.

³⁴ <https://www.ahimta.org/>

AHIMTs are composite organizations. Team members come together for training and professional development throughout the year, but are otherwise generally a mix of municipal employees, emergency services professionals, and volunteers. Teams may impose a general level readiness on their members, but there is presently no common standard imposed across the different teams.

3.2.4.4.1.3 Mobilization

An AHIMT can be mobilized and deployed for a variety of circumstances, including but not necessarily limited to:

- Prior to an actual incident where the likelihood of occurrence and the potential for significant consequences are assessed to be high and the requesting jurisdiction believes the additional support will be required.
- During an incident where the requirement for AHIMT capabilities is evident.
- Prior to an event to assist with planning and emergency response preparations.
- During an event where the responding jurisdiction's own emergency management team or IMT requires augmentation or relief.

It is worth noting that an AHIMT mobilization can be scaled to meet the requirements of the requesting jurisdiction. This can range from a single trained member to an entire team.

3.2.4.4.1.4 Employment

In most circumstances the responding AHIMT will operate under the direction and supervision of the local authority (as exercised by the Incident Commander). The team will employ ICS to either:

- Effectively lead and manage incident response operations, when properly assigned incident command responsibility.
- When not assigned incident command responsibility, to support and enable local staff in managing incident response operations by filling select ICS roles within the ICP or ECC.³⁵

3.2.4.4.1.5 Assignment of Authority

In rare circumstances the deployed AHIMT may be required and authorized to assume direction over the incident response. This will be done through the completion of an Assignment of Authority.³⁶ For provincial deployments, this will normally be done under a SOE, using section 19(6) of the EMA. For regional deployments, this would normally be done under a State of Local Emergency (SOLE) using section 24(1)(c) of the EMA.

3.2.4.4.1.6 Provincial AHIMT

The CAN-TF2 AHIMT is maintained at a higher level of readiness when compared to the Regional AHIMTs. A CAN-TF2 deployment within Alberta will be directed and overseen by the GoA; if a community requires this level of incident management support and a Regional AHIMT is either not available or not sufficiently robust to meet the demand, a request for deployment would be sent to the PECC for consideration.

3.2.4.4.1.7 Regional AHIMTs

³⁵ NIMS identifies Incident Management Assistance Teams (IMATs) as an incident management structure designed to fulfill this focused support function. In part this construct is driven by US legislation/regulation and requirements that are not applicable to Alberta. For the purposes of AIMS, Alberta will use IMT and/or AHIMT, with both having the ability to perform command and control in addition to support functions when employed.

³⁶ ICS Canada and NIMS employ the term 'Delegation of Authority'. This is problematic for Alberta as there are legal impediments to a local authority actually delegating responsibility for an emergency within their jurisdiction to an entity or individual that does not fall under their normal emergency management organization or hierarchy; even under a State of Local Emergency. While there is the ability for the Minister to delegate under a provincially declared State of Emergency, the likelihood that this would be to an AHIMT is low. AEMA has currently opted to use the term 'Assignment of Authority' to convey the idea that while an AHIMT might be requested to assume 'authority' over the management of an emergency incident, this authority in no way negates the primacy and/or responsibility of the Local Authority.

As of 2023 there are five regional teams (Northwest, Northeast, North Central, Central, and South) corresponding to five of the seven AEMA Field Operations geographic regions.³⁷ As their title implies, these teams are primarily intended for employment within their respective regions. They are largely reliant on existing mutual aid agreements to provide for remuneration, liability, workers' compensation, and other administrative supports. The regional teams can be requested by any community within the region in accordance with their own internal deployment policies and procedure or by utilizing the Alberta AHIMT Deployment SOPs.

3.2.4.5 Incident Complex

An incident complex refers to two or more individual incidents located in the same general area and assigned to a single Incident Commander or a Unified Command. When relevant authorities establish an incident complex over several incidents, those incidents become branches or divisions within the incident complex Operations Section. This approach provides potential for future expansion. If any of the incidents within a complex is likely to become a large-scale incident, that incident should be a separate incident with its own ICS organization.

Incident complexes are most commonly used in Alberta for wildfire response when multiple fires occur within close proximity to one another, but could also be employed during a flood or severe weather response. An incident complex may be managed by either a single Incident Commander or a Unified Command. The following are indicators for use of an incident complex:

- A single Command and General Staff can adequately provide operations, planning, logistics, and finance/administration functions.
- The incidents are in close proximity to allow for effective management by a single IMT.
- A combined management approach is likely to achieve staff or logistical support economies.

3.2.4.6 Area Command

An Area Command is established to oversee multiple concurrent incidents or a very complex incident that requires the establishment of multiple ICS organizations. An Area Command is activated to address competition for resources among multiple ICPs based on the complexity of the incident and incident management span-of-control considerations. Due to the scope of the incidents requiring Area Command and the likelihood of cross-jurisdictional operations, Area Commands are frequently established as Unified Area Commands, working under the same principles as a Unified Command.

Responsibilities of an Area Command include:

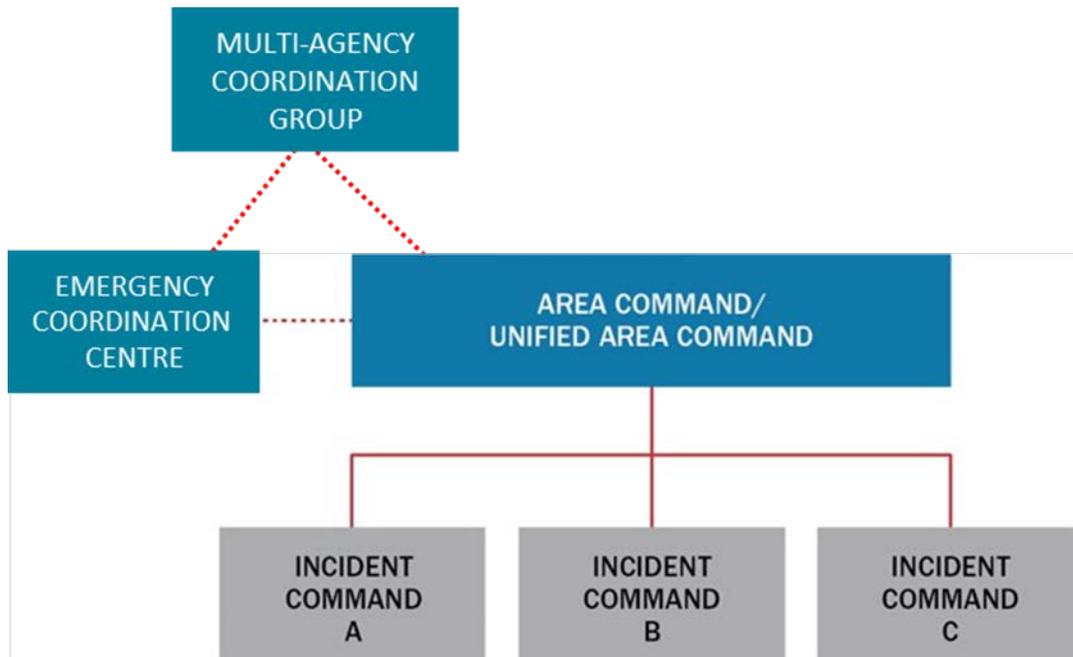
- Identification and/or confirmation of priorities.
- Defining the overarching problem(s).
- Developing broad objectives for the affected area.
- Coordinating the development of incident objectives and strategies for each incident.
- Allocation or reallocation of resources as priorities change.
- Ensuring that Incident Commanders and/or Unified Commands properly manage incidents.
- Ensuring effective communications and data coordination.
- Ensuring that incident management objectives are met and do not conflict with each other or with agency policies.
- Identifying critical resource requirements and reporting them to Agency Administrators directly or through a MAC Group or an ECC.
- For incidents that have a recovery dimension, ensuring that short-term recovery is coordinated to assist in the transition to full recovery operations.

Area Command is particularly relevant to situations with several ICPs requesting similar scarce resources. Incidents of different types or without similar resource needs are usually handled as separate incidents. Additional structures, such as ECCs or MAC Groups, may assist with coordinating the resource needs of multiple incidents. The following sections describe these structures. Figure 5 depicts the relationship of an Area Command with a MAC Group and an ECC. An Area Command

³⁷ Subject to the support of the Calgary Emergency Management Agency, CAN-TF2 could be deployed as a regional AHIMT under the Alberta South Central Mutual Aid Agreement. In this circumstance, CAN-TF2 would confirm with the PECC that the proposed regional deployment would be acceptable and did not conflict with any current PECC AHIMT contingency planning.

oversees management of multiple incidents, while ECCs coordinate support. MAC Groups provide policy guidance and strategic direction to Area Command and ECCs.

FIGURE 5: EXAMPLE OF AREA COMMAND



3.3 Emergency Coordination Centre (ECC)

An ECC is the facility where the coordination of information and resources to support incident management activities³⁸ normally takes place. The decision to stand-up/activate an ECC should be taken after an ICP has been established that is appropriate to the incident.

ECCs are facilities where staff from multiple agencies come together to address imminent threats and hazards and to provide coordinated support to incident command, on-scene personnel, and/or other ECCs. ECCs may be fixed locations, temporary facilities, or virtual structures with staff participating remotely.

ECCs may be organized along ICS lines, along functional disciplines (e.g. fire, law enforcement, medical services, ESS), by jurisdiction or some combination thereof. If using an ICS-like organization, position titles should emphasize 'coordination' and/or 'support' to differentiate them from ICP position titles (i.e. Planning Coordination Section Chief versus Planning Section Chief). As noted in section 3.2.4.3.1, an ECC may be capable of assuming responsibility for select ICS functional activity, but this is predicated on a high level of training as well as deep local authority capacities and capabilities.

While NIMS refers to EOCs as the primary incident support facility, the default equivalent for ICS Canada and AIMS is the ECC. While the distinction between the two in practice may appear insignificant, AIMS intentionally emphasizes the use of the ECC nomenclature to avoid continued misapplication of the superseded doctrine of ESM.³⁹

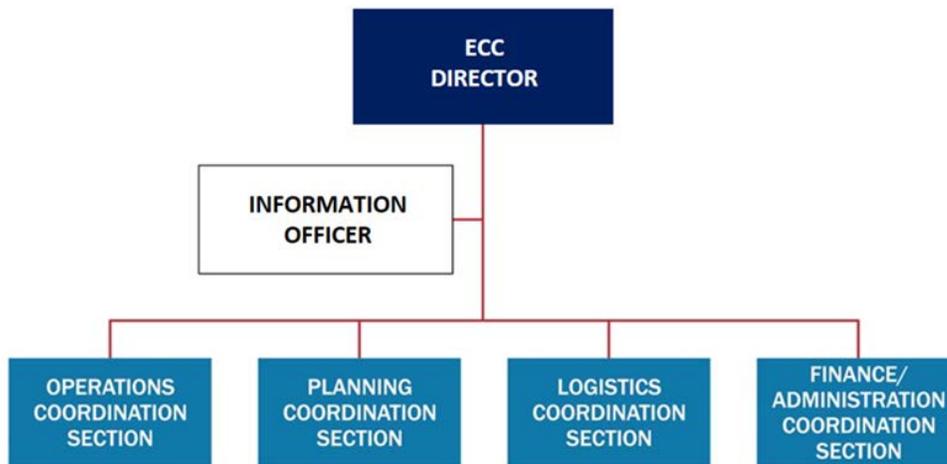
³⁸ An ICP performing the ICS functions.

³⁹ AIMS acknowledges that this shift in emphasis from EOC to ECC will not be universal and some jurisdictions will choose to retain the EOC nomenclature for their ECC. Whether this is based on theoretical differences, learned experiences, or just a desire to retain locally accepted, long-standing titles, AEMA will review on a case by case basis. The key consideration in these exceptions is for collaborating stakeholders/agencies to understand which functions are being performed in the ECC/EOC structure to ensure the appropriate integration occurs where and when necessary and required.

The purpose, authorities, and composition of the teams that staff ECCs vary widely, but generally, the teams consolidate and exchange information, support decision-making, coordinate resources, and communicate with the ICP, other ECCs and the PECC. Primary functions of staff in ECCs, whether virtual or physical, include:

- Collecting, analyzing, and sharing information.
- Supporting resource needs and requests, including allocation and tracking.
- Coordinating plans and determining current and future needs.
- In some cases, providing coordination and policy direction.

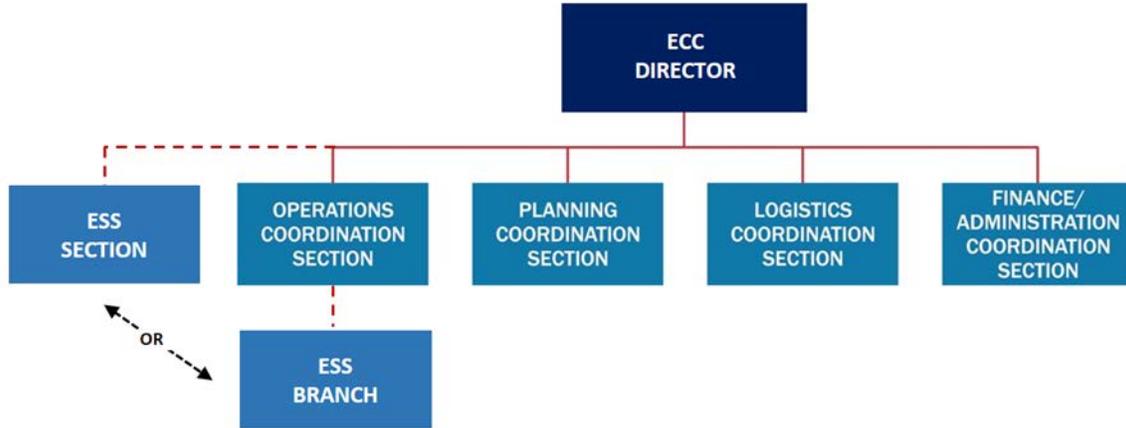
FIGURE 6: EXAMPLE OF AN ICS-LIKE ECC ORGANIZATION



In this organization, the ECC Information Officer would not be responsible for incident-specific information as that is the responsibility of the ICP Information Officer and must be reviewed and approved by the Incident Commander. The information the ECC would be responsible for would normally be more general in nature and supportive of ICP messaging. The two Information Officers would conduct regular coordination.

One responsibility that may be considered appropriate for an ECC to manage is ESS. For example, an ICP could plan and execute an evacuation operation, supported by ESS staff, and then once the operation was complete (i.e. evacuees free of the geographic area under threat) transfer responsibility for ongoing ESS support activities to the ECC. In this circumstance, as shown in Figure 7, ESS could be organized as a section or a branch in Operations Coordination

FIGURE 7: EXAMPLE OF AN ICS-LIKE ECC ORGANIZATION WITH ESS RESPONSIBILITIES



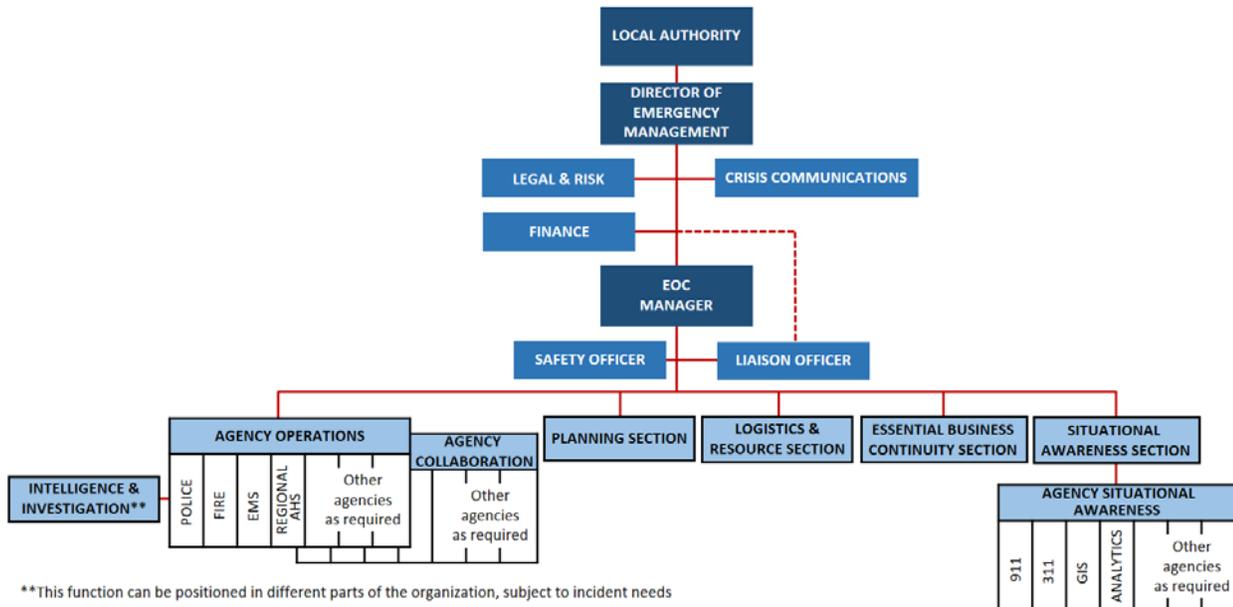
Alternatively, and as shown in Figure 8, the roles and responsibilities of the various sections in the ECC could reflect the day-to-day responsibilities of the represented functions or departments. This structure enables jurisdictions or organizations to manage incidents effectively while maintaining their normal authorities, responsibilities, and relationships.

FIGURE 8: EXAMPLE OF A FUNCTIONAL DISCIPLINE/DEPARTMENTAL ECC ORGANIZATION



Figure 9 provides a model of a municipal facility that incorporates an element of established municipal functional divisions along with ICS-like functions. A large, well-resourced, and highly trained emergency management team could employ this model to effect incident command, area command, or provide incident support to one or more ICPs.

Figure 9: EXAMPLE OF A MUNICIPAL ECC/EOC



**This function can be positioned in different parts of the organization, subject to incident needs

3.3.1 Incident versus Event

AIMS differentiates between an incident and an event. An incident is an occurrence that requires an emergency response to protect life or property. An interface wildfire, a tornado strike to a community, or a flood that forces evacuations would all be examples of incidents. An event is a planned activity, where command, control, coordination, and communications are required, but the distinction is that there is no emergency. Mass gatherings like concerts or sporting events are examples of events. While there are many similarities in how an incident and an event are managed there are also differences, including but not limited to: the imperatives that drive decision-making, how communications might be managed, and the knowledge and skillsets of the personnel selected to form the management team.

While an incident is not an event, an event can include one or more incidents. The team assigned to manage an event will often be involved in the identification and possibly implementation of mitigation measures to ensure safe conduct of the event. That team is also trained for and capable of responding to an emergent incident that threatens the safety of event participants and/or the continuity of the event.⁴⁰ Regional AHIMTs are equally well-suited to support event planning and management as they are for incident response.

3.3.2 Departmental Operations Centres (DOCs)

Agencies and government departments, at various levels, may utilize DOCs as structures within their emergency management programs. DOCs differ from multi-disciplinary ICS organizations in that their focus is generally limited to direction and coordination of activity that is specific to their respective agency or department. However they will communicate with other organizations and may exchange liaison personnel with other agencies. For the purposes of AIMS, DOCs are considered equivalent to ECCs.

At the community level, police, fire services, or public works departments often maintain operations centres that can be considered DOCs. Each of these departments are considered the subject matter experts for the employment of their integral resources. In keeping with the principle of Autonomy of Command, they are best placed to determine how their resources should be organized and applied to achieve the stated objectives of Incident Command.

Examples of GoA DOCs would include Alberta Transportation's Environmental and Dangerous Goods Emergencies Response Centre and the Alberta Wildfire Coordination Centre. During routine operations the PECC will liaise and coordinate directly with GoA DOCs and vice-versa. However, when the PECC is elevated in response to an incident and department representatives are called into the PECC, coordination occurs through those representatives.

Depending on the department's function and the type and nature of the hazard, there may be established processes and procedures for communities to communicate and coordinate actions with a GoA DOC. Where these are not established or are unclear, the PECC is always available to facilitate this connection.

3.4 Multiagency Coordination Group (MAC Group)

MAC Groups, sometimes called policy groups, are part of the off-site incident management structure of AIMS. MAC Groups consist of representatives from stakeholder agencies or organizations. They are established and organized to make cooperative multiagency decisions. MAC Groups act as policy-level bodies during incidents, supporting resource prioritization and allocation, and enabling decision-making among elected and appointed officials and those responsible for managing the incident (e.g. the Incident Commander).

MAC Groups typically consist of Agency Administrators, executives, or their designees. Organizations at any level (e.g. local, regional, First Nation, or provincial) or within any discipline (e.g. emergency management, public health, critical infrastructure, or private sector) may establish a MAC Group. Local or organizational policy may require a MAC Group to authorize additional resources and/or provide guidance to incident command and/or ECC staff.

MAC Groups are primarily responsible for resource prioritization and allocation. Unlike Unified Command, they do not perform incident command functions, nor do they replace the primary functions of operations, coordination, or dispatch organizations. When competition for resources is significant, MAC Groups may relieve the coordination and dispatch organizations of some prioritization and allocation responsibilities.

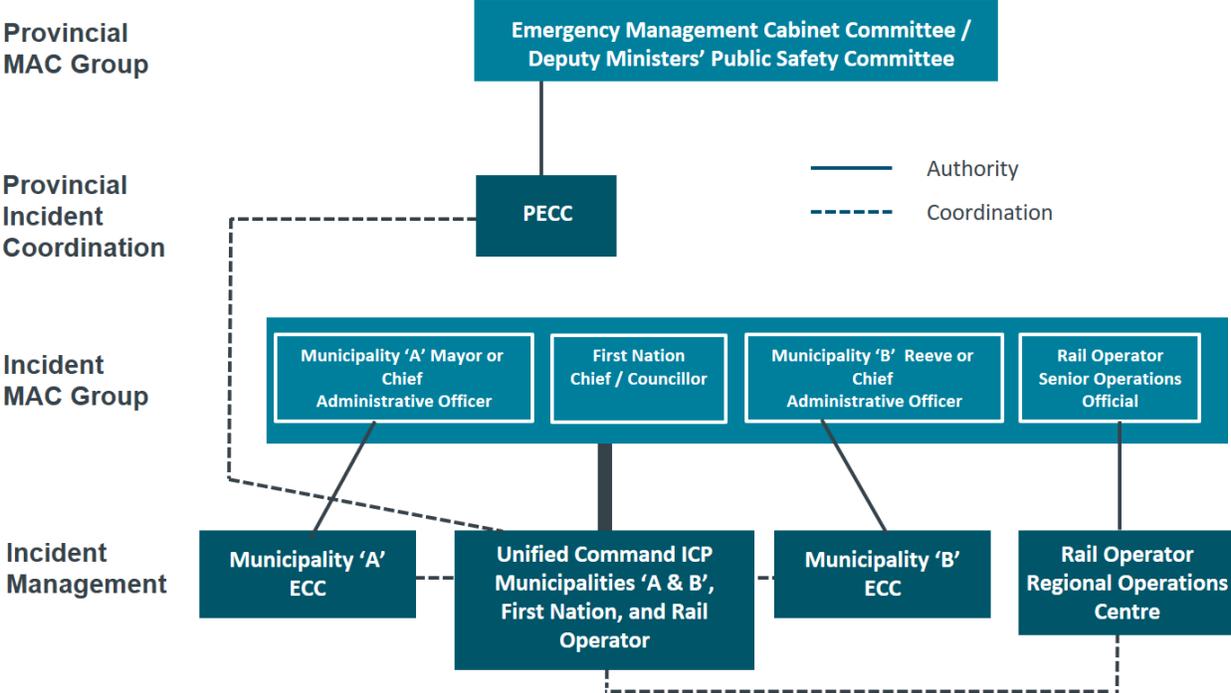
⁴⁰ The 2013 Boston Marathon bombing is an example of an incident occurring within an event.

The composition of MAC Groups is important. Sometimes membership is obvious. Organizations directly affected and whose resources are committed to the incident should be represented. Sometimes, however, organizations that should be MAC Group members are less obvious. These include business organizations such as local chambers of commerce, volunteer organizations, or other organizations with special expertise or knowledge. While these organizations may not have tangible resources or funds to contribute, their relationships, political influence, or technical expertise can be key to the MAC Group’s success in supporting incident response and recovery. MAC Group designees should have their respective organization’s authorization to represent or commit agency resources and funds for incident activities. MAC Groups typically base their decisions on member consensus. In many cases, a MAC Group can function virtually.

During a very significant rail incident (Type 3 – hazardous materials multi-car derailment along the boundary between a town and a county, with a First Nation nearby but not immediately affected) the stakeholders at several levels will be engaged in the response and recovery effort. At the provincial level, senior officials from a variety of departments may come together to confirm provincial priorities and ensure that high-level engagement with the responsible rail operator is occurring. This MAC Group could include, but is not limited to, Alberta Transportation, Alberta Environment and Parks, Municipal Affairs, and Indigenous Relations. It could also include a senior official from the rail operator. The inclusion of the rail operator in this provincial MAC Group may only be ‘as needed’ with a view to ensuring that the responsible party is dedicating the appropriate resources to resolving the situation and mitigating the impacts to the populations or values at risk and that strategic communications are aligned.

At the incident, a MAC Group comprising the two municipalities, the First Nation, and the rail operator’s senior regional official has initiated discussions on priorities of effort focused on mitigating or eliminating the potential risks to the local population and the environment. Based on the advice of the different Incident Commanders, Unified Command is adopted, to include the First Nation, who while not yet impacted, is mobilizing resources to support the response. Participants in the MAC Group do not lose their respective authorities to engage with their respective incident management structures (in this example, represented by the two municipal ECCs that have been established to support the Unified Command ICP, and the rail operator’s regional operations centre).

Figure 10: EXAMPLE OF MAC GROUPS AT THE PROVINCIAL AND LOCAL LEVELS



Elected and appointed officials are key players in incident management. They are responsible for the safety and welfare of their constituents and the overall effectiveness of incident management efforts. Ministers, deputy ministers, chiefs and councils, mayors, Reeves, and councils, chairpersons and councils, chief administrative officers, and city managers, for example, typically comprise the policy level of incident management and provide guidance regarding priorities and strategies for dealing with incident response and recovery. Incident Commanders and ECC Directors share the responsibility for keeping elected and appointed officials informed regarding the situation, resource needs, and other pertinent information. Effective

communication between these incident personnel and policy-level officials fosters trust and helps ensure that all leaders have the information they need to make informed decisions. MAC Groups provide a way to organize policy-level officials to enhance unity of effort at this senior level.

A MAC Group may need administrative and/or logistical support. In some instances, incident staff provide this support. In other instances, separate organizations are established to support the MAC Group by meeting its logistical and documentation needs; managing incident-related decision-support information such as tracking critical resources, the situation status, and investigative information; and providing public information to the news media and public.

3.5 Joint Information System (JIS)

Dissemination of timely, accurate, accessible, and actionable information to the public is important at all phases of incident management. Many agencies and organizations at all levels of government develop and share public information. Jurisdictions and organizations coordinate and integrate communication efforts to ensure that the public receives a consistent and comprehensive message.

The 24-hour news cycle and the speed at which information is disseminated have changed how governments at all levels must communicate with the public, who increasingly rely on social media to gather and share information. Reliance on outmoded means or timing for transmitting information can negatively impact response efforts and potentially damage the credibility of officials and organizations.

The JIS provides the mechanism to organize, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines, including industry and CSOs. It includes the plans, protocols, procedures, and structures used to provide information to:

- Impacted citizens
- Response and recovery organizations (e.g. search and rescue, utilities)
- Affected jurisdictions
- Elected officials
- Community leaders
- Assisting or cooperating agencies
- Private sector
- Media
- CSOs (including NGOs, volunteer groups, associations, etc.)
- The general public
- International interests (e.g. international media and donations)
- Other impacted groups

The JIS integrates incident information and public affairs⁴¹ into a cohesive organization to provide coordinated and complete information before, during, and after incidents. The JIS mission is to provide a structure and system for:

- Developing and delivering coordinated interagency messages.
- Developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander or Unified Command, ECC Director, or MAC Group.
- Advising the Incident Commander or Unified Command, MAC Group, and ECC Director about public affairs issues that could affect an incident management effort.
- Addressing and managing rumors and inaccurate information that could undermine public confidence.

⁴¹ Public affairs is the most common term to describe an organization's relationship with stakeholders. Stakeholders in this sense are any individuals or groups with an interest in the organization or its activities. Common titles or terms that are related include: communications; public information; public engagement; public relations; external relations; stakeholder relations; stakeholder management etc.

A JIS spans the three levels of incident management (tactical, operational, and strategic) and helps ensure coordinated messaging amongst all incident personnel and agencies.

3.5.1 System Description and Components

Public information processes are coordinated before an incident and include the plans, protocols, procedures, and structures used to provide public information. Information Officers at all levels of government and within the private and non-profit sectors and JICs are important supporting elements of the JIS. Key elements of the JIS include the following:

- Interagency coordination and integration.
- Gathering, verifying, coordinating, and disseminating consistent messages.
- Public affairs support for decision makers.
- Flexibility, modularity, and adaptability.

3.5.1.1 Information Officer

Information Officers are key members of ICS and ECC organizations, and they frequently work closely with senior officials represented in MAC Groups. If the Information Officer position is staffed at both the ICP and a supporting ECC, those individuals must maintain close contact through pre-established JIS protocols. Information Officers advise the Incident Commander, Unified Command, or ECC Director on public information matters relating to the management of the incident. The Information Officer also handles inquiries from the media, the public, and elected officials, public information, rumor monitoring and response, media relations, and other functions needed to gather, verify, coordinate, and disseminate accurate, accessible, and timely information. Information on public health, safety, and protection, such as that contained in public alert messages, is of particular importance. They also monitor the media and other sources of public information and transmits relevant information to the appropriate personnel at the incident, ECC, and/or in a MAC Group.

Information Officers create coordinated and consistent messages by collaborating to:

- Identify key information to be communicated to the public.
- Craft clear messages that all can understand, including individuals with limited English language proficiency, those with disabilities, and others with access and functional needs.
- Prioritize messages to ensure timely delivery of information without overwhelming the audience.
- Verify accuracy of information.
- Disseminate messages using the most effective means.

While agencies will issue their own releases related to their policies, procedures, programs, and capabilities, these should still be coordinated utilizing the JIS to ensure message consistency.

3.5.1.2 Joint Information Centre (JIC)

To ensure coordination of public information during incidents that involve multiple agencies and/or jurisdictions, Incident Command/Unified Command may use a JIC to support the gathering, verification, coordination, and dissemination of accurate, accessible, and timely information. The JIC is a central location that facilitates operation of the JIS. It should be located close to the best sources of information, typically the ICP, without compromising safety or security of the personnel staffing the facility. In the early stages of response to an incident, the Information Officer shall consult with the Incident Command/Unified Command regarding the opening of a JIC.

JICs may be established as stand-alone coordination entities, at incident sites, or as components of ECCs. Depending on the needs of the incident, an incident specific JIC may be established in coordination with local, provincial, and federal agencies. Staff within a JIC can be drawn from all agencies and jurisdictions involved in the response and recovery operation.

The Information Officer prepares public information releases for Incident Commander, Unified Command, ECC Director, or MAC Group approval. Early designation of this approval authority is important and, where Unified Command has been established, identification of the information needs of the organizations in Unified Command. This helps ensure consistent messages, avoids release of conflicting information, and prevents adverse impact on operations. Jurisdictions and organizations may issue releases related to their policies, procedures, programs, and capabilities; however, these should be coordinated with the incident specific JIC(s).

The establishment of a JIC under Unified Command is particularly advantageous as it creates an economy of scale and leverages the capabilities and capacities of the more robust communications organizations of the larger participants. The

importance of the JIC in supporting and assuring Unified Command partners speak with one voice and remain on message, cannot be overstated.

An incident should have a single JIC, but the system is flexible and adaptable enough to accommodate multiple physical or virtual JICs. For example, multiple JICs may be needed for a complex incident covering a wide geographic area or multiple jurisdictions. In instances when multiple JICs are activated, staff in the JICs coordinate their efforts and the information they provide. Each JIC has procedures and protocols to communicate and coordinate effectively with the others. When multiple JICs are activated, staff coordinate to determine the final release authority. A national JIC may be used when an incident includes federal coordination and is expected to go on for some time (e.g., weeks or months) or when the incident affects a large area. JICs can be organized in many ways, depending on the nature of the incident.

The most common types of JICs include:

- **Incident.** An incident specific JIC is normally established co-located with the ICP. It provides easy media access, which is paramount to success. This is the most common JIC.
- **Virtual.** A virtual JIC is established when physical co-location is not feasible. It connects Information Officers through e-mail, phone, fax, video teleconferencing, web-based information systems, etc. For a pandemic incident where Information Officers at different locations communicate and coordinate public information electronically, it may be appropriate to establish a virtual JIC.
- **Satellite.** A satellite JIC is smaller in scale than other JICs. It is established primarily to support the incident JIC and to operate under their direction. These are subordinate JICs, which are typically located closer to the incident scene.
- **Area.** An area JIC supports multiple-incident ICS structures that are spread over a wide geographic area. It is typically located near the largest media market and can be established on a local or provincial level.

Examples of possible JIC structures are detailed below. The position titles are suggestive and by no means rigid or exhaustive. Like any incident management structure, a JIC should be scalable and flexible, adaptive to the needs of the incident and Incident Command/Unified Command:

FIGURE 11: GENERIC JIC STRUCTURE: INITIAL INCIDENT / LOCALIZED INCIDENT

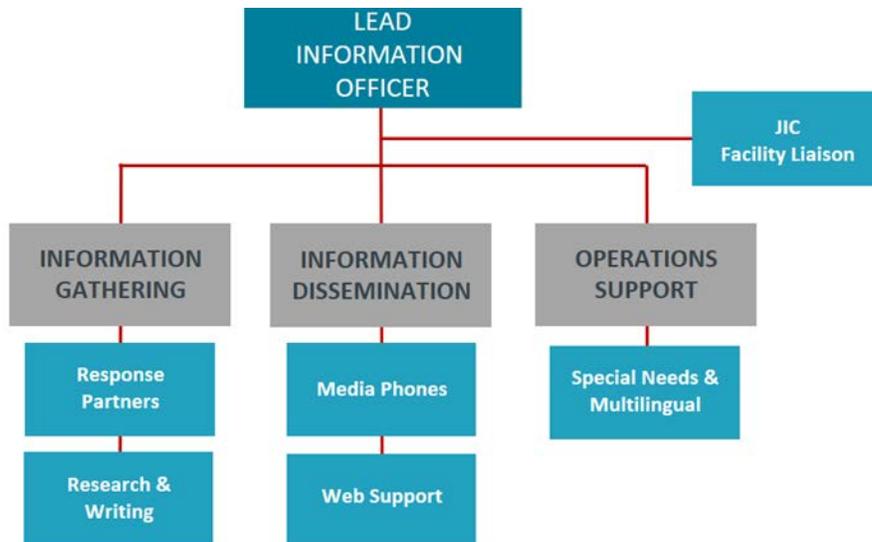
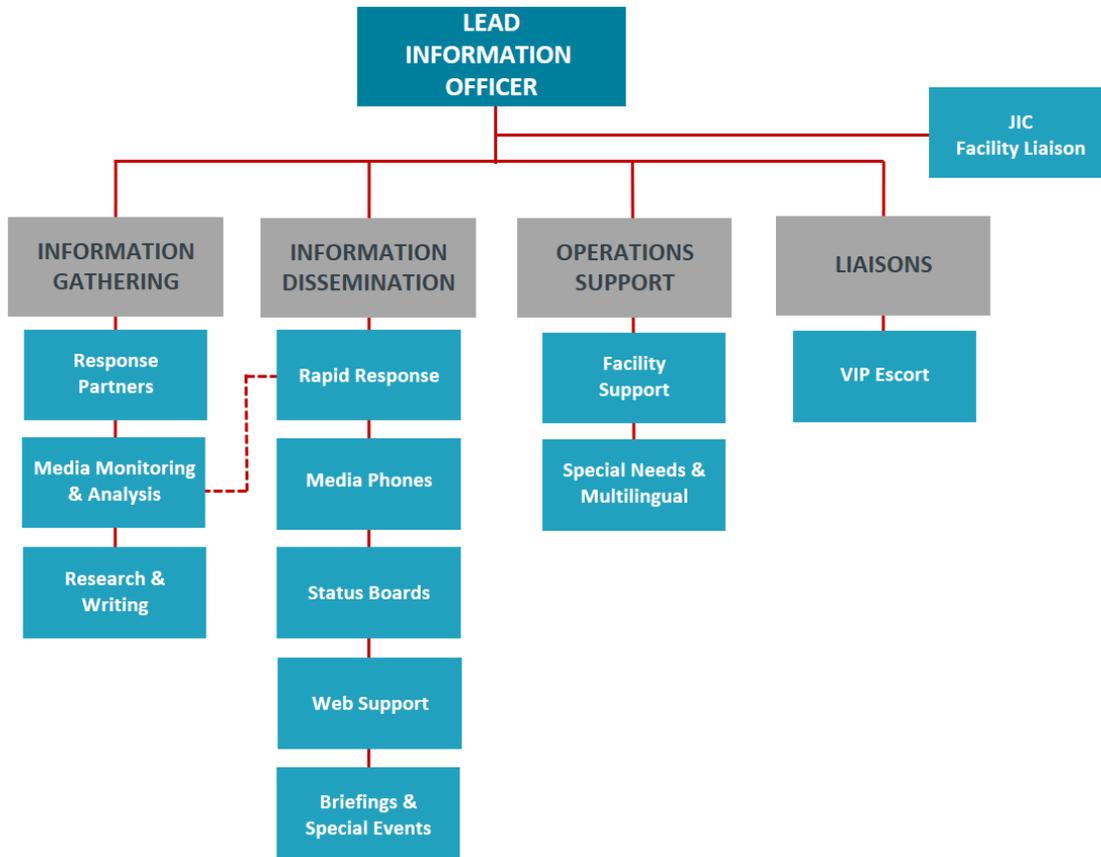


FIGURE 12: GENERIC JIC STRUCTURE: COMPLEX INCIDENT



Common roles and some of the functions detailed in these generic structures include:

- **Lead Information Officer.** Responsible for managing the JIC, the Lead Information Officer serves as an advisor to Incident Command/Unified Command. This position provides overall communication policy direction, recommends and develops strategy for messages, briefings, and news releases, and obtains approval from those in authority before releases are made.
- **Information Gathering:**
 - Response Partners – Coordination with supporting response agencies and their Information Officers to gather information on the incident.
 - Media Monitoring Analysis/Rapid Response – Entails reviewing media reports for accuracy, content, and possible response.
 - Research and Writing – Develops products such as media releases, fact sheets, flyers, etc. and graphics support including designing layouts, developing PowerPoint presentations, and creating graphics for a range of materials (e.g., newsletters, flyers, etc.).
- **Information Dissemination:**
 - Briefing & Special Events – Entails handling events such as news conferences, media briefings, VIP visits, and tours for senior officials of affected areas.
 - Media Relations – Serves as the primary point of contact for the media. Will often prepare, orchestrate, and may conduct news briefings and conferences.
 - Web Support – Entails creating and maintaining web pages and blogs containing information about the incident for use by the public and the media.
 - Public Inquiries – Entails responding to questions from citizens, making referrals, and developing a log of telephone calls, e-mails, etc., containing names, addresses, the type of calls, and any necessary follow up actions.

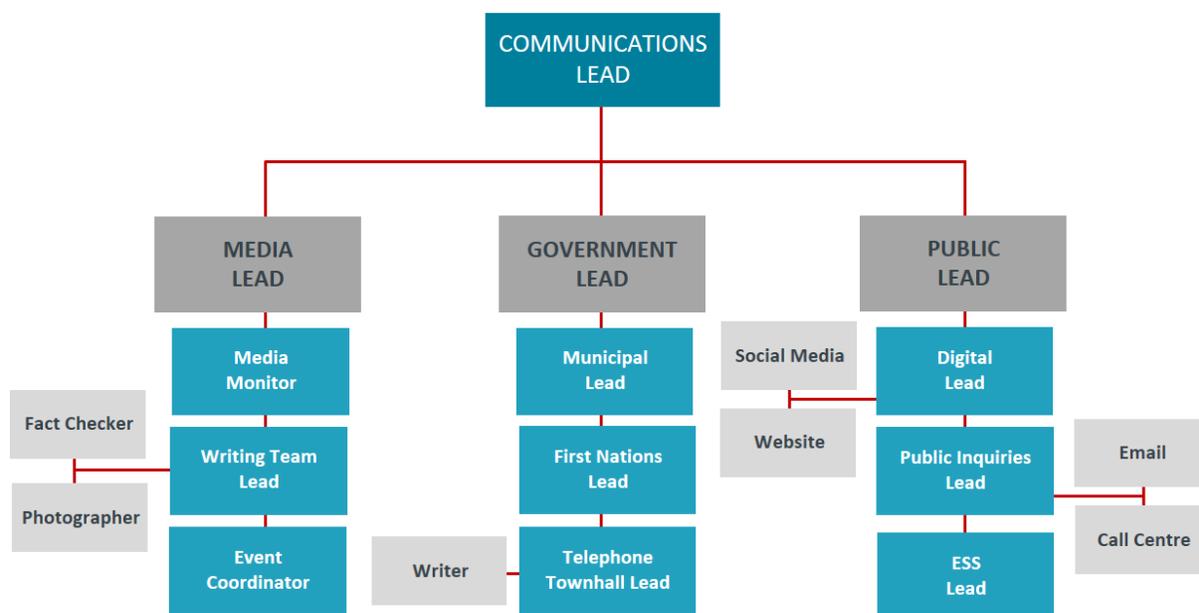
- **Operations Support:**

- Special Needs & Multilingual – Identifies barriers to the effective and timely sharing of incident information with the public; these could include physical (i.e. sight or sound), cultural, or language barriers. Provides services to ensure appropriate and timely information reaches these audiences within the affected areas.
- Facility Support – Coordinates with the JIC Facility Liaison to maintain and support the JIC operations concerning the facility and resources.

- **Liaison.** Provides a coordinated two-way communication link with key program areas and other entities involved in the response and recovery operation (e.g. elected officials, community leaders, VIPs, and other governmental organizations and CSOs).

While a JIC is typically structured to manage public information, it can also facilitate information sharing with other orders of government. This is a key function within the GoA's JIC structure which serves to demonstrate the ability to tailor the structure to the needs of the incident or incident stakeholders.

FIGURE 13: GOA JIC STRUCTURE: COMPLEX INCIDENT - PECC AT LEVEL 3 OR 4



In the GoA JIC some of the key roles include:

- **Communications Lead.** Responsible for establishing a core team and filling the three subordinate roles, with each role being responsible for the information needs of a distinct audience. The Communications Lead assigns all communications staff within the PECC and reports only to the PECC Director. The Communications Lead must ensure that all key messages and external communications have been approved by Incident Command/Unified Command.
- **Media Lead.** This role focuses exclusively on information needs of the media audience. The Media Lead is responsible for coordinating all responses to media, media events and media products. Key messages are the core team-contribution responsibility of the Media Lead.
- **Government Lead.** This role focuses exclusively on the information needs of government officials (elected or public servants), and involved industry officials, at the local, provincial and federal level. Approvals protocol is the core team-contribution responsibility of the Government Lead, this includes maintenance, editing, and posting (with precedence) the required approval authorities for new communications products.
- **Public Lead.** This role focuses exclusively on the information delivered directly to the public, (both on social media and in direct information delivered one-on-one by phone or email). Message mapping is the core team-contribution responsibility of the Public Lead, this includes locating, writing and getting approval for the facts (proof points) that support key messages (which are provided by the Media Lead).

A large, complex incident will impose significant information-sharing demands on Incident Command/Unified Command. The ability to share the right information with the audience that needs it to support both professional and personal decision-making and ultimately to ensure the safety of all persons impacted by the incident, is crucial. Establishing and resourcing a JIC that is

appropriate to the needs of the incident cannot be overstated. Organizations that do this effectively build trust and credibility. According to the Centre for Disease Control and Prevention: ‘Organizations with well-established credibility can maintain open lines of communication with their audiences. They can listen to the public and respond to questions and concerns. They can steadily correct misinformation, develop new messages, and reassure the public that the agency is working hard to respond to people’s needs. Once lost, credibility is difficult to regain.’⁴²

⁴² https://emergency.cdc.gov/cerc/cerccorner/article_050616.asp

4 Resource Management

AIMS resource management guidance enables organizations to collaborate and coordinate in order to systematically manage incident resources, including personnel, teams, facilities, equipment, and supplies. Resource management refers to a common approach to efficiently identify, acquire, allocate, track, and demobilize resources before, during, and after an incident. Strong resource management enhances safety, increases accountability, and improves cost-effectiveness.

Most jurisdictions or organizations do not possess all the resources necessary to address all potential threats and hazards. The key to effective resource management involves leveraging each jurisdiction's resources, engaging private sector resources, involving volunteer organizations, and encouraging further development of mutual aid agreements.

Resource management processes and procedures are like AIMS itself, scalable. In a Type 5 or Type 4 incident, the Incident Commander will often assess resource needs, order those resources through existing dispatch processes, and then task arriving resources as necessary or intended. In a Type 3 or higher incident the Incident Commander will normally delegate these responsibilities. The expanded incident management organization will be employing standardized processes to develop an IAP that will drive resource requirements and acquisition.

This module includes three sections: Resource Management Preparedness, Resource Management during an Incident, and Mutual Aid.

4.1 Resource Management Preparedness

Resource management preparedness involves: identifying and typing resources; qualifying, certifying, and credentialing personnel; planning for resources; and acquiring, storing, and inventorying resources.

4.1.1 Identifying and Typing Resources

Resource identification and typing (hereafter just referred to as typing) establishes a common language for discussing resources by defining minimum capabilities for personnel, teams, facilities, equipment, and supplies. It assists emergency managers in understanding what resources are available or potentially available for assignment to incident operations and in tracking those resources through the full sequence of mobilization, employment, and demobilization. Resource typing enables communities to plan for, request, and have confidence that the resources they receive will have the capabilities they require.

Resources are identified first by the 'kind' of resource they are (e.g. medic, structural firefighter, Planning Section Chief, helicopter, bulldozer, etc.). Each kind of resource is then further classified by 'type' which refers to their capability. Type 1 is more capable than Types 2, 3, or 4 respectively, because of size, power, capacity, or in the case of personnel or IMTs, experience and qualifications.

At present, the GoA has not adopted or implemented standardized guidelines for resource typing.⁴³ The practice of resource typing is however used by a range of organizations in Alberta, most notably those engaged in wildland and structural firefighting. In a similar vein the GoA and many communities across the province leverage the Alberta Roadbuilders and Heavy Construction Association Equipment Rental Rates Guide⁴⁴ as an excellent tool for describing equipment capabilities with the added benefit of assigning costs for use.

AEMA and Alberta Wildfire Branch have, within the annual Alberta Provincial WUI Guidelines, identified the capabilities and characteristics that are associated with the different types of structural and wildland fire engines.

⁴³ AEMA will be conducting further engagement and analysis to determine whether there is sufficient value to be garnered by building and then sustaining a comprehensive AIMS resource catalogue (potentially leveraging extant models and adjusting to match Alberta's needs).

⁴⁴ <https://www.arhca.ab.ca/>

TABLE 4: ENGINE REQUIREMENTS

Minimum Requirements	Engine Type						
	Structure		Wildland				
	E1	E2	E3	E4	E5	E6	E7
Tank minimum capacity (litres)	1130	1130	1890	2830	1510	560	180
Pump minimum flow (LPM)	3780	1890	568	189	189	189	38
At rated pressure (kPa)	1034	1034	1724	689	689	689	689
Hose: 65 mm (meters)	360	300					
Hose: 38 mm (meters)	150	150	300	90	90	90	
Hose: 25 mm (meters)			150	90	90	90	60
Ladders per NFPA 1901	Yes	Yes					
Master stream: 1893 LPM	Yes						
Pump and roll			Yes	Yes	Yes	Yes	Yes
Maximum GVWR (kg)					11793	8845	6350
Personnel Maximum (minimum)	4 (4)	4 (4)	4 (4)	4 (3)	4 (3)	4 (3)	4 (2)

Minimum Requirements	Tender Type				
	Support			Tactical	
	S1	S2	S3	T1	T2
Tank capacity (litres)	15142	9464	3785	7571	3785
Pump flow (LPM)	1136	757	757	946	946
At rated pressure (kPa)	350	350	350	1050	1050
Maximum refill time (minutes)	30	20	15		
Pump & roll				Yes	Yes
Personnel	1	1	1	2	2

Alberta Wildfire also identifies some resources using descriptive titles; for example, helicopters are categorized as being light, intermediate, medium, and heavy. Where tactical employment of certain resources may differ across jurisdictions and/or organizations, plain language descriptors may be more appropriate to ensure that both the requesting and the responding organizations have a shared understanding of the requirement.

A provincial resource typing model will focus on identifying resources that:

- Are widely used and sharable.
- Can be shared and/or deployed across jurisdictional boundaries through mutual aid or assistance agreements.
- Can be identified by the following characteristics:
 - Capability. The core capability for which the resource is most useful (typically based on either prevention/mitigation, response, or recovery)
 - Category. The function for which a resource would be most useful. For example, FEMA’s Resource Typing Library Tool⁴⁵ has identified 18 resource categories:
 - Animal Emergency Response
 - Communications

⁴⁵ <https://rtlt.preptoolkit.fema.gov/Public/Combined?s=Category.Name>

- Cyber Security
- Emergency Management
- Fire and Hazardous Materials
- Incident Management
- Logistics and Transportation
- Medical and Public Health
- Prevention
- Screening, Search, and Detection
- Damage Assessment
- Emergency Medical Services
- GIS and Information Technology
- Law Enforcement Operations
- Mass Care Services
- Mitigation
- Public Works
- Search and Rescue

- Kind. A broad characterization, such as personnel, teams, facilities, equipment and supplies.
- Type. A resource's level of minimum capability to perform its function.

- The specific metrics used for determining a resource's type depend on the kind of resource and the mission envisioned (e.g. a mobile kitchen unit is typed according to the number of meals it can produce, while dump trucks are typed according to haul capacity).
- The level of capability is based on size, power, and capacity (for equipment) or experience and qualifications (for personnel or teams).
- Can be identified, inventoried, and tracked to determine availability.
- Are used for incident management, support, and/or coordination under ICS and/or in ECCs.
- Are sufficiently interoperable or compatible to allow for deployment through common systems for resource ordering, managing, and tracking.

Resource users at all levels apply these standards to identify and inventory resources. Resource kind subcategories define the capabilities more precisely.

4.1.2 Qualifying, Certifying, and Credentialing Personnel

Qualifying, certifying, and credentialing are the essential steps, led by an agency or organization with authority over a community of practice, that help ensure that personnel deploying to incidents have the knowledge, experience, training, and capability to perform the duties associated with their assigned roles. For ICS in Alberta this is performed by AEMA as the ICS Canada designated AHJ; Alberta Wildfire performs this function as an AAHJ, specific to wildland fire and resource management staff and cooperators. Applying these steps helps to ensure that personnel are prepared to perform their incident responsibilities based on criteria that are standard across the province.

- **Qualification.** The process through which personnel meet the minimum established criteria based on training, experience, physical and medical fitness, and capability to fill specific positions.
- **Certification/Recertification.** The recognition from the AHJ or a third party⁴⁶ stating that an individual has met and continues to meet established criteria and is qualified for a specific position.
- **Credentialing.** Occurs when an AHJ or third party provides documentation—typically an identification card or badge—that identifies personnel and authenticates and verifies their qualification for a particular position. While credentialing includes issuing credentials such as identification cards, it is separate from an incident-specific badging process, which includes identity verification, qualification, and deployment authorization.

4.1.2.1 Applying the Qualification, Certification, and Credentialing Process

The Alberta Emergency Management Training System (EMTS) will include a framework for certifying and credentialing individuals and teams. Mirroring FEMA's qualification, certification, and credentialing process (see Figure 14), Alberta will employ a performance-based approach. This process enables communities to plan for, request, and have confidence in personnel assigned from other organizations through mutual aid agreements.

⁴⁶ Certain positions require third-party certification and/or credentialing from an accredited body such as a provincial licensure board for medical professionals.

FIGURE 14: QUALIFICATION, CERTIFICATION, AND CREDENTIALING OF INCIDENT PERSONNEL



Standardized criteria and minimum qualifications for positions provide a consistent baseline for qualifying and credentialing the incident workforce. Along with the job title and position qualifications, the position task book (PTB) is a basic tool that underpins a performance-based qualification process. PTBs describe the minimum competencies, behaviors, and tasks necessary to be qualified for a position. PTBs provide the basis for a qualification, certification, and credentialing process that is standard across the province.

ICS Canada recommends minimum qualifications, but it is the AHJ that establishes, communicates, and administers the qualification and credentialing process for individuals seeking qualification for positions under that AHJ’s purview. AHJs have the authority and responsibility to develop, implement, maintain, and oversee the qualification, certification, and credentialing process within their organization or jurisdiction.

It is worth noting that while qualifications, certifications, and credentials attest to advanced levels of training and experience, it is as important that individuals and formed teams possess a range of soft skills that will enable them to effectively integrate themselves into situations where pre-established relationships may not exist. The ability to listen and learn from local authorities, who may lack similar emergency management credentials, but who have an intimate understanding of their community and local conditions, is indicative of high emotional intelligence and can often prove invaluable.

4.1.3 Planning for Resources

Jurisdictions and organizations should work together before incidents occur to develop plans for identifying, managing, estimating, allocating, ordering, deploying, and demobilizing resources. The planning process includes identifying resource requirements based on the threats to, and vulnerabilities of, the jurisdiction or organization (which drive incident objectives, strategies, and tactics).

Planning also includes developing alternative strategies to obtain needed resources. Resource management strategies that planners should consider include:

- Stockpiling resources.
- Establishing mutual aid agreements to share resources and services between jurisdictions or organizations from neighbouring jurisdictions.
- Determining how and where to reassign existing resources from non-essential tasks.
- Developing contracts to rapidly acquire resources from vendors, when needed (often called ‘just in time’ delivery).

Resource planners consider the urgency of needs, whether sufficient quantities of items are on hand, and whether the items can be acquired or produced quickly enough to meet anticipated demand. Stockpiling presents issues concerning shelf-life and durability; however, the alternative of relying on ‘just in time’ resource acquisition also has potential pitfalls. Planners should verify, for example, that multiple jurisdictions are not relying on the same assets or vendors. Jurisdictions should also incorporate protocols for handling and distributing donated resources.

For activities that need surge capacity, planning often includes pre-positioning resources. Plans should anticipate conditions or circumstances that trigger a reaction, such as restocking supplies when inventories reach a pre-determined minimum.

Capability Estimation

Estimating resource needs is key to resource planning. Through capability estimation, jurisdictions assess their ability to take a course of action. The resulting capability estimate feeds into the resource section of the plan or annex. Capability estimation helps answer the following questions:

- What do we need to prepare for?
- What resources do we have that allow us to achieve our targets?
- What resources can we obtain through mutual aid to be prepared to meet our targets?

The outputs of this process inform a variety of preparedness efforts, including strategic, operational, and/or tactical planning; development of mutual aid agreements and compacts; and hazard mitigation planning.

4.1.4 Acquiring, Storing, and Inventorying Resources

Organizations acquire, store, and inventory resources for day-to-day operations, as well as additional resources that the organization has stockpiled for incidents. Those with resource management responsibilities should plan for periodic replenishments, preventive maintenance, and capital improvements. They should also plan for any ancillary support, supplies, or space that may be needed for large or complex resources.

Effective resource management involves establishing a resource inventory and maintaining the currency and accuracy of the information. While a resource inventory can be as simple as a paper spreadsheet, many resource managers use IT-based inventory systems to track the status of resources and maintain an accurate list of available resources. Accurate resource inventories not only enable organizations to resource incidents promptly, but also to support day-to-day resource management activities such as reconciliation, accounting, and auditing.

Resource Inventorying vs. Resource Tracking

For AIMS purposes, resource inventorying refers to the preparedness activity done outside of incident response. Inventories include an up-to-date count and pertinent details about an organization's resources. Inventories often provide the basis for resource tracking during an incident.

Resource tracking occurs during an incident and includes the number and status of resources assigned to an incident, the organizational element to which they are assigned, and their progress against applicable work/rest ratios. Incident needs drive the numbers and types of resources tracked.

An effective resource inventory includes the following information regarding each resource:

- **Name.** The resource's unique name.
- **Aliases.** Any other names for the resource, whether formal or informal. These can be radio call signs, license numbers, nicknames, or anything else that helps users identify the resource.
- **Status.** The resource's current condition or readiness state.
- **Resource Typing Definition or Job Title.** This can be either a standard resource typing definition or job title/position qualification based on a shared typing model or, for non-typed resources, a plain language description of the resource.
- **Mutual Aid Readiness.** The status of whether the resource is available and ready for deployment under mutual aid.
- **Home Location.** The resource's permanent storage location, base, or office.
- **Present Location.** The resource's current storage location, base, office, or deployment assignment.
- **Point of Contact.** Individuals able to provide information and communicate essential information related to the resource.
- **Owner.** The agency, company, person, or other entity that owns the resource.
- **Manufacturer/Model (Equipment Only).** The entity that built the resource and the resource's model name/number. This section also includes the serial number (the resource's unique identifying number). This is a real-world inventory control number or other value used in official records.

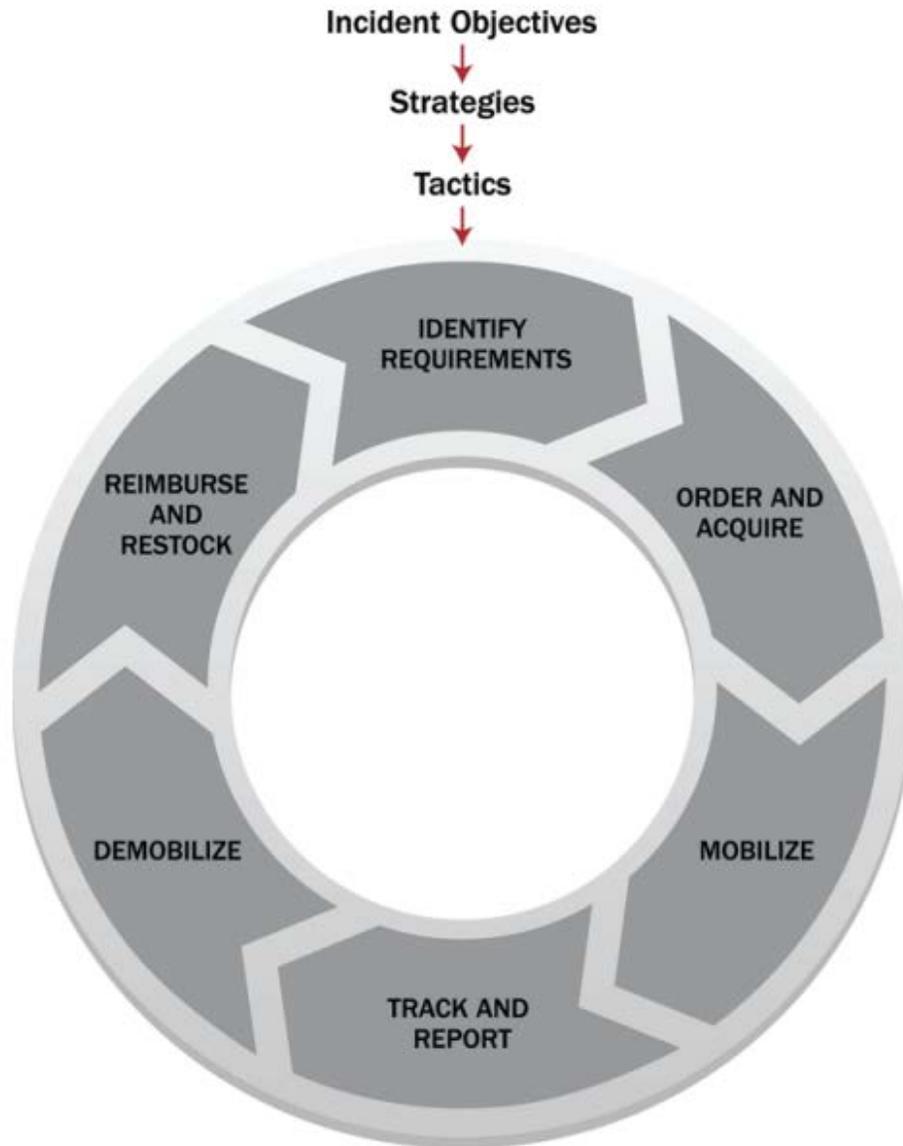
- **Contracts.** Purchase, lease, rental, or maintenance agreements or other financial agreements associated with the resource.
- **Certifications.** Documentation that validates the official qualifications, certifications, or licenses associated with the resource.
- **Deployment Information.** Information needed to request a resource includes:
 - Minimum Lead Time (in hours). The minimum amount of time a resource needs to prepare for deployment to the incident.
 - Maximum Deployment Time (in days). The maximum amount of time a resource can be deployed or involved before it needs to be pulled back for maintenance, recovery, or resupply.
 - Restrictions. Any restrictions placed on the resource use, deployable area, capabilities, etc.
 - Reimbursement Process. Any information regarding repayment for items that are reimbursable.
 - Release and Return Instructions. Any information regarding the release and return of the resource.
 - Sustainability Needs. Any information regarding actions necessary to maintain the usability of the resource.
 - Custom Attributes. A customizable field that an agency can add to resource records. This can contain any necessary information that standard fields do not contain.

Resource inventories also account for (and mitigate) the potential for double-counting personnel and/or equipment. Resource summaries should clearly reflect any overlap of personnel, supplies, and/or equipment across different resource pools to avoid overstating the total resources.

4.2 Resource Management during an Incident

The resource management process during an incident includes standard methods to identify, order, mobilize, track, and demobilize resources. For the purpose of AIMS, resources include personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. In some cases, the identification and ordering process is compressed, such as when an Incident Commander identifies the specific resources necessary for a given task and orders those resources directly. However, in larger, more complex incidents, the Incident Commander relies on the resource management process and personnel in the ICS and ECC organizations to identify and meet resource needs. Figure 15 depicts the six primary tasks of resource management during an incident.

FIGURE 15: RESOURCE MANAGEMENT PROCESS



4.2.1 Identifying Requirements

The first step in the resource management process is driven by the incident planning process. The determination of incident objectives, the development of strategies to achieve those objectives, and finally the decision on what tactics will be employed in support of the strategies, should lead to clearly identified resource requirements. This process is iterative; during an incident, personnel continually identify, validate, and refine resource needs. This process involves identifying the type and quantity of resources needed, the location where resources should be sent, and who will receive and use the resources.

Resource availability and needs constantly change as an incident evolves. Consequently, incident management personnel and their affiliated organizations should coordinate as closely and as early as possible, both in advance of and during incidents.

4.2.2 Ordering and Acquiring

Both incident and ECC staff make initial and ongoing assessments of resource requirements and either activate or request those resources. Incident personnel can order additional resources by executing contracts, implementing mutual aid agreements, or requesting assistance from another level of government (e.g., a local authority to the province through the PECC, or the province to the federal government through Public Safety Canada).

Incident and/or ECC personnel request resources based on incident priorities and objectives. They base decisions about resource allocation on jurisdictional or organization protocol (e.g. minimum staffing levels) and, when applicable, the resource

demands of other incidents. The organization providing resources consents to the request and communicates any discrepancies between requested resources and those available for delivery.

4.2.2.1 Resource Requests

Organizations that request resources should provide enough detail to ensure that those receiving the request understand what is needed. Where organizations have established typing standards, those should be used. In the absence of typing standards, clear and complete descriptions of the required resource will aid in ensuring that requests are fully understood. Requesting organizations should include the following information in the request:

- The priority of the request:
 - Emergency. Life safety urgency.
 - Priority. Important to continuity of effective operations within a specific time limit.
 - Routine. Supports regular operations.
- The nature of the problem.
- The desired outcome or effect.⁴⁷
- If known, a detailed item description including quantity, kind, and type, or a description of required capability and/or intended use if not:
 - If suitable substitute resources or preferred sources exist, these should also be indicated.
 - If the resource is not a common or standard incident resource, then the requestor should provide detailed specifications.
- Required arrival date and time.
- Required delivery or reporting location.
- The position title of the individual to whom the resource should report.
- Any incident-specific health or safety concerns (e.g. vaccinations, adverse living/working conditions, or identified environmental hazards).

Personnel are assigned based on their qualifications and the needs of the incident, as well as any jurisdictional licensing requirements or limitations (i.e. personnel in some fields, including law enforcement and medicine, have limited authority outside of the jurisdiction in which they are sworn or licensed).

4.2.2.2 Critical Resources

Where there are competing demands for a finite, specific resource, and not all requests can be met, the resource may be designated a 'critical resource.'⁴⁸ This can occur across different levels within the emergency management system and will require the appropriate authority to prioritize and coordinate resource allocation and distribution, considering resource availability, contingency requirements, and any other limitations. Should control over critical resources require the force of law, the *Emergency Management Act* provides for this at both at the provincial level under a declaration of a SOE and/or at a local authority level under a declaration of a SOLE.

4.2.2.3 Incident Assignments

Effective and safe incident management depends on all personnel executing their responsibilities according to established guidelines. Personnel deploy to incidents at the request of the appropriate authority. Individuals remain deployment-ready by maintaining the skills, knowledge, certifications, physical fitness, and other items, such as equipment, that their organization requires or recommends.

⁴⁷ An effect is a change that is a result or consequence of an action or other cause. This can also be called an outcome. An example of this would be during a flood the local authority may identify a critical facility that must be sustained and cannot flood; this is the desired effect. Having determined the desired effect, strategies to achieve this like sandbagging, water diversion, or others can be adopted. Understanding the desired effect may open up alternative strategies and resource options.

⁴⁸ During the 2019 Northern Alberta wildfires, both Wildland Urban Interface Structural Protection Units as well as Structural Protection Specialists were limited in numbers, but in high demand. In this situation both of these resources would have met the conditions to be considered critical resources.

Upon notification of deployment, individuals should:

- Review the most recent situation report (if available).
- Identify assignment, deployment location, and travel arrangements.
- Identify assigned supervisor and associated contact information, if possible.
- Obtain a copy of assignment paperwork.
- Review any briefings on worksite security or access procedures and any special environmental or health concerns for the deployment area (if available).
- Ensure/verify coverage for day-to-day job responsibilities.

When personnel reach their designated incident worksite, they should adhere to accountability procedures, including:

- **Check-In:** Report in to receive an assignment. (Applies to all personnel regardless of agency affiliation).
- **Recordkeeping:** Follow incident procedures for documenting their activities. Maintaining complete and accurate records helps with local, provincial, and federal assistance, reimbursements, and potential future litigation.
- **Communication:** Observe radio and/or telephone procedures; use plain language and clear text, not codes.
- **Demobilization:** When notified of their demobilization, follow the procedures established by Incident Command before leaving the incident area. Personnel should:
 - Complete all work in progress (unless otherwise directed).
 - Ensure all records and files are up to date.
 - Return or transfer any equipment received in support of the incident.
 - Brief incoming personnel, if applicable, on work status and assignments.

4.2.2.4 Unrequested Resources

During incidents, responders sometimes come to an incident area without being requested. Such personnel converging on a site, commonly referred to as self-dispatching or self-deploying, may interfere with incident management and place an extra logistical and management burden on an already stressed system by:

- Creating additional supervisory, logistical, and safety needs.
- Depleting the resources needed to provide continued services to their home community.
- Complicating resource tracking and accountability.
- Interfering with the access of formally requested resources.

Responders should wait for official deployment notification rather than self-deploying to an incident. Impacted authorities should incorporate early messaging to discourage the practice of convergence.

Where and when unrequested resources arrive at an incident, they should not be checked in to the incident as this practice needs to be actively discouraged. Unrequested resources should be directed to return to their point of origin and informed that they are not eligible for any reimbursement of costs associated with their deployment. Checking them into an incident confers legitimacy and could result in both legal and financial liability to the local authority.

4.2.3 Mobilizing

Personnel and other resources begin mobilizing when notified by the jurisdiction or organization that they come under the authority of. For resources integral to the requesting jurisdiction, this will likely follow well-established procedures. It is important to note that once a resource is assigned to an incident, it comes under the full control of Incident Command; even when its status is Available or Out of Service. The resource does not revert to its parent organization until it has been demobilized. For external resources mobilization will normally be initiated under a mutual aid agreement or through a contract for services. Beyond these preferred approaches, or when they have been exhausted, the PECC can also initiate the mobilization of resources on behalf of the requesting jurisdiction. At the time of notification, deploying personnel should be informed of:

- The date, time, and place of departure.
- Mode of transportation to the incident.
- Estimated date and time of arrival.

- Reporting location (address, position title, and phone number or radio frequency).
- Anticipated incident assignment.
- Anticipated duration of deployment.
- Resource order number.
- Incident number.
- Applicable cost and funding codes.

Resource tracking directly links to the mobilization process. Resources arriving at an incident must check-in according to the receiving organization's check-in process.

The mobilization process includes:

- Conducting incident-specific deployment planning.
- Equipping.
- Providing just-in-time training.
- Designating assembly points.
- Delivering resources to the incident on schedule and in line with priorities and budgets.

Mobilizing fixed facility resources, such as laboratories, hospitals, ECCs, shelters, and waste management systems, involves activation rather than deployment. Plans and systems to monitor resource mobilization status should be flexible enough to adapt to both types of resources. Managers plan and prepare for the demobilization process at the same time they begin mobilizing resources.

4.2.3.1 Survivors as Resources

Before emergency responders can mobilize and arrive, neighbours and bystanders are often the first people to provide life-saving assistance. The natural desire to help does not disappear once responders arrive on the scene. Incident management personnel should anticipate this and have plans to either use these volunteers' capabilities safely and effectively or to ensure their safe evacuation from the area under impact.

4.2.3.2 Civil Society Organizations

CSOs, and especially humanitarian-focused NGOs, also mobilize and provide valuable assistance before, during, and after incidents. These groups provide a structure to integrate volunteers into incident activities. They also frequently have established relationships with the community, provide assistance that governmental organizations cannot, and support requests through formal resource-ordering processes.

4.2.4 Tracking and Reporting

Incident personnel use established procedures to track resources from mobilization through demobilization. Resource tracking occurs prior to, during, and after an incident. This process helps staff prepare to receive and use resources; tracks resource location; facilitates the safety and security of personnel, equipment, teams, and facilities; and enables effective resource coordination and movement.

Information Management Systems and Resource Tracking

Information management systems enhance resource status information flow by providing real-time data to jurisdictions, incident personnel, and their affiliated organizations. Information management systems used to support resource management include location-enabled situational awareness and decision support tools with resource tracking that links to the entity's resource inventory(s).

Resources assigned to an incident can be managed in one of three ways:

- Single resource.
- Task force.
- Strike team.

Resources will always be in one of three status conditions:

- **Available.** A resource that is assigned to an incident and available for a specific assignment. The resource is ready to work but has not been assigned a task.
- **Assigned.** A resource that has checked in and received a tasking.
- **Out of service.** A resource that is assigned to an incident but unable to respond for mechanical, rest, or personnel reasons. The resource cannot be tasked.

The incident management team must be able to determine the current status of all resource requests, the sections assigned responsibility for action, and the details of any action taken or planned.

In a Type 5 or Type 4 incident, resources are generally tracked by the Incident Commander, who may use an aide to record information using an ICS 201 form: Incident Briefing. The use of staging areas and a Staging Area Manager can greatly facilitate resource management at simple incidents involving a variety of resources arriving at the same time. If the incident grows in size or complexity, an Operations Section may be formed to assume control over all operational resources, thereby assisting with span of control. This allows Command to focus on other functions such as Safety, Information, and Planning.

4.2.5 Demobilizing

The goal of demobilization is the orderly, safe, and efficient return of a resource to its original location and status. Once resources are no longer needed on an incident, those responsible for resources should demobilize them. The resource requestor and provider may agree to reassign a resource rather than demobilize it. Prior to demobilization, incident staff responsible for the planning and logistics functions collaborate to plan how resources are rehabilitated, replenished, disposed of, and/or returned or restored to operational condition.

4.2.6 Reimbursing and Restocking

Reimbursement includes the payment of expenses incurred by resource providers for specific activities. Reimbursement processes are important for establishing and maintaining resource readiness and establishing the means to pay providers in a timely manner. Processes include mechanisms for collecting bills, validating costs against the scope of the work, replacing or repairing damaged equipment, and accessing provincial or federal disaster recovery assistance programs. Reimbursement procedures are often specified in mutual aid and assistance agreements.

4.3 Mutual Aid

Mutual aid involves sharing resources and services between jurisdictions or organizations. Mutual aid occurs routinely to meet the resource needs identified by the requesting organization. This assistance can include the daily dispatch of law enforcement, fire services, and emergency medical service resources between local authorities, as well as the movement of resources within Alberta or between provincial, territorial, and international borders when larger-scale incidents occur. Mutual aid can provide essential assistance to meet incident management objectives.

4.3.1 Mutual Aid Agreements

Mutual aid agreements establish the legal basis for two or more entities to share resources. Mutual aid agreements exist in various forms among and between all levels of government, including Metis Settlements and First Nations. In most cases they are voluntary, non-binding agreements. These agreements support effective and efficient resource management. Mutual aid agreements may authorize mutual aid between two or more neighbouring communities, between provinces and territories, and/or internationally. Mutual aid agreements can also include formal and informal arrangements with private sector/industry stakeholders.

Inter-Provincial Mutual Aid

Under the umbrella of the Canadian Council of Emergency Management Organizations (CCEMO), Alberta is a signatory to the Inter-Jurisdictional Emergency Management Assistance Memorandum of Understanding. This MOU has become recognized as the national Emergency Management Mutual Aid Arrangement (EMMA).

The Alberta – British Columbia Memorandum of Understanding, Interprovincial Emergency Management Assistance, May 2007, is an example of a province-to-province mutual aid agreement

Mutual aid agreements often address participating entities' liability, insurance, compensation, and procedures, and might include some of the following topics:

- **Procedures for Mobilization (Request, Dispatch, and Response).** Specific procedures for parties to request and dispatch resources through mutual aid.
- **Protocols for Resource Management.** Resource typing definitions or if not typed, resource descriptions.
- **Reimbursement.** Mutual aid services are either paid or unpaid (e.g. based on providing reciprocal services). Some mutual aid agreements specify reimbursement parameters.
- **Recognition of Licensure and Certification.** Guidelines to ensure recognition of licensures across geopolitical boundaries.
- **Protocols for Voice and Data Interoperability.** Protocols that specify how different communications and IT systems share information.

4.3.2 Mutual Aid Process

Upon receipt of a request for mutual aid, the providing jurisdiction evaluates the request against its capacity to accommodate the temporary loss of the resource(s). For example, resource managers in a fire department consider whether the department could still meet its community's needs after deploying requested equipment and personnel to another jurisdiction.

If the providing jurisdiction determines it can accommodate the requested deployment of resources, it identifies specific resources and arranges their deployment in accordance with the terms of the mutual aid agreement. The receiving jurisdiction can decline resources if they do not meet its needs.

5 Communications and Information Management

Incident personnel rely on flexible communications and information systems to obtain and provide accurate, timely, and relevant information. Establishing and maintaining situational awareness and ensuring accessibility and voice and data interoperability are the principal goals of the Communications and Information Management component. Properly planned, established, and applied communications facilitate information dissemination among responding and supporting incident elements as well as supporting jurisdictions and organizations.

This section addresses both information sharing, which is the responsibility of all personnel, and the communications systems that support information sharing, which typically fall to staff in the Logistics Section in the ICP and logistics or centre support staff in an ECC. To maintain situational awareness, incident personnel update incident information continually by gathering, collating, synthesizing, and disseminating incident information to and from all appropriate parties. This information flow is facilitated through developing and using common plans and interoperable equipment, processes, reports, standards, and architectures. During an incident, this integrated approach links all incident personnel, whether on-scene, at the ICP, in an ECC, or in another support location, to maintain communications connectivity and situational awareness. Communications and information management planning address the incident-related policies, equipment, data architecture, systems, standards, and training necessary to achieve interoperable communications.

The following principles of communications and information management support incident personnel in maintaining a constant flow of information during an incident.

- **Interoperability.** Interoperable communications systems enable personnel and organizations to communicate within and across jurisdictions and organizations via voice, data, and video systems in real time. Interoperability plans address governance, SOPs, technology, training and exercises, and usage during routine operations, as well as major incidents.
- **Reliability, Scalability, and Portability.** Communications and information systems should be reliable and scalable to function in any type of incident. This means they should be suitable for use within a single jurisdiction or agency, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement. Regular use of communications and information systems helps ensure that they are familiar, applicable, and acceptable to users; readily adaptable to new technology; and reliable in any situation.
- Scalability means that systems can be expanded to support any situation—including a major incident or several incidents that involve numerous responders and support personnel from multiple jurisdictions and organizations—and that the number of users on a system can be readily increased.
- Portable technologies and equipment ensure the effective integration, transport, and deployment of communications systems. Portability includes the standardized assignment of radio channels across jurisdictions, which allows incident personnel to participate in an incident outside their jurisdiction and still use familiar equipment.
- **Resilience and Redundancy.** Resilience and redundancy in communications help to ensure the uninterrupted flow of information. Resilience is the ability of systems to withstand and continue to perform after damage or loss of infrastructure. Redundancy is achieved through the duplication of services. It enables the continuity of communication when primary communications capabilities suffer damage through diverse alternative methods.
- **Security.** Some information communicated from, among, and to incident personnel is sensitive. Additionally, ICP and incident personnel may have access to critical assets, such as industrial control systems, that could cause widespread impacts if compromised. Incident personnel should work with IT and security experts to incorporate data, network, and systems protection best practices into incident communications and data sharing. Intelligence/investigations function staff, for example, may discuss sensitive, personally identifiable, or classified information and must shield this information in accordance with applicable law. Incident communications and information sharing should comply with data protection and privacy.

5.1 Communications Management

The communications management practices and considerations described below help incident personnel from different disciplines, jurisdictions, organizations, and agencies communicate with each other effectively during incidents.

5.1.1 Standardized Communications Types

Incident personnel and their affiliated organizations should use standard communications types, including:

- **Strategic.** High-level directions, including resource priority decisions, roles and responsibilities determinations, and overall incident management courses of action.
- **Tactical.** Communications between incident command and tactical personnel and cooperating organizations.
- **Support.** Coordination in support of strategic and tactical communications (e.g. communications between reception centres concerning resource ordering, dispatching, and tracking; traffic and public works communications).
- **Public.** Emergency alerts, media releases, social media posts, and press conferences.

5.1.2 Policy and Planning

Coordinated communications policy and planning provides the basis for effective communications and information management. Careful planning determines what communications systems and platforms personnel will use, who can use them, what information is essential in different environments, the technical parameters of all equipment and systems, and other relevant considerations. As technologies change and information exchange methods improve, communications management plans and procedures should also evolve.

All stakeholders, including Civil Society Organizations (CSOs) and private sector and critical infrastructure owners, should be involved in formulating communications plans and strategies that should be thorough, integrated, and interoperable. Technology and equipment standards also are shared with stakeholders to improve interoperability. Plans and strategies are highly encouraged to incorporate the PACE methodology, where Primary, Alternate, Contingency, and Emergency methods and means of communicating amongst stakeholders are identified.

Planners should incorporate sound communication management policies and plans into emergency management and other associated plans. Plans should include the following aspects of communications and information management:

- Information needs and potential sources for this information.
- Guidance, standards, and tools to integrate information with partner organizations and equally so, when information needs to be segregated from some or all partner agencies.
- Procedures, protocols, and networks to issue emergency alerts, incident notifications, public communications, and other critical information.
- Mechanisms and protocols for notifying other levels of government and partner organizations.
- Protocols for the effective and efficient use of information management technologies (e.g. computers, networks, and information-sharing mechanisms) to integrate all command, coordination, and support functions.
- Guidance and mechanisms to ensure that incident messaging is simultaneously accessible to all people, including those who have limited proficiency in English, disabilities, and others who have access and functional needs.

5.1.3 Agreements

All parties identified in a jurisdiction's emergency management plan should have agreements in place to ensure that the communications elements described in plans and procedures are in effect at the time of an incident. Agreements typically specify the communications systems and platforms that the parties agree to use or through which they intend to share information. These agreements typically include connection of networks, data format standards, and cybersecurity agreements.

5.1.4 Equipment Standards

Communication equipment that personnel use during incident management often consists of components and systems connected through common interfaces, many of which rely on the private sector to provide their operational backbone. Public/private communications systems and associated equipment should be regularly enhanced and updated, as their maintenance is essential to effective incident management. When developing communications systems and equipment standards, personnel should consider:

- The range of conditions under which personnel will use the systems.
- The range of personnel who might potentially use them.
- Current nationally recognized communications standards.

- The need for durable equipment.

In 2016, the GoA activated the Alberta First Responder Radio Communications System (AFRRCS) to enable seamless shared single-system and interoperable communications amongst first responders. The AFRRCS system is based on a 700MHz spectrum, Harris-based P25, digital trunked, voice primacy and data radio network that covers the vast majority of the province (95% coverage on primary and secondary roads, excluding defined federal/provincial multiband zones, and in 102 named communities). The system is comprised of 333 remote radio sites distributed across Alberta and tied together with a combination of GoA-owned microwave data links, leased data services and GoA very small aperture terminal (VSAT) two-way satellite ground stations. The system presently provides state of the art Land Mobile Radio services enabling first responders with the latest development in public safety communication and system interoperability. The AFRRCS team, comprised of GoA employees and contractors, is responsible for delivering these services, maintaining the overall network across the province, and working with first responder agencies to evolve the network in alignment with changing business needs and enabling technologies.

In the event of a significant emergency, the PECC can request the deployment of AFRRCS equipment and staff. AFRRCS has a radio cache consisting of 400 handheld radios as well as two Site-on-Wheels (SOWs) transmitter/receiver stations. The SOWs are fully featured four channel, 700MHz P25 trunked mobile sites with satellite backhaul to the network core providing quick deployment of portable communications coverage virtually anywhere in Alberta.

5.1.5 Communications/Technology Training

Training and exercises that employ interoperable systems and equipment enable personnel to understand their capabilities and limitations before an incident.

5.2 Incident Information

During an incident, personnel need timely and accurate information to make decisions. Information is used for many functions within ICS, ECCs, MAC Groups, and JISs, including:

- Aiding in planning.
- Communicating with the public, including emergency alerting.
- Tracking incident costs.
- Determining the need for additional involvement of CSO or private sector resources.
- Identifying safety issues.
- Resolving information requests.

5.2.1 Incident Reports

Incident reports enhance situational awareness and build shared situational awareness by ensuring that personnel have ready access to essential information. Types of reports that provide essential information regarding the incident include:

- **Situation Reports (SITREPs).** Reports typically produced and distributed on a regular and recurring basis that contain incident details. SITREPs offer a snapshot of the incident status during the past operational period and contain confirmed or verified information regarding the explicit details (who, what, when, where, and how) relating to the incident. The PECC produces and releases several types of SITREPs, including:
 - PECC Daily SITREP. Issued daily
 - PECC Developing Situation Report. Issued by the PECC Watchstation when it becomes aware of a developing or ongoing new incident.
 - Common Operating Picture Report (COPR). The most comprehensive situation update produced by the PECC in accordance with the established reporting schedule for the incident. In addition to information being tracked by the Situation Unit, the COPR consolidates reports from all GoA departments to provide senior officials with a detailed snapshot of the whole of government response effort.
- **Status Reports.** Reports, such as spot reports include vital and/or time-sensitive information shared outside regularly scheduled situation reports. The PECC Incident Update is an example of a status report. These reports are typically function-specific and less formal than SITREPs.

- **Executive Briefings/Updates.** Local authorities will often build templates that are used to organize key incident information for briefing senior officials, both elected and appointed. Understanding the differing information requirements of these officials in advance and then tailoring the information to ensure it is on point, will serve to focus senior officials on areas they may be better placed to exert effort. This is particularly true when those officials have a public communications role.

Standardizing the information contained in incident notification, situation, and status reports within and across jurisdictions and organizations facilitates information processing; however, the standardization should not prevent the collection or dissemination of information unique to a reporting organization. Transmitting data in a common format enables other jurisdictions and organizations to anticipate, and rapidly find and act on, specific incident information.

5.2.2 Incident Action Plans

In addition to incident reports, personnel can also improve situational awareness and better understand incident objectives and tactics by referring to IAPs. IAPs contain the incident objectives that the Incident Commander or Unified Command have established and details tactics for the next operational period.⁴⁹ See Appendix 2, Tab 9 for details regarding the incident action planning process.

5.2.3 Information/Data Collection and Processing

Personnel should collect information/data in a manner that observes standard collection techniques and definitions, analyze the information/data, and share it through the appropriate channels. Standardized sampling and information/data collection enables reliable analysis and improves assessment quality.

Leaders in ICS organizations, ECCs, and MAC Groups, as well as public information personnel all rely on accurate and timely information. Information/data collection and processing include the following standard elements: initial size up/rapid assessment, collection plans, validation, analysis, dissemination, and updating.

5.2.3.1 Initial Size-Up/Rapid Assessment

The official who is the first to arrive at the scene of an incident assesses the situation and provides their findings to dispatch or other incident support organizations. This individual, by default, is the Incident Commander until either a more qualified responder assumes command, or the ICP is transferred to a more suitable location and that individual remains at the incident site conducting operations. This initial size-up may include immediate resource requests from the Incident Commander, and/or it may provide the staff in these organizations with information to enable them to assign resources and make other incident-related decisions based on their understanding of the complexity and likely duration of the incident.

5.2.3.2 Information/Data Collection Plan

The Incident Commander, Unified Command, or ECC Director may establish a collection plan to standardize the recurring process of collecting incident information. An information/data collection plan is typically a matrix that describes what essential elements of information (EEI) personnel will collect. EEI are generally information items required for informed decision-making. The collection plan lists sources, methods, units of measure, and schedules for collecting various items.

The EEI should be defined prior to developing a collection plan. EEI typically includes items such as:

- Incident area boundaries/access points.
- Jurisdictional boundaries.
- Social/economic/political impacts.
- Impacts to health of the population.
- Transportation system status.
- Communications system status.
- Hazard-specific information.
- Significant weather.

⁴⁹ An operational period can vary based on a number of factors, including but not limited to the incident typing. More complex, longer duration incidents will typically adopt operational periods of between 12 to 24 hours.

- Seismic or other geophysical data.
- Critical infrastructure status.
- Aerial reconnaissance activity status.
- SOLE declaration status.
- Planned or upcoming activities.
- CSO involvement and/or donations.

While all personnel involved in an incident have a responsibility to share information, and in particular, any information relating to safety, there are staff within the various incident management structures that are assigned information/data collection tasks either as a primary function or as a secondary supporting effort. Personnel accomplish information/data gathering using a wide variety of methods:

- Obtaining data from 911 calls from public safety answering points or from dispatch systems.
- Monitoring radio, video, and/or data communications among responders.
- Reading SITREPs.
- Using technical specialists such as Environment and Climate Change Canada weather forecasters or public utilities experts from the Alberta Chapter of the American Public Works Association.
- Receiving reports from field observers, ICPs, Area Commands, MAC Groups, or ECCs.
- Deploying information specialists to ICPs, ECC, other facilities, or operational field offices.
- Analyzing relevant geospatial information system products.
- Monitoring print, online, broadcast, and social media.

5.2.3.3 Validation

Staff responsible for situation tracking and building situational awareness products (typically the Situation Unit in the Plans Section) must review data to determine if it is incomplete, inaccurate, embellished, outdated, or misleading. In today's environment, where social media draws on thousands of users, images and snippets of information can rapidly outpace the ability of organizations that must validate information before reporting it. Where possible, personnel should use a variety of sources to validate data. Short of this, and where it is absolutely necessary to share data that has not been fully validated, this must be clearly noted, along with attribution of the source.⁵⁰

5.2.3.4 Analysis

Situational awareness staff analyze validated data to determine its implications for incident management and to turn raw data into information that is useful for decision making. Analysis addresses the incident's information needs by breaking those information needs into smaller, more manageable elements and then addressing those elements. Personnel should base their analysis on a thorough understanding of the problems and the situation, cognizant of the fact that they may be working with incomplete data. The key is to provide timely and objective analysis.⁵¹

5.2.3.5 Dissemination

Once incident data has been collated, analyzed, and packaged as a product, it must be shared with others, in alignment with applicable information management policies and privacy legislation. Personnel should disseminate incident information in a timely and accurate way, with the goals of enhancing situational awareness and encouraging effective coordination.

5.2.3.6 Updating

Informational accuracy and completeness can help incident leadership make sound decisions. Information technology tools employed by incident facilities can support the development of incident-wide shared situational awareness. For this to be effective though, a process for continual monitoring, validating, integrating, and analyzing relevant elements of data and information, must be in place and sustained.

⁵⁰ A report from a national media agency might be deemed more credible (higher confidence in accuracy) than a social media post by an unknown individual. Neither may be validated, but reporting the former, with attribution, may be acceptable.

⁵¹ It is highly recommended that analysis based on incomplete data be caveated as such, where known. In the vast majority of situations emergency management decisions will be taken, and need to be taken, based on an incomplete picture.

5.2.3.7 Retention Requirements

Different organizations involved in an incident may have different records retention requirements. These requirements will generally be dictated by legislation, regulation, or applicable policies and should be communicated to and followed by those incident personnel who fall under the organization's authority. Where requirements differ or uncertainty exists, the best practice is to retain records in accordance with the more stringent requirement.

5.3 Communications Standards and Formats

5.3.1 Common Terminology, Plain Language, Compatibility

5.3.1.1 Common Terminology

The use of common terminology helps incident personnel from different disciplines, jurisdictions, organizations, and agencies communicate and effectively coordinate activities.

5.3.1.2 Plain Language

Using plain language and clear text in incident management is a matter of public safety, especially the safety of incident personnel and those affected by the incident.

Personnel should use plain language in all communications between organizational elements during an incident, whether oral or written, to help ensure that personnel are disseminating information in a timely and clear manner and that all intended recipients understand. Personnel should avoid using acronyms or jargon unique to an agency, organization, or jurisdiction during incidents that involve multiple jurisdictions or organizations.

5.3.1.3 Data Interoperability

Personnel should plan, establish, and apply communications protocols to enable the dissemination of information among management, command, and support elements and cooperating jurisdictions and organizations. Elements of compatible information management include:

Data Communication Protocols. Procedures and protocols for communications (to include voice, data, geospatial information, internet use, and data encryption) to use or share information. Sharing data between organizations and orders of government can be impacted by privacy legislation. Putting in place data sharing protocols to ensure this does not become an obstacle to more effective collaboration during an incident cannot be overstated.

Data Collection Protocols. Establishing multidisciplinary and/or multijurisdictional procedures and protocols before an incident allows for standardized data collection and analysis.

Encryption or Tactical Language. When necessary, incident management personnel and their affiliated organizations should have a methodology and systems in place to encrypt information to maintain security. Although plain language is appropriate during most incidents, tactical language is occasionally warranted due to the nature of the incident (e.g. during an ongoing human-induced intentional act). In such instances, guidance on the appropriate use of specialized encryption and tactical language should be incorporated in an incident-specific communications plan.

5.3.2 Technology Use and Procedures

Personnel use technological tools before, during, and after incidents to offer increased situational awareness to jurisdictions/organizations involved in the incident and/or to the public. Examples of these technologies include:

- Radio and telephone systems.
- Public alerting systems (e.g. Alberta Emergency Alert).
- Hardware, software, and internet-based systems and applications (including GIS and incident management software).
- Social media.

Incident personnel should establish procedures for using technology and other tools to benefit from these valuable communications resources. Information that personnel gain or share during an incident through these applications should follow planned and standardized methods and generally conform to overall data sharing standards, procedures, and protocols.

5.3.2.1 Social Media

Social media presents unique considerations for incident management at all levels and provides a set of tools that can facilitate:

- Monitoring and gathering information and firsthand accounts of incident impacts.
- Distributing public information and warning.
- Providing maps and incident visualizations.
- Matching available information, services, and resources to identified needs.

5.3.2.1.1 Using Social Media for Situational Awareness

Social media provides innovative ways of gathering data to achieve situational awareness. Monitoring of spikes or trends in social media by JICs, law enforcement, public health, or other information monitoring groups or systems may enhance situational awareness and/or provide early indication of emerging issues. As with all data, incident personnel must use data validation processes to filter and determine the accuracy of information gained via social media.

5.3.2.1.2 Using Social Media for Disseminating Information

Increasingly, the public expects incident management personnel to use social media to communicate necessary information. When using social media to disseminate information, considerations for incident leadership include:

- Identifying the intended audiences and what types of information to share.
- Determining if they wish to solicit feedback or responses.
- The potential time delay before the message is received by impacted populations (e.g. accounting for outages in coverage).

These considerations, in concert with the advice of the Information Officer, assist in determining which social media platforms will be used, the frequency and configuration of messages, and assignments and staffing needs. Organizations with existing social media policies are typically better prepared to leverage these platforms during incidents. Establishing in advance which social media channels will be used to share incident information and ensuring this is widely communicated is an important consideration.

As with other public information, personnel should follow standard release protocols and ensure accessibility. For messaging to be effective, users need to understand the limitations of the different social media channels in terms of length and complexity of content to avoid confusion. While those charged with responsibility for managing social media must fully understand the parameters they must operate within, it is equally important for all other incident staff to understand how they should (or should not) conduct themselves on social media.

Social media is also an open environment and as such it can be used to create confusion during an incident through the posting of inaccurate or incorrect information; this can be accidental or deliberate. While mis- or dis-information is often corrected or refuted by the community of users, Information Officers need to monitor prominent sites to ensure appropriate responses can be shared, when and as necessary.

5.3.3 Information Security/Operational Security

The need for confidentiality sometimes complicates sharing information. This can be particularly pronounced when sharing intelligence within the law enforcement community and with the emergency management, fire, public health, and other communities. Access to certain restricted or classified information depends on applicable law, as well as an individual's security clearance and need to know.

In a major incident involving mass fatalities, personal information relating to the deceased is highly sensitive and requires special handling and controls. Procedures for collecting, holding, and releasing information of this nature must be confirmed and reinforced throughout the incident management organization. For further information please see the Alberta Mass Fatality Plan.⁵²

⁵² <https://open.alberta.ca/dataset/4010145e-bf96-487d-bbde-75b5c954e901/resource/569715c5-c01a-418c-a33a-9834003fa3b8/download/jsg-mass-fatality-plan-2020-02.pdf>

Information security protocols are critical because inadequate security can result in the untimely, inappropriate, or ineffective release of information. This in turn increases the likelihood of misunderstanding and can complicate already complex public safety situations.

Policies and procedures must be established to define the levels of access to sensitive information. Response personnel must also be aware of the requirements under freedom of information and protection of privacy legislation.⁵³ They should be aware that freedom of information applications may be made after the emergency/disaster has passed, and as noted previously, must adhere to local and/or provincial records retention requirements.

⁵³ https://www.qp.alberta.ca/1266.cfm?page=F25.cfm&leg_type=Acts&isbncln=9780779762071

6 Conclusion

As the community of practice and the profession of emergency management grows and matures, it is vitally important that we have a shared understanding of the organization and structures that will be adopted in Alberta as well as the processes, procedures, and terminology that will be employed to prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters. AIMS codifies many of the best practices in emergency management. It is reflective of a commitment to effect continuous improvement and should enable improved interoperability and integration across our emergency management system.

While AIMS is framed to guide incident management personnel, as well as all other provincial emergency management stakeholders, it should be underscored that it is also intended to be more descriptive than prescriptive. The examples contained throughout the document are just that; they are neither definitive nor exhaustive. This is especially true for the non-ICS components of the system, like the MAC Group, ECCs, and the JIS and JICs.

Understanding, implementing, and applying AIMS will take time. The journey to develop AIMS has occurred over several years and involved many deep theoretical and practical discussions with a wide range of stakeholders. Emergency management professionals across Alberta are now encouraged to join this journey and learn AIMS 'by doing'.

List of Appendices

Appendix 1	Glossary
Appendix 2	Incident Command System
Appendix 3	Emergency Coordination Centre Organizations
Appendix 4	Generic Example – AIMS Applied
Appendix 5	Wildland Urban Interface Fires Unified Command Best Practices
Appendix 6	Alberta All-Hazards Incident Management Team Deployment Standard Operating Procedures, 14 November 2019 (Version 1.8)

Appendix 1 – Glossary

For the purpose of AIMS, the following terms and definitions apply:

Agency – Typically a division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, civil society organizations may be included to provide support.

Agency Administrator – The official responsible for administering policy for an agency or jurisdiction. Agency Administrators will provide direction and guidance to Incident Command or Unified Command; this can include the articulation of incident priorities. Two or more Agency Administrators can form a MAC Group.

Agency Representative – A person assigned by a primary, assisting, or cooperating government agency or private organization that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Area Command – An organization that oversees the management of multiple incidents or oversees the management of a very large or evolving situation with multiple ICS organizations. See Unified Area Command.

Assigned Resource – A resource that has been checked in and assigned work tasks on an incident.

Assignment – A task given to a person or team to perform based on operational objectives defined in the IAP.

Assignment of Authority: A statement that the agency executive assigns authority and responsibility provides to the Incident Commander. The assignment of authority can include priorities, expectations, constraints, and other considerations or guidelines, as needed.

Assistant – A title for subordinates of principal Command Staff and ECC Director's staff positions. The title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency/Organization – An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

Authority Having Jurisdiction – An entity that has the authority and responsibility for developing, implementing, maintaining, and overseeing the ICS qualification process within its organization or jurisdiction. Only Provincial or Territorial agencies will be referred to as the AHJ. There is only one AHJ per province or territory. The department normally responsible for ICS Canada AHJ status usually falls to the department responsible for EM or its counterpart.

Available Resource – A resource allocated to an incident, checked in, and available for assignment.

Badging – The assignment of physical incident-specific credentials to establish legitimacy and permit access to incident sites. See Credentialing.

Base – See Incident Base.

Branch – The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch falls between the Section Chief and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by Roman numerals or by functional area.

Camp – A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Certification – Represents a written assurance (i.e. a certificate) that an individual or organization has successfully achieved specified requirements and is capable of performing tasks/functions/processes associated with that certification. This could include certification as a trainer to deliver a specific course, based on the successful completion of a Train the Trainer course or program.

Chain of Command – The orderly line of authority within the ranks of incident management organizations.

Check-In – The process through which resources first report to an incident. All responders, regardless of agency affiliation, report in to receive an assignment in accordance with the Incident Commander or Unified Command's established procedures.

Chief – The ICS title for individuals responsible for the management of functional sections: Operations, Planning, Logistics, and Finance/Administration. If Incident Command or Unified Command establishes an ESS Section and/or an Intelligence/Investigation Section, a Chief would manage each of these.

Civil Society Organization (CSO) – Civil society refers to the wide array of non-governmental and not-for-profit organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious, or philanthropic considerations. They can include community groups, non-governmental organizations (NGOs), labour unions, Indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations.

Clear Text – Communication that does not use codes. See Plain Language.

Command – The act of directing, ordering, or controlling by virtue of explicit legislative, regulatory, or assigned authority.

Command Staff – A group of incident personnel that the Incident Commander or Unified Command assigns to support the command function at an ICP. Command staff often include an Information Officer, a Safety Officer, and a Liaison Officer, who have assistants as necessary. Additional positions may be needed, depending on the incident.

Common Terminology – Specific words or phrases with a single meaning defined with an incident command context. This includes functions, resources, titles, incident facilities, but also processes (PPOST), meetings, vest colours, forms, and acronyms (IAP, ICS, ICP). Common terminology is to be used except where no common terminology definition or understanding exists. If common terminology does not exist, then plain language is to be used.

Cooperating Agency/Organization – An agency or organization supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordination – To advance systematically an analysis and exchange of information among key stakeholders who have, or may have, a need-to-know certain information to carry out specific incident management responsibilities.

Credentialing – Documentation from an Authority Having Jurisdiction, usually in the form of an identification card or badge that identifies personnel and verifies their qualifications for a particular position. See Badging.

Critical Infrastructure – Refers to processes, systems, facilities, technologies, networks, assets and services essential to the health, safety, security or economic well-being of Canadians and the effective functioning of government. CI can be stand-alone or interconnected and interdependent within and across provinces, territories and national borders. Disruptions of CI could result in catastrophic loss of life, adverse economic effects, and significant harm to public confidence.

Critical Resource – Any resource that Area Command deems necessary to carefully manage its allocation for employment, generally by virtue of importance and/or a restricted quantity or availability.

Demobilization – The orderly, safe, and efficient return of an incident resource to its original location and status.

Department Operations Centre – The facility activated by individual departments (typically within government) to direct and control actions specific to that department during an emergency incident. A DOC is a physical facility or location where actions or activities that are specific to that department are managed and coordinated. A DOC that is established by a GoA department or agency will typically coordinate with the PECC.

Deputy – A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to perform a specific task. In some cases, a deputy can act as relief for a superior, and, therefore, should be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, ECC Director, General Staff, and branch directors.

Director – The ICS title for individuals responsible for supervision of a branch. Also, an organizational title for an individual responsible for managing and directing the team in an ECC.

Dispatch – The ordered movement of a resource or resources to an assigned operational mission, or an administrative move from one location to another.

Division – The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See Group.

Emergency – An incident that requires prompt coordination of action or special regulation of persons or property to protect the safety, health or welfare of people or to limit damage to property or the environment.

Emergency Coordination Centre – The facility at which the coordination of information and resources to support incident management activities (typically occurring at the ICP) normally takes place. An ECC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. ECCs may be organized along ICS lines, by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction, or some combination thereof. ECCs that adopt ICS-like structures should be careful not to replicate the nomenclature of the ICP. Under NIMS ECCs are known as EOCs.

Emergency Management – The management of emergencies concerning all-hazards, including all activities and risk management measures related to prevention and mitigation, preparedness, response and recovery.

Emergency Management Plan – A plan for responding to a variety of potential hazards.

Emergency Social Services – ESS are the supports that meet the basic essential needs of individuals, households, and communities affected by emergencies. They are provided as part of response to and recovery from emergencies.

Essential Elements of Information – Important and standard information items, which support timely and informed decisions.

Evacuation – Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas. In Alberta an Evacuation Alert is issued by local authorities to inform a community of a potential or current threat which could lead to an Evacuation Order; this affords the affected population the opportunity to prepare to evacuate. When an Evacuation Order is issued, the affected population must leave the area immediately. The term self-evacuation is used when individual(s) choose to evacuate from an area before an Evacuation Order is issued. This can occur for a variety of reasons, but such a decision may make the individual ineligible for any form of insurance or compensation.

Event – See Planned Event.

Finance/Administration Section – The ICS Section responsible for an incident's administrative and financial considerations.

General Staff – A group of incident personnel organized according to function and reporting to the Incident Commander or Unified Command. The ICS General Staff consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief. It can also include the ESS Chief and Intelligence/Investigations Chief if these sections are established.

Group – An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic area. See Division.

Hazard – A potentially damaging physical incident, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. Hazards can be single, sequential or combined in their origin and effects. Each hazard is characterised by its location, intensity, frequency and probability.

Incident – An occurrence, natural or man-made that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, tornadoes, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan – An oral or written plan containing the objectives established by the Incident Commander or Unified Command to address tactics and support activities for the planned/upcoming operational period.

Incident Base – A location where personnel coordinate and administer logistics functions for an incident. There is typically only one base per incident. (An incident name or other designator is added to the term 'Base') The ICP may be co-located with the Incident Base.

Incident Command – The ICS organizational element responsible for overall management of the incident and consisting of the Incident Commander or Unified Command and any additional Command Staff activated.

Incident Command Post – The facility where the primary functions of ICS are performed. The ICP may be co-located with the incident base or other incident facilities. Ideally the ICP should be at a location that best supports the IC and the Command and General Staff. While the ICP may be at or within sight of the incident, this can be problematic; if the ICP has to relocate because of the hazard, continuity of function and operations becomes jeopardized. Alberta Wildfire will often stand-up an ICP many kilometres from the fire it is managing. For a municipality that trains their emergency management team in a municipal facility, the familiarity with and supports available in that facility may dictate that it is the optimal location for the ICP.

Incident Command System – A standardized on-scene emergency management system specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander – The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Complex – Two or more individual incidents located in the same general area and assigned to a single Incident Commander or Unified Command.

Incident Management – The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity. Incident management can be considered from three levels: tactical (problem-solving and resource application on-scene and at an ICP), operational (coordination and support at an ECC), and strategic (policy and priorities at MAC Groups).

Incident Management Team – A rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff, and personnel assigned to other key ICS positions.

Incident Personnel – All individuals who have roles in incident management or support, whether on scene, in an ECC, or participating in a MAC Group.

Information – Facts or details pertaining to an incident, including cause, size, impacts, current status, resources committed or available, and any other matter of interest to incident command, responders, stakeholders, and the public. Public information would be those facts about an incident that are approved for release by the Incident Commander.

Information Management – The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Information Officer – A member of the ICS Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information needs.

Intelligence/Investigations Function – Efforts to determine the source or cause of the incident (e.g. disease outbreak, fire, or cyber incident) in order to mitigate its impact and/or help prevent the occurrence of similar incidents. In ICS, the function may be accomplished in the Planning Section, Operations Section, Command Staff, as a separate General Staff section, or in some combination of these locations.

Interoperability – The ability of systems, personnel, and equipment to provide and receive functionality, data, information, and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together.

Joint Information Centre – A facility in which personnel coordinate incident-related public information activities. The JIC serves as the central point of contact for all news media. Public information officials from all participating agencies co-locate at, or virtually coordinate through, the JIC. A JIC can also assume responsibility for coordinating non-operational information sharing within government.

Joint Information System – A structure that integrates overarching incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

Jurisdiction – A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical or functional (e.g., law enforcement, public health).

Kind – As applied to incident resources, a class or group of items or people of the same nature or character or classified together because they have traits in common.

Leader – The ICS title for an individual who is responsible for supervision of a unit, strike team, resource team, or task force.

Lead Organization – The organization that is primarily responsible through legislation, regulation, policy, or emergency plan to resolve a particular emergency situation.

Liaison Officer – A member of the ICS Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Local Authority – An official organization that is responsible for governing an area of the province. For the purposes of AIMS, local authority is based on the definition contained in the EMA.

Logistics – The process and procedure for providing resources and other services to support incident management.

Logistics Section – The ICS Section responsible for providing facilities, services, and material support for the incident.

Management by Objectives – A management approach, fundamental to AIMS and ICS, that involves:

- Establishing objectives that are priority-based, specific, measurable to a standard and a timeframe, and are both reasonable and attainable.
- Identifying strategies, tactics, and tasks to achieve the objectives
- Performing the tactics and tasks and measuring and documenting results in achieving the objectives.
- Taking corrective action to modify strategies, tactics, and/or performance to achieve the objectives.

Manager – The individual within an ICS organizational unit assigned specific managerial responsibilities (e.g. Staging Area Manager or Camp Manager).

Mobilization – The process and procedures used by all organizations (federal, provincial/territorial, regional, and local) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multiagency Coordination Group – MAC Groups, sometimes called policy groups, typically consist of Agency Administrators or executives from organizations or their designees. MAC Groups provide policy guidance to incident personnel, support resource prioritization and allocation, and enable decision-making among elected and appointed officials and senior executives in other organizations as well as those directly responsible for incident management.

Mutual Aid Agreement or Assistance Agreement – A voluntary arrangement entered into by two or more local authorities to render assistance to the parties of the agreement. The contents of a mutual aid or mutual assistance agreement can be flexible and involve agreements for emergency management matters such as mitigation, preparation, response, and recovery. They can be tailored to suit specific communities' needs and do not require approval from the GoA. As these are not approved by the GoA, the parties are free to establish the terms and requirements of the agreements, as long as requirements, as defined in the EMA, are met.

Objective – The overarching purpose(s) or aim(s) of an incident response is expressed as an objective. An incident objective is priority-defined and is the stated solution to an incident problem. Objectives are priority based, specific, measurable to a standard and a timeframe, and are both reasonable and attainable. An objective should also be flexible enough to allow strategic and tactical alternatives to support its achievement.

Officer – The ICS title for a member of the Command Staff authorized to make decisions and take action related to his/her area of responsibility.

Operational Period – The time scheduled for executing a given set of operational actions, as specified in the IAP. Operational periods can be of various lengths, but are typically 12 to 24 hours.

Operations Section – The ICS Section responsible for implementing tactical incident operations described in the IAP. In ICS, the Operations Section may include subordinate branches, divisions, and/or groups.

Plain Language – Communication that the intended audience can understand and that meets the communicator’s purpose. For the purpose of AIMS, plain language refers to a communication style that avoids or limits the use of codes, abbreviations, and jargon, as appropriate, during incidents involving more than a single agency.

Planned Event (Event) – A planned, non-emergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting – A meeting held, as needed, before and throughout an incident to confirm specific strategies and tactics for incident control operations and for service and support planning.

Planning Section – The ICS Section that collects, evaluates, and disseminates operational information related to the incident and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Position Qualifications – The minimum criteria necessary for individuals to fill a specific position.

Priority – AIMS recognizes five priorities for the purpose of effective, coordinated, and efficient incident management. The problems that need to be solved during an incident must be prioritized for action in alignment with these five priorities:

- Life safety
- Incident stabilization
- Protection of property
- Preservation of the environment
- The economy/other

Problem – Something that threatens one of the five priorities and needs to be resolved or mitigated in a way that either eliminates the threat or reduces it to an acceptable or tolerable level. Correct problem identification and prioritization are key to successful incident management. While incident priorities are constant, problems can and will change and new problems will develop throughout the course of an incident.

Protocol – A set of established guidelines for actions (designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information – Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident’s cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Reimbursement – A mechanism to recoup funds expended for incident-specific activities.

Resource – Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an ECC.

Resource Management – Systems for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.

Resource Tracking – The process that all incident personnel and staff from associated organizations use to maintain information regarding the location and status of resources ordered for, deployed to, or assigned to an incident.

Response – Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.

Safety Officer – In ICS, a member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander or Unified Command on all matters relating to operational safety, including the health and safety of incident personnel. The Safety Officer modifies or stops the work of personnel to prevent unsafe acts.

Section – The ICS organizational element having responsibility for a major functional area of incident management (e.g. Operations, Planning, Logistics, Finance/Administration, and if necessary, ESS, and Intelligence/Investigations).

Single Resource – An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

Situation Report – A report that contains confirmed or verified information regarding the specific details relating to an incident.

Span of Control – The number of subordinates for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. ICS recommends that supervisors have no more than five to seven subordinates.

Staging Area – A temporary location for available resources in which personnel, supplies, and equipment await operational assignment.

Standard Operating Procedure – Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Status Report – Reports, such as spot reports, which include vital and/or time-sensitive information. Status reports are typically function-specific, less formal than situation reports, and are not always issued on a specific schedule.

Strategy – The general course of action or direction to accomplish incident objectives.

Strike Team – A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Supervisor – The ICS title for an individual responsible for a division or group.

System – An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

Tactics – The deployment and directing of resources on an incident to accomplish the objectives.

Task Force – Any combination of resources of different kinds and/or types assembled to support a specific mission or operational need.

Technical Specialist – Personnel with special skills, specific knowledge, or expertise relative to the incident that may be brought in for assistance/employment anywhere within the ICS organization.

Threat – The presence of a hazard and an exposure pathway; threats may be natural, human-induced, or technological, in addition to being either accidental or intentional.

Type – An ICS resource classification that refers to capability. A resource is typed based on its level of minimum capability to perform its function. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

Unified Area Command – A version of command established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command – An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single IAP.

Unit – The organizational element with functional responsibility for a specific activity within the Planning, Logistics, and Finance/Administration Sections in ICS.

Unit Leader – The individual in charge of a unit in ICS.

Unity of Command – An AIMS guiding principle stating that each individual involved in incident management reports to and takes direction from only one person.

Unity of Effort – An AIMS guiding principle that provides coordination through cooperation and common interests and does not interfere with Federal department and agency supervisory, command, or statutory authorities.

Values at Risk – The specific or collective set of natural resources and man-made improvements/developments that have measurable or intrinsic worth that could be destroyed or otherwise altered by fire.

Whole of Society – Acknowledges the contribution of and important role played by all relevant stakeholders, including individuals, families and communities, intergovernmental organizations and religious institutions, civil society, academia, the media, voluntary associations and, where and as appropriate, the private sector and industry, in support of emergency management activities, and recognizes the need to further support the strengthening of coordination among these stakeholders in order to improve the effectiveness of these efforts.

Appendix 2 – Incident Command System

A2.1 Purpose

This appendix provides additional explanation and examples of the Incident Command System (ICS), but it is not a substitute for formal ICS training.

ICS is used for a broad spectrum of incidents from routine to complex, both naturally occurring and human-caused. It is mandated for use within the Government of Alberta (GoA) and by all local authorities as defined by the *Emergency Management Act* (EMA) and in accordance with the Local Authority Emergency Management Regulation (LEMR). ICS is also employed by a wide range of civil society organizations (CSOs) and industry partners within the provincial emergency management system. ICS combines facilities, equipment, personnel, procedures, and communications involved with on-scene incident management activities.

The important steps in applying ICS to an incident are:

- Establishing and transferring command as appropriate.
- Identifying and activating the organizational elements that are needed.
- Assigning authority as appropriate.
- Establishing incident facilities as needed to support response operations.
- Using ICS common terminology in establishing organizational elements, position titles, facilities, and resources.
- Determining incident objectives and initiating the incident action planning process; transitioning from oral plans to written Incident Action Plans (IAPs).

A2.2 Organization of this Appendix

The major elements of ICS are organized into the following 11 tabs:

- Tab 1 - ICS Organization
- Tab 2 - The Operations Section
- Tab 3 - The Planning Section
- Tab 4 - The Logistics Section
- Tab 5 - The Finance/Administration Section
- Tab 6 - The Intelligence/Investigations Function
- Tab 7 - The Emergency Social Services Function
- Tab 8 - Consolidating the Management of Multiple Incidents
- Tab 9 - Incident Action Planning
- Tab 10 - ICS Forms
- Tab 11 - Primary Functions of Incident Commander or Unified Command, Command Staff, and General Staff Positions

Tab 1 – ICS Organization

A2T1.1 Functional Structure

ICS consists of five major functional areas, staffed as needed. They are Command, Operations, Planning, Logistics, and Finance/Administration.

A2T1.2 Modular Expansion

The ICS organizational structure is modular, expanding to incorporate all elements necessary for the type, size, scope, and complexity of an incident. The ICS structure builds from the top down; responsibility and performance begin with incident command. If one individual can simultaneously manage all major functional areas, no further organization is needed. If one or more of the functions needs independent management, an individual is assigned responsibility for that function.

The initial Incident Commander determines which Command or General Staff positions to staff in order to maintain a manageable span of control and ensure appropriate attention to the necessary incident management functions. An Incident Commander activates Command Staff officers (e.g. Information Officer, Safety Officer, and Liaison Officer) and four section chiefs (Operations, Planning, Logistics, and Finance/Administration) as needed. Personnel in these positions further delegate management authority for their areas as necessary. The Command Staff may assign assistants, and section chiefs may assign deputies and assistants and may establish branches, groups, divisions, or units, depending on the section.

Modular expansion at an incident is based on the following considerations:

- Developing the organization's structure to match the function or task to be performed.
- Staffing only the organizational elements needed to perform the task.
- Ensuring manageable span of control.
- Performing the function of any non-activated organizational element at the next higher level.
- Demobilizing organizational elements no longer needed.

The use of deputies and assistants is a vital part of both the organizational structure and the modular concept. The Incident Commander may have one or more deputies who may be from the same or an assisting jurisdiction/organization. The primary reasons to designate a Deputy Incident Commander are:

- To perform specific tasks as the Incident Commander directs.
- To perform the command function in a relief capacity (e.g. when the Incident Commander is away from the ICP for any reason).
- To represent an assisting agency that may share jurisdiction or have jurisdiction in the future.

Deputies are used at section and branch levels of the incident organization. A deputy, whether at the command, section, or branch level, is qualified to assume the position.

Assistants are used on Command Staffs and to support section chiefs. Unlike deputies, assistants have a level of technical capability, qualification, and responsibility subordinate to the primary positions and need not be fully qualified to assume the position.

For reference, Table A2-1 describes the distinctive title or titles assigned to each element of the ICS organization, as well as the titles of corresponding leadership and support positions.

TABLE A2-1: ICS ORGANIZATION

Organizational Element	Leadership Position Title	Support Positions
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
Section	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Unit Leader	Manager, Coordinator
Strike Team/Task Force	Leader	Single Resource Boss
Single Resource	Boss, Leader	N/A
Technical Specialist	Specialist	N/A

A2T1.3 Command Staff

In an ICS organization, incident command consists of the Incident Commander and various Command Staff positions. The Command Staff are specifically designated, report directly to the Incident Commander, and are assigned responsibility for key activities that are not a part of the General Staff functional elements. Three Command Staff positions are typically identified in ICS: Information Officer, Safety Officer, and Liaison Officer. The Incident Commander may assign technical specialists as additional command advisors, depending on the nature, scope, complexity, and location(s) of the incident(s), or according to specific needs the Incident Commander or Unified Command establishes.

A2T1.3.1 Information Officer

The Information Officer is responsible for interfacing with the public, the media, and with other jurisdictions/organizations with incident-related information needs. The Information Officer gathers, verifies, coordinates, and disseminates accurate, accessible, and timely information regarding the incident. The Incident Commander or Unified Command approves the release of incident-related information. The Information Officer serves as the primary on-scene connection to other ongoing Joint Information System (JIS) activities and participates in or leads the Joint Information Centre (JIC) to ensure consistency of information provided to the public. The Information Officer also monitors the media and other sources of public information to collect relevant information and transmits this information to the appropriate personnel at the incident, a supporting Emergency Coordination Centre (ECC), and/or a Multiagency Coordination Group (MAC Group).

The Information Officer performs a key public information-monitoring role by implementing measures for addressing misinformation and monitoring/updating incident-related social media posts.

A lead Information Officer is designated, regardless of whether the command structure is single or unified. The Information Officer may have assistants, as necessary, which other agencies, departments, or organizations involved in the incident may assign.

A2T1.3.2 Safety Officer

The Safety Officer monitors incident operations and advises the Incident Commander or Unified Command on all matters relating to operational safety, including the health and safety of incident personnel. While safety is the shared responsibility of all incident personnel, ultimate responsibility for conducting incident management operations safely rests with the Incident Commander or Unified Command and supervisory personnel at all levels of incident management. The Safety Officer, in turn, is responsible to the Incident Commander or Unified Command for the systems and procedures necessary to ensure the ongoing assessment of hazardous environments, including development of the incident Safety Plan, coordination of multiagency safety efforts, and implementation of measures to promote incident personnel safety, as well as the general safety of incident operations. To carry out these responsibilities, the Safety Officer suspends or terminates any activities that are immediately dangerous to life and health of personnel. If the activity can be altered to achieve the desired outcome, this will be done in collaboration with the supervisor responsible for the resource or task in question.

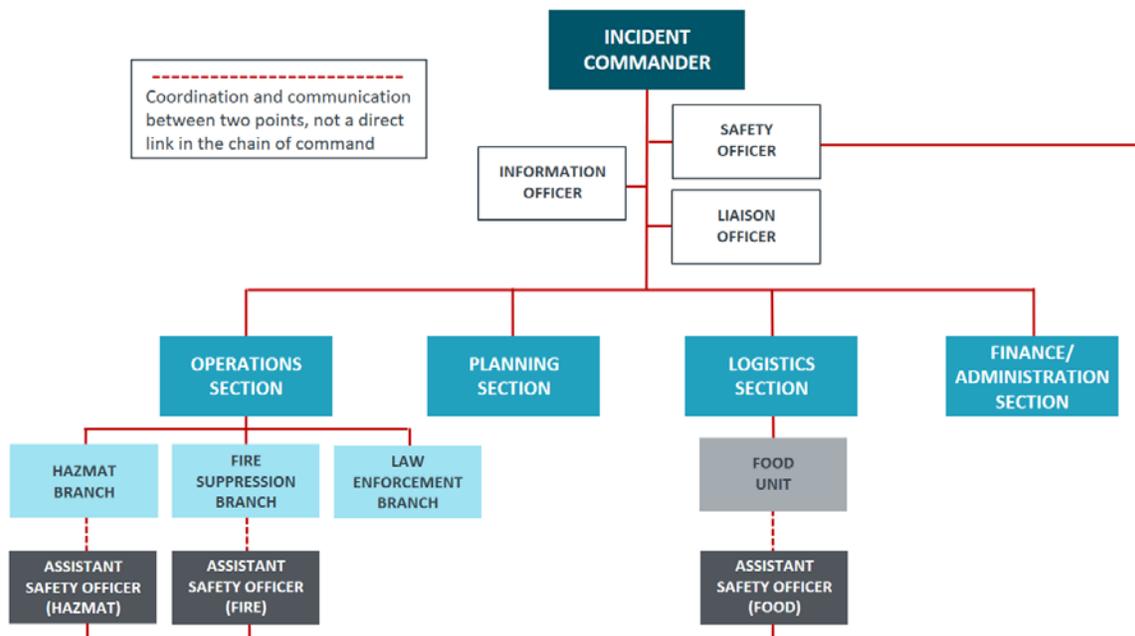
In a Unified Command structure, a single Safety Officer¹ is designated regardless of the involvement of multiple jurisdictions or organizations. The Safety Officer coordinates closely with all section chiefs regarding operational safety and emergency responder health and safety issues. The Safety Officer ensures the coordination of safety management functions and issues across jurisdictions, across functional agencies, and with CSOs and the private sector. The agencies, organizations, or jurisdictions that contribute to joint safety management efforts do not lose their individual identities or responsibility for their own programs, policies, and personnel. Rather, each entity contributes to the overall effort to protect all personnel involved in incident operations.

For more complex incidents, the Safety Officer may designate one or more Assistant Safety Officers to perform specific tasks and/or manage day-to-day functions on a more complex incident or to represent an assisting agency that may share jurisdiction or have jurisdiction in the future. The Safety Officer may also designate assistants to bring specific skill sets or expertise relevant to the incident. The following examples describe Assistant Safety Officers that a Safety Officer might request:

- An Assistant Safety Officer for hazardous material (HazMat) to ensure all measures relating to operations with and around HazMat are safe and comply with provincial and federal regulations.
- An Assistant Safety Officer for Fire to oversee fire suppression operations.
- An Assistant Safety Officer for Food to oversee food handling and distribution.

Figure A2-1 depicts Assistant Safety Officers for HazMat, Fire, and Food organizationally positioned in an incident. Assistant Safety Officers may also be assigned to divisions or groups in the field.

FIGURE A2-1: EXAMPLE OF ASSISTANT SAFETY OFFICERS IN ICS IN AN INCIDENT WITH MULTIPLE BRANCHES



A2T1.3.3 Liaison Officer

The Liaison Officer is a conduit of information and assistance between incident personnel and organizations that are assisting or cooperating with the response. Through the Liaison Officer, agencies lacking jurisdiction or legal authority for the management of the incident, such as other governmental organizations, CSOs, and private sector (industry) organizations, provide input regarding their policies, resource availability, and other incident-related matters. These organizations appoint Agency Representatives, who coordinate directly with the Liaison Officer.

¹ Resources, such as Urban Search and Rescue teams, may include their own Safety Officers; such Safety Officers retain their specific responsibilities and authorities and coordinate with the Safety Officer on the Command Staff as necessary.

Whether a single Incident Commander or Unified Command structure is in place, representatives from assisting or cooperating agencies coordinate through the Liaison Officer. Agency Representatives assigned to an incident speak for their parent agencies or organizations. Personnel from other agencies or organizations, public or private, involved in incident management activities are assigned to the Liaison Officer to facilitate coordination.

For more complex incidents, the Liaison Officer may have one or more assistants, who may be from the same or an assisting agency.

A2T1.3.4 Command Advisors

In addition to the three Command Staff officer positions, the Incident Commander or Unified Command may choose to appoint technical specialists as command advisors. For example, the Incident Commander or Unified Command may appoint:

- A legal counsel to advise on legal matters such as those related to emergency declarations, evacuation and quarantine orders, and rights and restrictions pertaining to media access.
- A Medical Advisor to provide guidance and recommendations to incident command regarding a broad range of areas such as medical care, acute care, long-term care, behavioural services, mass casualties, vector control, epidemiology, or mass prophylaxis.
- A Science and Technology Advisor to monitor incident operations and advise incident command on the integration of science and technology into planning and decision-making.
- An Access and Functional Needs Advisor to provide expertise regarding communication, transportation, supervision, and essential services for diverse populations in the affected area.

Technical specialists may be assigned anywhere in the organization and are described in this appendix under Tab 3.

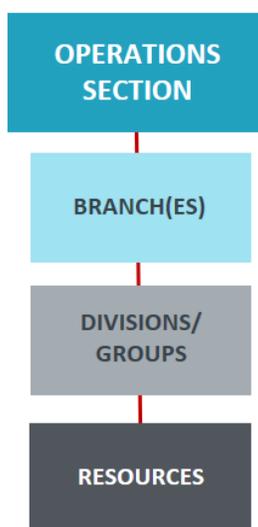
Tab 2 – The Operations Section

Operations Section staff are responsible for tactical activities that typically focus on saving lives, reducing the immediate hazard, protecting property and the environment, stabilizing the incident, and restoring normal operations. Lifesaving and responder safety are always the highest priorities.

The responsibility and composition of the Operations Section change according to incident type and complexity. Organizations that may work together in the Operations Section include fire, law enforcement, public health, public works, emergency medical services (EMS), CSOs, and the private sector. Depending on the situation, these organizations may be organized in branches, divisions, groups, task forces, and/or strike teams.

Figure A2-2 depicts the organizational template for an Operations Section, though the structure's configuration on any given incident varies according to the incident's needs, the jurisdictions/organizations involved, and the objectives and tactics of the incident management effort. The following discussion presents several different methods of organizing tactical operations on an incident.

FIGURE A2-2: MAJOR ORGANIZATIONAL ELEMENTS OF THE OPERATIONS SECTION



A2T2.1 Operations Section Chief

The Operations Section Chief designs and manages tactical incident activities and oversees implementation of the IAP. The Operations Section Chief may have one or more deputies and/or assistants. The Operations Section Chief for each operational period has direct responsibilities for IAP development for the next operational period.

The Operations Section Chief may organize Operations Section staff in various ways to meet different challenges. In some cases, a strictly functional approach is used. In other cases, geographic or jurisdictional boundaries determine the organizational structure. In still others, a mix of functional and geographic considerations is appropriate. ICS offers flexibility in determining the right structural approach for the specific circumstances of the incident at hand.

A2T2.1.1 Maintaining Manageable Span of Control for the Operations Section

The Operations Section Chief organizes the section and assigns subordinate supervisory personnel as necessary to maintain a manageable span of control. Different options for organizing the Operations Section are below.

A2T2.2 Branches

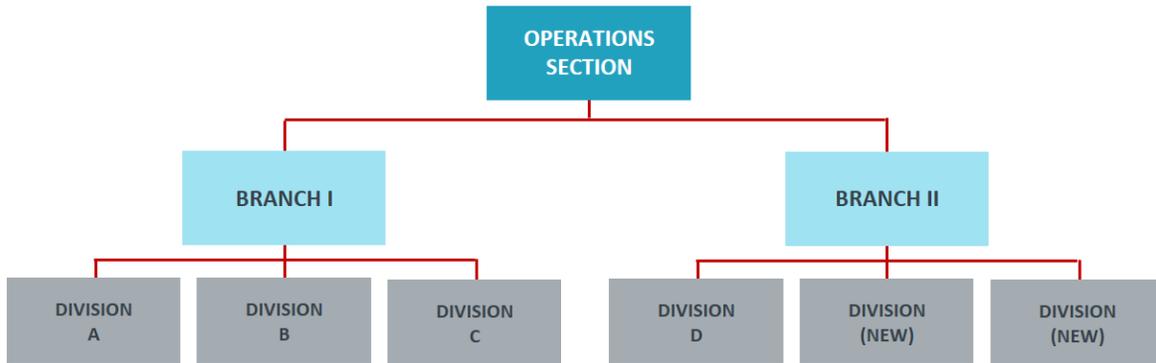
Branches are inserted between the Operations Section Chief and divisions and/or groups, as described below, when the number of divisions and/or groups exceeds a manageable span of control.

A2T2.2.1 Geographic Branch Structure

The Operations Section Chief establishes geographic branches to maintain a manageable span of control in the Operations Section by grouping two or more divisions and/or groups. The boundaries of geographic branches are thus defined by the combined areas of the divisions that comprise each branch. For example, if four divisions are reporting to the Operations

Section Chief and an additional two divisions are needed, and all need close oversight, a two-branch organization is formed (see Figure A2-3).

FIGURE A2-3: GEOGRAPHIC BRANCH ORGANIZATION

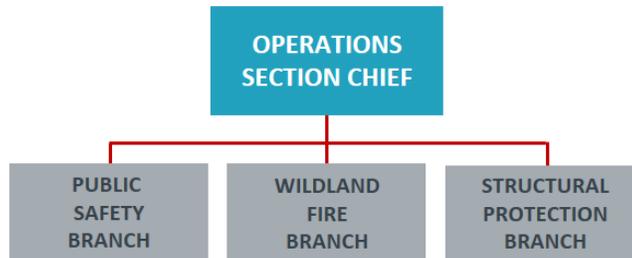


Geographic branch boundaries are depicted on incident maps and clearly communicated to incident personnel.

A2T2.2.2 Functional Branch Structure

The following example illustrates a functional branch structure: If a large aircraft crashes in a local jurisdiction, various disciplines (including law enforcement, fire, EMS, public works, and public health) may each have a functional branch operating under a single Operations Section Chief's direction. In this example (shown in Figure A2-4), the Operations Section Chief is from the fire department with deputies from law enforcement and EMS. The Operations Section Chief may organize around different functional groups, depending on the jurisdiction's plan and the incident type.

FIGURE A2-4: FUNCTIONAL BRANCH ORGANIZATION



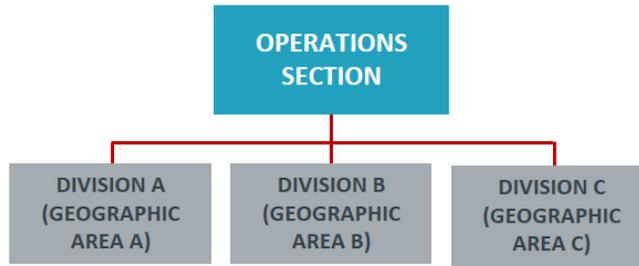
A2T2.3 Divisions and Groups

The Operations Section Chief establishes divisions and groups when the number of resources exceeds his or her manageable span of control. Divisions always refer to geographic assignments and groups always refer to functional assignments. Both divisions and groups may be used in a single incident. Maintaining proper coordination is vital to the success of these operations.

A2T2.3.1 Divisions

Divisions separate physical or geographic areas of operation within the incident area. Divisions can be established according to political or natural terrain boundaries or other prominent geographic features, such as rivers, major roadways, or floors in a multi-story building response. As with branch boundaries, division boundaries are depicted on incident maps and communicated to incident personnel (see Figure A2-5).

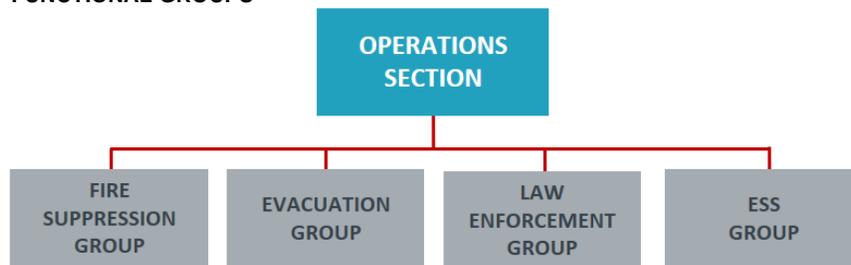
FIGURE A2-5: USE OF GEOGRAPHICAL DIVISIONS



A2T2.3.2 Functional Groups

Groups are used to describe functional areas of similar activity (e.g., rescue, evacuation, law enforcement, or medical treatment or triage), as shown in Figure A2-6.

FIGURE A2-6: USE OF FUNCTIONAL GROUPS



A2T2.3.3 Combined Geographic Divisions and Functional Groups

It is possible to have both divisions and groups within the Operations Section. Supervisors of divisions and groups have the same level of authority. For example, Divisions A, B, and C (based on geographic locations) may work in conjunction with functional groups assigned to specific tasks (e.g. traffic control and smoke ventilation) in those locations. Alternatively, groups may be assigned throughout the incident and may work independently or in conjunction with divisions.

A2T2.4 Organizing Resources

Consolidating single resources into task forces and strike teams reduces supervisors' spans of control. As the incident grows in size and complexity, task forces and strike teams are typically organized into divisions and/or groups.

A2T2.4.1 Single Resources

Resources may be employed on a single basis, such as an individual person or an individual piece of equipment with its associated operators. A 20-person crew can be considered a single resource.

A2T2.4.2 Task Forces

Task forces combine different kinds and types of resources to accomplish a specific mission under a designated leader. They enable one supervisor to manage several key resource elements. As an example, during a flood, a public works task force may be established to open storm drains. The task force may consist of a dump truck, a backhoe, a five-person crew with shovels and transportation, and a task force leader (e.g. public works supervisor).

A2T2.4.3 Strike Teams

Strike teams are another means of combining resources. Strike teams consist of a set number of resources of the same kind and type operating under a designated leader. As an example, a Debris Removal Strike Team could consist of five Type 3 dump trucks and a Strike Team Leader.

A2T2.5 Air Operations Branch

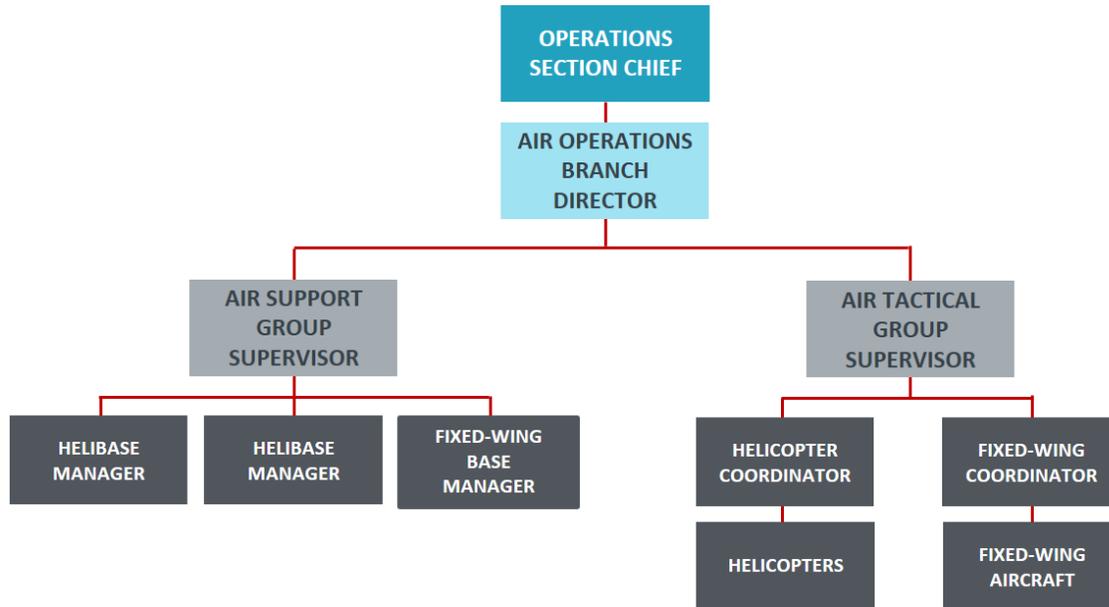
When a single helicopter is the only air asset on an incident, it is usually under the Operations Section Chief's direct control. When the complexity of air operations involves additional support and/or air-space control (including mixing tactical and support use of helicopters and other aircraft), the Operations Section Chief establishes an Air Operations Branch. An Air

Operations Branch helps ensure the safe and efficient use of aviation resources. Figure A2-7 shows a typical organizational structure for air operations.

When helicopters and fixed-wing aircraft operate simultaneously within the incident airspace, the Operations Section Chief designates an Air Tactical Group Supervisor. This individual coordinates all air activity with the assistance of a Helicopter Coordinator and a Fixed-Wing Coordinator.

Air Support Group staff establish and operate bases for helicopters and maintain a liaison with off-incident fixed-wing bases. Staff in the Air Support Group are responsible for all timekeeping for aviation resources assigned to the incident.

FIGURE A2-7: AIR OPERATIONS ORGANIZATION

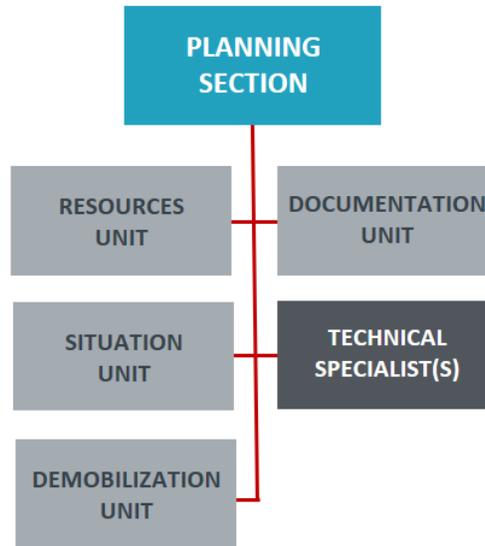


Tab 3 – The Planning Section

Staff in the Planning Section collect, evaluate, and disseminate operational information pertaining to the incident. Staff in this section maintain information on the current and forecasted situation as well as the status of resources assigned to the incident. Planning Section staff prepare IAPs and incident maps and gather and disseminate information important to the incident.

The Planning Section Chief leads the Planning Section, which has four primary units (as shown in Figure A2-8). The Planning Section may also include technical specialists who typically provide expertise in specific areas and assist in evaluating the situation and forecasting needs for additional personnel and equipment.

FIGURE A2-8: PLANNING SECTION ORGANIZATION



A2T3.1 Planning Section Chief

The Planning Section Chief oversees incident-related data gathering and analysis regarding incident operations and assigned resources, facilitates incident action planning meetings, and prepares the IAP for each operational period. This individual normally comes from the jurisdiction or organization with primary incident responsibility and may have one or more deputies who may come from other participating jurisdictions or organizations.

A2T3.2 Resources Unit

Resources Unit staff track the location and status of all resources assigned to an incident. They ensure all assigned resources have checked in at the incident.

A2T3.2.1 Resource Status

Staff in the Resources Unit track resource status continuously to manage resources effectively during an incident. They use the following status conditions for maintaining an up-to-date and accurate picture of resource status:

- **Assigned.** Resources that have been checked in and assigned work tasks on an incident.
- **Available.** Resources deployed to an incident, checked in, and available for a mission assignment, normally located in a staging area.
- **Out of Service.** Resources that are checked in but are not assigned and not available for assignment for mechanical, rest, or personnel reasons.

Resource Tracking

The Resources Unit tracks resources assigned to an incident, but Logistics Section staff track resources that have been ordered but have not yet arrived at the incident.

When a resource's status changes (e.g. a unit that was previously 'out of service' is now 'available'), the Unit Leader or the supervisor who approved the status change immediately notifies the Resources Unit Leader, who documents the status change.

A2T3.3 Situation Unit

Situation Unit staff collect, process, and organize situation information, prepare situation summaries, and develop projections and forecasts related to the incident. They gather and disseminate information for the IAP. This unit produces Situation Reports (SITREP) as scheduled or at the request of the Planning Section Chief or Incident Commander. The Situation Unit frequently includes Geographic/Geospatial Information Systems (GIS) Specialists, who produce maps, and technical specialists. The Situation Unit may also include Field Observers to gather information on the incident and/or response.

A2T3.4 Documentation Unit

Documentation Unit staff maintain incident files and data for legal, analytical, and historical purposes, including a complete record of the major steps taken to resolve the incident. They also provide duplication services for incident personnel; compile, reproduce, and distribute the IAP; and maintain the files and records that are developed as part of the IAP and planning function.

A2T3.5 Demobilization Unit

Demobilization Unit staff develop an Incident Demobilization Plan that includes specific instructions for all personnel and other resources to be demobilized. They begin their work early in the incident, creating rosters of personnel and resources and obtaining any missing information as check-in proceeds. Once the Incident Commander or Unified Command has approved the Incident Demobilization Plan, Demobilization Unit staff ensure its distribution at the incident and elsewhere, as necessary. For major incidents, demobilization plans are dynamic and the staff in the Demobilization Unit may need to update them frequently.

A2T3.6 Technical Specialists

ICS functions in a wide variety of incidents that need technical specialists. Technical specialists have special expertise and skills that are pertinent to the incident, and they are activated only when needed. No specific qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technical specialists may serve anywhere within the organization depending on factors such as complexity, span of control, lines of communication, and subject matter expertise. They are most often pooled in the Planning Section from where they can be further assigned out to various jobs or tasks on a temporary basis. Technical specialists assigned to the Command Staff are called command advisors.

A2T3.6.1 Examples of Technical Specialists

- Access and functional needs advisor
- Agricultural specialist
- Community representative
- Decontamination specialist
- Environmental impact specialist
- Epidemiologist
- Flood control specialist
- Health physicist
- Industrial hygienist
- Intelligence specialist
- Fire behaviour analyst
- Behavioural health specialist
- Legal advisor
- Science and technology advisor
- Meteorologist
- Veterinarian
- Pharmacist
- Communications specialist
- Toxicologist

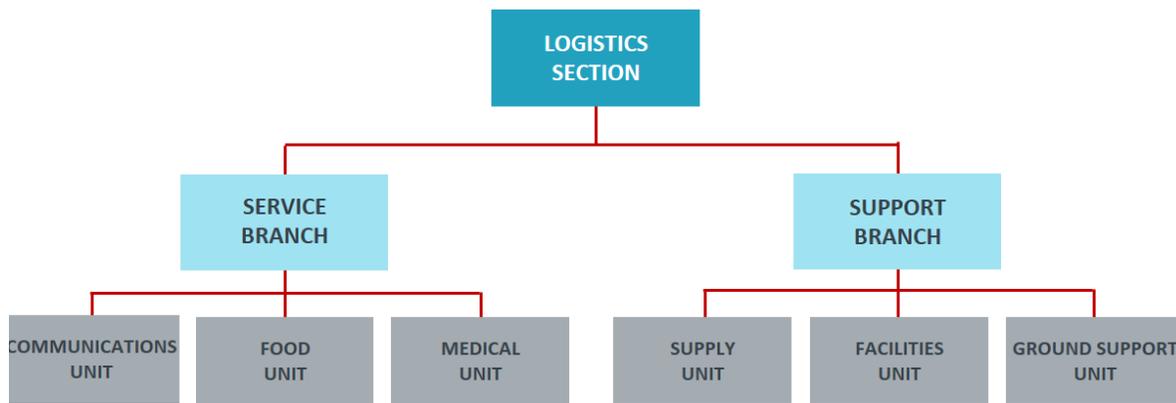
Tab 4 – The Logistics Section

Logistics Section staff provide for all the incident's support needs, such as ordering resources and providing facilities, transportation, supplies, equipment maintenance and fuel, communications, and food and medical services for incident personnel.

The Logistics Section Chief leads the Logistics Section, sometimes with one or more deputies and/or assistants. When the incident is very large or needs several facilities and/or large quantities of equipment, the Logistics Section Chief may divide the Logistics Section into branches. This helps maintain a manageable span of control by providing more effective supervision and coordination among the units.

Figure A2-9 provides an example of the Logistics Section organized with Service and Support Branches.

FIGURE A2-9: LOGISTICS SECTION WITH BRANCH ORGANIZATIONAL STRUCTURE



A2T4.1 Logistics Section Chief

The Logistics Section Chief is responsible for providing facilities, services, people, and material for the incident. The Logistics Section Chief participates in the IAP development and supervises the Logistics Section's branches or units.

A2T4.2 Supply Unit

Supply Unit staff order, receive, process, store, inventory, and distribute all incident-related resources.

The Supply Unit staff are responsible for all off-incident ordering, including obtaining the following:

- Tactical and support resources (including personnel).
- Expendable (also called consumables) and non-expendable supplies or equipment, such as lighting kits, power generation/distribution equipment, etc.

The Supply Unit staff provide support to receive, process, store, and distribute all supply orders. They handle tool operations, which includes storing, distributing, and servicing tools and portable, non-expendable equipment. Additionally, the Supply Unit staff assist in projecting resource needs.

A2T4.3 Facilities Unit

Facilities Unit staff set up, maintain, and demobilize all facilities used in support of incident operations. This staff provides facility maintenance and law enforcement/security services needed for incident support.

Facilities Unit staff set up the ICP, Incident Base, and camps (including trailers or other forms of shelter in and around the incident area) and ensure the maintenance of those facilities. This unit's staff provide and maintain personnel support facilities, including areas for eating, sleeping, sanitation and showers, and staging.

Staff in this unit order additional support items such as portable toilets, shower facilities, and lighting units through the Supply Unit.

A2T4.4 Ground Support Unit

Ground Support Unit staff provide ground transportation in support of incident operations. They maintain and repair vehicles and mobile ground support equipment and perform pre- and post-use inspections on all ground equipment assigned to the incident. The staff supply fuel for incident mobile equipment and develop and implement the incident Traffic Plan.

Additionally, during major incidents, Ground Support Unit staff maintain a transportation pool of vehicles (e.g. cars, buses, pickup trucks) suitable for transporting personnel, as opposed to tactical vehicles such as ambulances. Ground Support Unit staff also provide information to the Resources Unit on the location and status of vehicles assigned to the Ground Support Unit.

A2T4.5 Communications Unit

Communications Unit staff install and test communications equipment, supervise and operate the incident communications centre, distribute and recover communications equipment assigned to incident personnel, and maintain and repair communications equipment on site.

Most complex incidents have an incident Communications Plan. Staff in the Communications Unit produce this plan, as they are responsible for assigning radio frequencies; establishing voice and data networks for command, tactical, support, and air units; setting up on-scene telephone and public-address equipment; and providing any necessary off-incident communication links.

A2T4.6 Food Unit

Food Unit staff determine the food and hydration needs of personnel assigned to the incident and plan menus, order food, provide cooking facilities, cook and serve food, maintain food service areas, and manage food security and safety.

Efficient food service is especially important for extended incidents. Food Unit staff anticipate incident needs, such as the number of people who will need to be fed and whether the incident's type, location, or complexity predicates special food needs. The unit staff supply food to meet the nutritional needs during the entire incident, including all remote locations (e.g. camps and staging areas), and supply on-site food service to operations personnel who are unable to leave their assignments.

Careful planning and monitoring helps ensure food safety before and during food service operations, including the assignment, as needed, of public health professionals with expertise in environmental health and food safety.

A2T4.7 Medical Unit

Medical Unit staff provide health and medical services for incident personnel. This includes providing pre-hospital and acute medical care, mental health care, occupational health support, and transportation of ill or injured incident personnel. The Medical Unit staff, in coordination with the Safety Officer, assist in controlling the transmission of disease among incident personnel.

The Medical Unit Leader develops a Medical Plan, which is part of the IAP. The Medical Plan provides specific information on medical assistance capabilities at incident locations, off-site medical assistance facilities, and procedures for handling medical emergencies involving incident personnel.

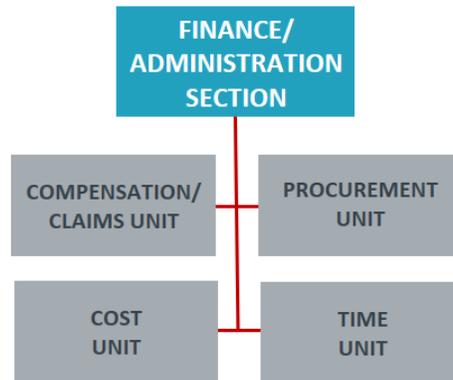
Medical Unit staff assist the Finance/Administration Section with the administrative needs related to injury compensation, including obtaining written authorizations, billing forms, witness statements, administrative medical documents, and reimbursement as needed.

Tab 5 – The Finance/Administration Section

The Incident Commander or Unified Command establishes a Finance/Administration Section when on-site financial and/or administrative services are needed to support incident management activities. Large or evolving scenarios generally involve significant funding from multiple sources. In addition to monitoring multiple sources of funds, the Finance/Administration Section Chief tracks and reports accrued costs to the Incident Commander or Unified Command as the incident progresses, allowing the Incident Commander or Unified Command to forecast the need for additional funds before operations are negatively affected. This is particularly important if significant operational resources are provided under contracts.

Figure A2-10 illustrates the basic organizational structure for a Finance/Administration Section. When the Incident Commander or Unified Command establishes this section, the Finance/Administration Section Chief staffs these units as needed.

FIGURE A2-10: FINANCE/ADMINISTRATION SECTION ORGANIZATION



A2T5.1 Finance/Administration Section Chief

The Finance/Administration Section Chief monitors expenditures to ensure compliance with applicable laws, policies, and procedures. Close coordination with the Planning and Logistics Sections is essential so that operational records can be reconciled with financial documents.

The Finance/Administration Section Chief determines, given current and anticipated future needs, the need for establishing specific subordinate units. Because of the specialized nature of finance functions, the Section Chief typically comes from the jurisdiction/organization that has the greatest need for this support. The Finance/Administration Section Chief may have one or more deputies or assistants.

A2T5.2 Compensation and Claims Unit

Compensation and Claims Unit staff are responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident. The specific activities vary depending on the incident. Staff handling injury compensation ensure that all forms needed by workers' compensation programs and local agencies are completed. These staff also typically maintain files on injuries and illnesses associated with the incident and obtain written witness statements. Since Medical Unit staff may also perform some of these tasks, the Medical and the Compensation and Claims Units should coordinate closely. The Compensation and Claims Unit staff may assist with civil tort claims investigations involving incident property, and the staff maintain logs on the claims, obtain witness statements, and document investigations and agency follow-up activities.

A2T5.3 Cost Unit

Cost Unit staff track costs, analyze cost data, make estimates, and recommend cost-saving measures. They ensure that equipment and personnel for which payment is expected are properly identified, obtain and record cost data, and analyze and prepare estimates of incident costs. Cost Unit staff provide cost estimates for resource use to Planning Section staff. The Cost Unit staff maintain information on the actual costs of all assigned resources.

A2T5.4 Procurement Unit

The Procurement Unit staff administer all financial matters pertaining to leases and vendor contracts. The Procurement Unit works closely with the Logistics Section and the Supply Unit to ensure incident resources and supplies are acquired using the

established contracting processes and procedures. Unit staff coordinate with local jurisdictions to identify sources for equipment, prepare and sign equipment rental agreements, and process documentation associated with equipment rental and supply contracts.

A2T5.5 Time Unit

Time Unit staff ensure the daily recording of incident personnel and equipment time in accordance with the policies of the relevant agencies. The Time Unit Leader may need assistance from personnel familiar with the relevant policies of any affected agencies. Time Unit staff verify these records, check them for accuracy, and post them according to policies.

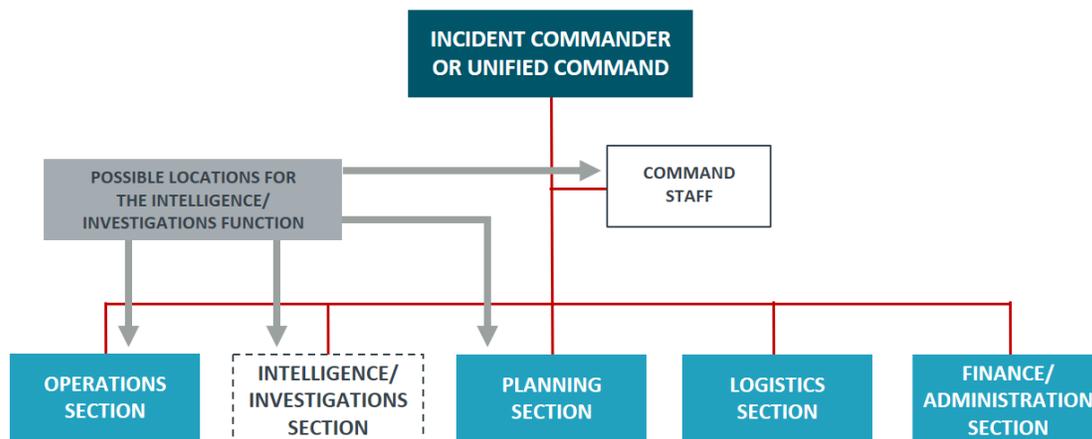
Tab 6 – The Intelligence/Investigations Section

The purpose of the intelligence/investigations function within ICS is to determine the source or cause of the incident (e.g. disease outbreak, fire, or cyber incident) to control its impact and/or help prevent the occurrence of similar incidents. This involves collecting, analyzing, and sharing information and intelligence; informing incident operations to protect the lives and safety of response personnel as well as the public; and interfacing with counterparts outside the ICS organization to improve situational awareness.

It is important to note that in some circumstances, and particularly those involving law enforcement, the intelligence/investigation function may remain outside the ICS organization. This could be the case even when the agency responsible for the function joins the ICS organization. The Alberta Human-induced Intentional Acts: Response and Recovery Plan identifies different options for how this connection between police and a local authority's incident command team might be achieved.²

When nested within the ICS organization, these functions are typically performed by staff in the Operations and Planning Sections. However, for incidents that involve or may involve a significant level of intelligence/ investigative work, the Incident Commander or Unified Command may opt for different ways to consolidate the intelligence/investigations function. The intelligence/investigations function's location in the ICS structure depends on factors such as the nature of the incident, the level of intelligence/investigations activity involved or anticipated, and the relationship of the intelligence/investigations activities to the other incident activities. The intelligence/investigations function can be incorporated as an element of the Planning Section, in the Operations Section, within the Command Staff, as a separate General Staff section, or in some combination of these locations. Figure A2-11 depicts the various locations where the Incident Commander or Unified Command might opt to locate intelligence/investigations function.

FIGURE A2-11: OPTIONS FOR THE PLACEMENT OF THE INTELLIGENCE/INVESTIGATIONS FUNCTION



A2T6.1 Intelligence/Investigations Function in the Planning Section

Integrating the intelligence/investigations function in the Planning Section, either as part of the Situation Unit or as a separate Intelligence/Investigations Unit, enhances the section's normal information collection and analysis capabilities. It helps ensure that investigative information and intelligence is integrated into the context of the overall incident management mission. Intelligence/investigative staff benefit from access to Planning Section information management resources and tools, and Planning Section staff benefit from streamlined information sharing and the analytic and subject matter expertise of the intelligence/investigations personnel.

A2T6.2 Intelligence/Investigations Function in the Operations Section

The Operations Section typically integrates resources, capabilities, and activities from multiple organizations with multiple missions. Consolidating the intelligence/investigations activities in the Operations Section unifies all the incident operations

² <https://open.alberta.ca/dataset/25a22f59-315c-489a-bb4a-b7d847f6e37c/resource/7d324c9f-4373-4cf7-8745-a9162fa5e3aa/download/jsg-human-induced-intentional-acts-response-and-recovery-plan-2022.pdf>

(e.g. law enforcement, fire, EMS, HazMat response, public health, etc.) in one organization. This helps ensure that all incident activities are seamlessly integrated into the incident action planning process and conducted based on established incident objectives and priorities. This coordination enhances unity of effort, the effective use of all resources, and the safety and security of all incident personnel.

Within the Operations Section, the intelligence/investigations function may be configured as a new branch or group, integrated into an existing branch or group, or placed under the control of a new Deputy Operations Section Chief for Intelligence/Investigations.

As with all incidents, the leadership of the Operations Section should reflect the priority incident activities. During phases of incidents with extensive intelligence and investigative activities, such as a human-induced intentional act incident, intelligence/investigations personnel will dominate the Operations Section and should lead the section by filling the Operations Section Chief and other section leadership positions.

A2T6.3 Intelligence/Investigations Function in the Command Staff

When the incident has an intelligence/investigations dimension but does not currently have active intelligence/investigations operations, the Incident Command or Unified Command may assign intelligence/investigations personnel to serve as command advisors. These technical specialists interface with their parent organizations and provide subject matter expertise to incident leaders. Integrating the intelligence/investigations function into the Command Staff helps ensure that the intelligence/investigations personnel have immediate and constant access to the Incident Commander, Unified Command, other members of the Command Staff such as legal advisors, the Safety Officer, and the Information Officer. This in turn helps ensure that incident leaders understand the implications and potential second-order effects of incident management decisions and activities from an intelligence/investigations standpoint.

A2T6.4 Intelligence/Investigations Function as a Stand-alone General Staff Section

The Incident Commander or Unified Command may establish the intelligence/investigations function as a General Staff section when there is a need to manage the intelligence/investigations aspects of the incident separately from the other incident management operations and planning. This may occur when the incident involves an actual or potential criminal or human-induced intentional act or when significant investigative resources are involved, such as for an epidemiological investigation.

The Intelligence/Investigations Section Chief leads the Intelligence/Investigations Section, which has groups for investigative operations, missing persons, intelligence, mass fatality management, forensics, and investigative support.

Establishing the intelligence/investigations function as a General Staff section has the potential to create overlaps with the responsibilities of the Planning, Operations, and Logistics Sections. The Intelligence/Investigations Section Chief and other General Staff members should clarify expectations with the Incident Commander or Unified Command and coordinate closely to ensure that requirements are not lost or duplicated between sections.

Tab 7 – The Emergency Social Services Function

All disasters and emergencies affect people. The Provincial ESS Framework (2016)**³ defines ESS as the supports that meet the basic essential needs of individuals, households, and communities affected by emergencies. They are provided as part of response to and recovery from emergencies. AIMS reflects that incidents increasingly have a significant need for ESS. AIMS ESS integration has been guided by best practices and lessons-learned from responders from all areas of incident management and continues to evolve.

There has been growing recognition that ESS as a function must be integrated with the traditional core five ICS functions. Increasingly complex incidents result in equally multifaceted and demanding ESS efforts. While these traditionally occur outside the immediate geographic confines of the incident (i.e. 'outside the tape'), they are inextricably linked and generally involve multiple points of contact. For a community or region's emergency management plan to be most effective, ESS needs to be considered and integrated across the full spectrum of emergency management activities

A2T7.1 A People-Centered Approach to ESS

A people-centered approach is based on the premise that during emergencies, meeting the needs of people and communities impacted by the emergency must take priority over rigid adherence to processes and procedures that are otherwise applied to normal or routine circumstances.

The human impacts of an emergency or disaster are often those with the most immediate and potentially long-term consequences. How people are treated, supported and provided services during an emergency is just as important as the manner in which the hazard is resolved. It has been observed during past incidents, that people and communities recover faster when they receive the needed services in a timely and effective manner.

Community emergency management programs would be well-served to afford greater attention and priority to the ESS component of their program and plans.

A2T7.2 ESS Structures

ICS organizational structures do not directly incorporate the ESS function. This has resulted in some uncertainty as to where ESS is best placed within the broader construct of incident management. Local conditions, capabilities, experience, and requirements will influence how the ESS function is delivered. There is no prescribed approach. ESS can be nested within an ICP or alternatively within an ECC when activated; what is important is that the ESS function is planned for, trained with, and fully integrated. AIMS will suggest options for communities and ESS teams with the intent of being descriptive versus prescriptive.

- ESS as a branch of the Operations Section. This option is doctrinally supported under ICS.
- ESS Section in the ICP. This option is not doctrinally supported by ICS, but there are communities that are currently employing this option after having determined that an ESS Branch in Operations created too many extraordinary demands on the Operations Section Chief.

A2T7.3 ESS Terminology

ESS terminology may vary by jurisdiction and should be confirmed when discussing organization structures, roles, or tasks. For example: when referring to lodgings, the terms congregate and group may be used differently. AIMS has used congregate to refer to people congregating in a single room (e.g. cots in a large space) and group to refer to people grouped into an area (e.g. hotel or campground).

³ The Alberta ESS Framework to replace the PESS Framework (2016).

FIGURE A2-12: EXAMPLE OF ESS WITHIN AN ICS STRUCTURE AS A BRANCH WITHIN THE OPERATIONS SECTION

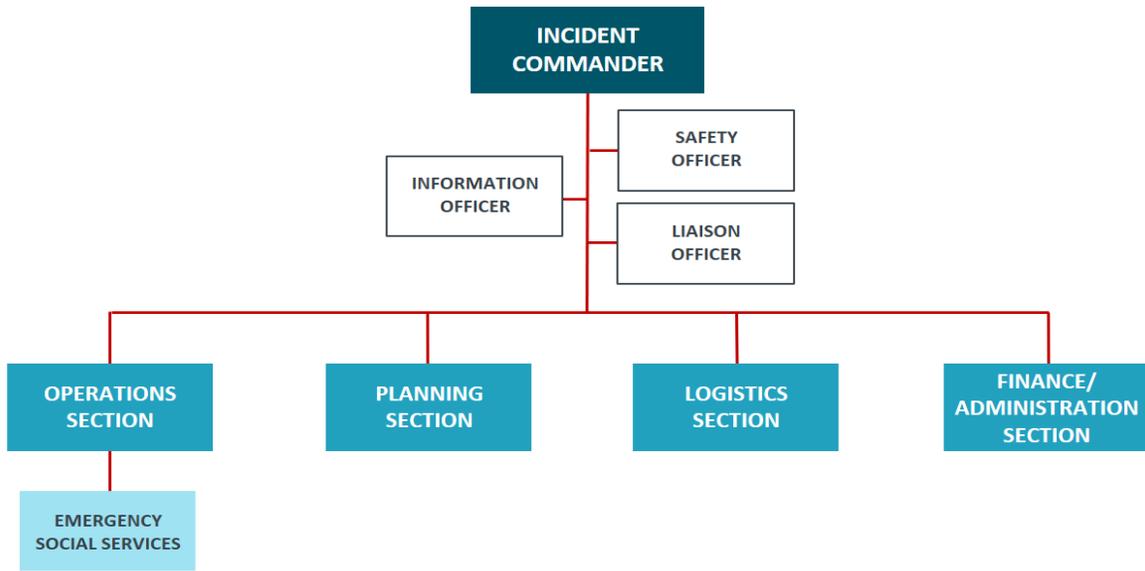


FIGURE A2-13: EXAMPLE OF AN ESS STRUCTURE BASED ON THE ICS MODEL

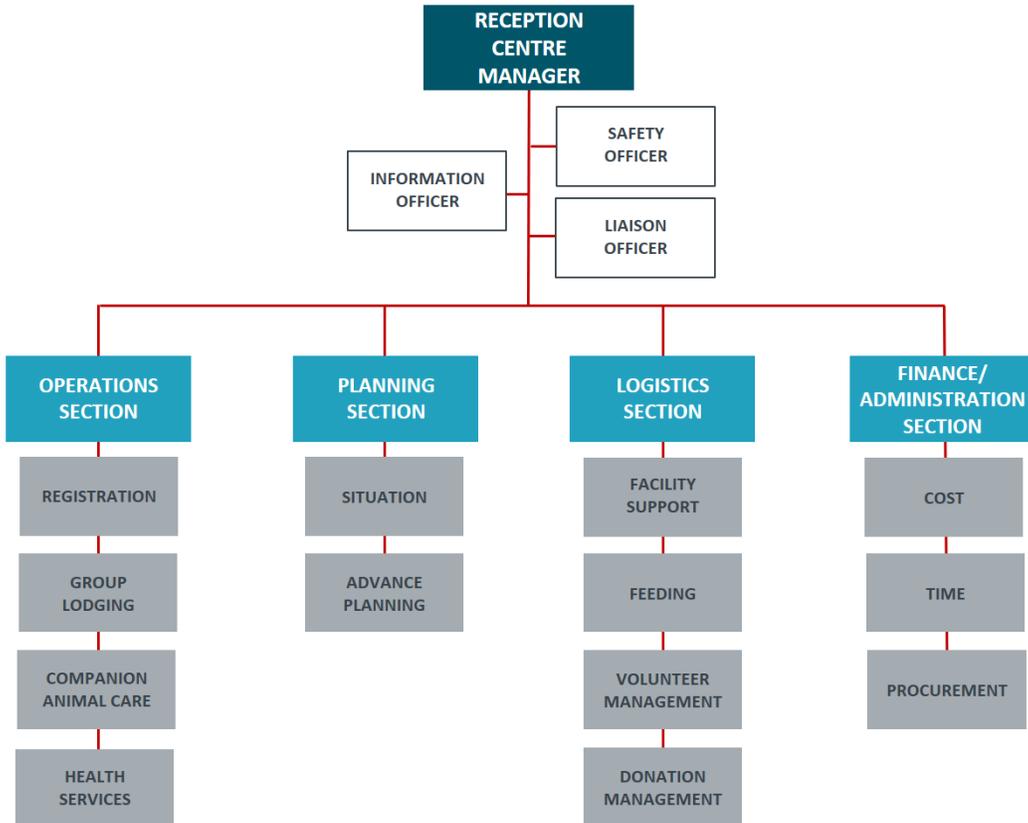
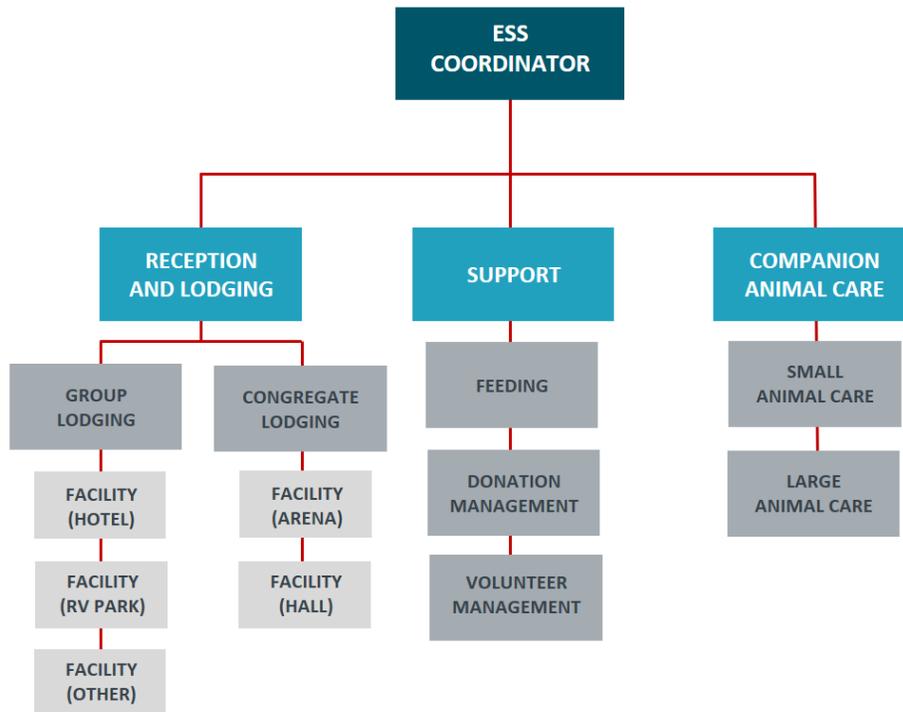


FIGURE A2-14: EXAMPLE OF AN ESS STRUCTURE BASED ON A NON-ICS MODEL



Tab 8 – Consolidating the Management of Multiple Incidents

Large disasters or multiple different disasters occurring quickly in the same area may result in the establishment of multiple incident command organizations operating more or less independently. ICS provides several options for consolidating the management of separate incidents. These options, which are described below, can enhance coordination and improve the efficient use of resources.

A2T8.1 Incident Complex: Multiple Incidents Managed within a Single ICS Organization

An incident complex is an organizational structure that exists when two or more individual incidents located in the same general area are assigned to a single Incident Commander or Unified Command. When an incident complex is established over several individual incidents, the previously identified incidents become branches or divisions within the Operations Section of the incident complex. Each branch thus has the flexibility to establish divisions or groups. In addition, when divisions and groups have already been established at each of the incidents, the same basic structure can be propagated. If any of the incidents within an incident complex have the potential to become a large-scale incident, it is best to establish it as a separate incident with its own ICS organization.

The following are examples of when an incident complex may be appropriate:

- Disasters such as wildfires, earthquakes, tornadoes, floods, or other situations where many separate incidents occur in proximity.
- Several similar incidents occurring in proximity to one another.
- One incident underway with an Incident Management Team (IMT) assigned, with other smaller incidents occurring in the same area.

The following are additional considerations for using an incident complex:

- A single Command and General Staff can adequately provide operations, planning, logistics, and finance/administration activities to the incidents that comprise the incident complex.
- A combined management approach could achieve staff or logistical support economies.

A2T8.2 Area Command

An Area Command is established to oversee the management and support of multiple incidents or to oversee the management of a large or evolving incident with multiple ICS organizations.

A2T8.2.1 Area Command Responsibilities

An Area Command does not have operational responsibilities, but prioritizes the use of scarce resources among the incidents. Additionally, the Area Command:

- Identifies and/or confirms priorities.
- Defines the overarching problem(s).
- Develops broad objectives for the affected area.
- Coordinates the development of incident objectives and strategies for each incident.
- Allocates or reallocates resources as priorities change.
- Ensures that Incident Commanders and/or Unified Commands properly manage incidents.
- Ensures effective communications and data coordination.
- Ensures that incident management objectives are met and do not conflict with each other or with agency policies.
- Identifies critical resource requirements and reports them to Agency Administrators directly or through a MAC Group or an ECC.
- For incidents that have a recovery dimension, ensures that short-term recovery is coordinated to assist in the transition to full recovery operations.

A2T8.2.2 Area Command Organization

The Area Command organization operates under the same basic principles as ICS. Typically, an Area Command comprises the following key personnel:

- **Area Commander (Unified Area Command).** Responsible for the overall direction of assigned incidents. This responsibility includes ensuring that conflicts are resolved, incident objectives are established, and strategies are selected for the use of scarce resources. The Area Commander coordinates with local, provincial, First Nation, as well as CSOs and other private sector elements.
- **Assistant Area Commander – Logistics.** Provides facilities, services, and materials at the Area Command level (by ordering resources needed to support the Area Command) and ensures the effective allocation of scarce resources and supplies among the incidents.
- **Assistant Area Commander – Planning.** Collects information from various incidents to assess and evaluate potential conflicts in establishing incident objectives, strategies, and priorities for allocating scarce resources.
- **Area Command Aviation Coordinator.** Assigned when aviation resources at multiple incidents compete for common airspace and scarce resources. This role works in coordination with incident aviation organizations to evaluate potential conflicts, develop common airspace management procedures, ensure aviation safety, and allocate scarce resources in accordance with Area Command priorities.
- **Area Command Support Positions.** Activated as necessary:
 - Resources Unit Leader. Tracks and maintains the status and availability of scarce resources assigned to each incident under the Assistant Area Commander – Planning.
 - Situation Unit Leader. Monitors the status of objectives for each incident assigned to the Area Command.
 - Information Officer. Provides coordination between incident locations and serves as the point of contact for media requests to the Area Command.
 - Liaison Officer. Helps maintain off-incident inter-agency contacts and coordination.

A2T8.2.3 Area Command Location

The following are guidelines for locating an Area Command:

- Established as close to the incidents as needed to facilitate operations, to make it easier for the Area Commander and Incident Commanders or Unified Commands to meet and otherwise interact
- Should not be co-located with any individual ICP, to avoid confusion with the ICP activities.
- Should allow for effective, efficient communications and coordination with subordinate incidents, as well as with ECCs and MAC Groups.
- Housed in a facility large enough to accommodate a full Area Command staff. It should also be able to accommodate meetings among the Area Command staff, the Incident Commanders or Unified Commands, and Agency Administrators/executives as well as news media representatives.

A2T8.2.4 Area Command Reporting Relationships

When an Area Command is involved in coordinating multiple incident management activities, the following reporting relationships apply:

- The Incident Commanders for the incidents under the Area Command report to the Area Commander.
- The Area Commander is accountable to the agency or agencies or the jurisdictional executive(s) or administrator(s).
- If one or more incidents within the Area Command are multi-jurisdictional, a Unified Area Command is established.

Tab 9 – Incident Action Planning

The incident action planning process and IAPs are central to managing incidents. The incident action planning process helps synchronize operations and ensure that they support incident objectives. Incident action planning is more than producing an IAP and completing forms; it provides a consistent rhythm and structure to incident management.

Personnel managing the incident develop an IAP for each operational period. A concise IAP template is essential to guide the initial incident management decision process and the continuing collective planning activities. The IAP is the vehicle by which leaders on an incident communicate their expectations and provide clear guidance to those managing the incident. The IAP:

- Informs incident personnel of the incident objectives for the operational period, the specific resources that will be applied, actions taken during the operational period to achieve the objectives, and other operational information (e.g. weather, constraints, limitations, etc.).
- Informs partners, ECC staff, and MAC Group members regarding the objectives and operational activities planned for the coming operational period.
- Identifies work assignments and provides a roadmap of operations during the operational period to help individuals understand how their efforts affect the success of the operation.
- Shows how specific supervisory personnel and various operational elements fit into the organization.
- Often provides a schedule of the key meetings and briefings during the operational period.

A2T9.1 The Incident Action Planning Process

The IAP provides clear direction and includes a comprehensive listing of the tactics, resources, and support needed to accomplish the objectives. The various steps in the process, executed in sequence, help ensure a comprehensive IAP. These steps support the accomplishment of objectives within a specified time.

The development of IAPs is a cyclical process, and personnel repeat the planning steps every operational period. Personnel develop the IAP using the best information available at the time of the Planning Meeting. Personnel should not delay planning meetings in anticipation of future information.

During the initial stage of incident management, the Incident Commander typically develops a simple plan and communicates the plan through concise oral briefings. In the beginning of an incident, the situation can be chaotic and situational awareness hard to obtain, so the Incident Commander often develops this initial plan very quickly and with incomplete situation information. As the incident management effort evolves, additional lead time, staff, information systems, and technologies enable more detailed planning and cataloguing of events and lessons learned. The steps of the planning process are essentially the same for the first responders on-scene determining initial tactics and for personnel developing formal written IAPs.

A2T9.2 The Planning ‘P’

Many incident management organizations use a formal planning cycle with established meetings and deliverables to mark their progress through the planning process and enable coordination of the entire team. The Planning ‘P’, illustrated in Figure A2-12, is a graphical representation of the sequence and relationship of the meetings, work periods, and briefings that comprise the incident action planning cycle. Other versions of the Planning ‘P’ may be used as training and operational aids.

TABLE A2-12: PPOST

P	riorities	Life safety Incident stabilization Protection of property Preservation of the environment The economy/other
P	roblems	An incident problem is a threat to one of the priorities
O	bjectives	An incident objective is the solution to remove or resolve an incident problem
S	trategies	How (method/s) you are going to do it
T	actics	Resources assigned to task

The leg of the 'P' describes the initial stages of an incident, when personnel work to gain awareness of the situation and establish the organization for incident management. Incident personnel perform the steps in the leg of the 'P' only one time. Once these steps are accomplished, incident management shifts into a cycle of planning and operations, informed by ongoing situational awareness, repeated for each subsequent operational period.

It has been observed over a variety of collective training exercises, including during the initial rollout of the Regional AHIMT Initiative, that incident management teams often find it difficult to make the jump from the leg of the 'P' (immediate response and information gathering activities) into the cyclical planning component of the 'P'. The Incident Commander or Unified Command needs to be able to adopt a wider and longer perspective, enable the Operations Section to manage the 'here and now' of the response, while the remainder of the incident management team gets oriented on planning for the next operational period. This is vital to shifting the response from one that is naturally reactive to one that is proactive and capable of mitigating future risks and/or problems, before they develop.

A2T9.2.1 Initial Response and Assessment

The responder(s) who is first to arrive at the incident scene conducts the initial assessment and takes whatever immediate response actions are appropriate and possible. The initial or rapid assessment is essential to gaining and maintaining situational awareness. It enables the Incident Commander to request additional resources and/or support, develop, and implement initial tactics. Jurisdiction officials might decide to activate an ECC based on the initial assessment.

A2T9.2.2 Agency Administrator Briefing

The Agency Administrator Briefing is a presentation to the personnel who will be managing or supporting the incident by the administrator or other senior official of the jurisdiction, agency, or organization affected by the incident. This briefing occurs when the Incident Commander or Unified Command are assuming duties outside their normal responsibilities or are from an entity or jurisdictional area that does not possess the authority to manage the incident they are being assigned. In such cases, the briefing provides supporting details to the assignment of authority or other document that the jurisdiction, agency, or organization typically provides to the Incident Commander or Unified Command.

During the briefing, the Agency Administrator or a designee provides information, guidance, and direction, including priorities and constraints, necessary for the successful management of the incident. The briefing is intended to ensure a common understanding between the jurisdiction, agency, or organization and the incident personnel regarding such things as the environmental, social, political, economic, and cultural issues relevant to the incident and its location.

A2T9.2.3 Incident Briefing

The incident briefing marks the transition from reactive to proactive incident management. The initial responder(s) typically delivers the briefing to the incoming Incident Commander or Unified Command. This meeting enables the incoming Incident Commander or Unified Command to initiate planning for the next operational period.

A2T9.2.4 Initial Unified Command Meeting

If a Unified Command is managing the incident, the Initial Unified Command Meeting allows members of the Unified Command to meet in private to discuss each jurisdiction or organization's priorities and objectives as well as any limitations, concerns, and restrictions. During the Initial Unified Command Meeting, members of the Unified Command generally accomplish the next step by developing the initial joint incident objectives.

A2T9.2.5 Objectives Development/Update

The Incident Commander or Unified Command establishes the incident objectives for the initial operational period. After the initial operational period, the Incident Commander or Unified Command reviews the incident objectives and may validate them, modify them, or develop new objectives.

Incident objectives are priority-defined. Clearly communicated priorities and objectives support unity of effort among incident personnel and enable the development of appropriate strategies and tactics. When the members of the team clearly understand the intent behind their instructions, they are better equipped to act decisively and make good decisions.

A2T9.2.6 Strategy Meeting/Command and General Staff Meeting

After developing or revising the incident objectives, the Incident Commander or Unified Command typically meets with the Command and General Staff, and sometimes others, to discuss the incident objectives and provide direction. This meeting may be called the Strategy Meeting or the Command and General Staff Meeting and is held as needed to determine how best to meet the incident objectives.

The initial Strategy Meeting, which is held the first time through the planning cycle, is particularly important, because it allows team members to share information and jointly determine the initial approach to response operations. The initial Strategy Meeting may include the initial Incident Commander and a representative from the Agency Administrator.

A2T9.2.7 Preparing for the Tactics Meeting

Once the approach to achieving or working toward achieving the incident objectives is determined, the Operations Section Chief and staff prepare for the Tactics Meeting by developing tactics and determining the resources that will be applied during the next operational period.

A2T9.2.8 Tactics Meeting

The Tactics Meeting is a forum for key players to review the proposed tactics developed by the Operations Section staff and to conduct planning for resource assignments. The Operations Section Chief leads the Tactics Meeting, and key participants include the Logistics Section Chief, Safety Officer, a representative from the Planning Section, typically, the Resources Unit Leader, and other technical specialists or team members invited by the Operations Section Chief, Logistics Section Chief, or Safety Officer. The team uses ICS Forms 215 and 215A, the Operational Planning Worksheet and the Incident Action Plan Safety Analysis, to facilitate and document decisions they make during the meeting.

A2T9.2.9 Preparing for the Planning Meeting

Following the Tactics Meeting, preparations begin for the Planning Meeting. Team members collaborate between the Tactics Meeting and the Planning Meeting to identify support needs and assign specific operational resources to accomplish the operational plan.

A2T9.2.10 Planning Meeting

The Planning Meeting serves as a final review and approval of operational plans and resource assignments developed during and after the Tactics Meeting. Ideally, the Planning Meeting involves no surprises and simply serves as a review of a plan that the Command and General Staff have collaboratively developed and agreed upon. At the end of the Planning Meeting, Command and General Staff, and any agency officials involved, confirm that they can support the plan.

Table A2-3 lists the elements responsible for completing each form for inclusion in the IAP.

TABLE A2-3: THE IAP AND TYPICAL ATTACHMENTS

Component	Normally Prepared By ICS
Incident Objectives (ICS Form 202)	Incident Commander or Unified Command
Organization Assignment List or Chart (ICS Form 207)	Resources Unit
Assignment List (ICS Form 204)	Resources Unit
Incident Radio Communications Plan (ICS Form 205) or Communications List (ICS Form 205A)	Communications Unit
Medical Plan (ICS Form 206)	Medical Unit
Incident Maps	Situation Unit
General Safety Message/Site Safety Plan (ICS Form 208)	Safety Officer

Other Potential Components (Incident Dependent)

Air Operation Summary	Air Operations
Traffic Plan	Ground Support Unit
Decontamination Plan	Technical Specialist
Waste Management or Disposal Plan	Technical Specialist
Demobilization/Deactivation Plan	Demobilization Unit
Site Security Plan	Law Enforcement, Technical Specialist, or Security Manager
Investigative Plan	Intelligence/Investigations Function
Evacuation Plan	As needed
Meeting Schedule (ICS Form 230)	Situation Unit
Sheltering/Mass Care Plan	As needed
Other	As needed

A2T9.2.11 IAP Preparation and Approval

Based on concurrence from all elements at the end of the Planning Meeting, the Incident Commander or Unified Command approves the plan. After this final approval, the Planning Section staff assemble the plan and ensure that it is ready for use during the Operational Period Briefing.

A written IAP is composed of a series of standard forms and supporting documents that convey the intent of the Incident Commander or Unified Command, as well as the Operations Section Chief for the operational period. The Incident Commander or Unified Command determines which ICS forms and attachments to include in the IAP; the Planning Section Chief ensures that staff in the appropriate sections, branches, or units prepare the forms and attachments. The Incident Commander or Unified Command gives final approval of the written IAP before Planning Section staff reproduce and disseminate it. IAPs may be distributed electronically, in hard copy, or both.

A2T9.2.12 Operational Period Briefing

Each operational period starts with an Operational Period Briefing. Incident supervisory and tactical personnel receive the IAP during the briefing. During this briefing, various members of the Command and General Staff present the incident objectives, review the current situation, and share information related to communications or safety. Following the Operational Period

Briefing, supervisors brief their assigned personnel on their respective assignments as documented in the IAP. During longer operational periods, shift change briefings may be conducted within an operational period.

A2T9.2.13 Execute Plan and Assess Progress

- Plan is executed, and progress is assessed
- If necessary, adjustments may be made to execution in order to achieve objectives
- Objectives are assessed for completion / validity
- Cycle begins again for next operational period

Tab 10 – ICS Forms

This section describes common ICS forms. While the format and content are flexible, the form number and purpose (e.g. Assignment List, ICS Form 204 that defines the assignments for a division or group) should remain intact to maintain consistency, facilitate immediate identification and interoperability, and simplify their use.⁴

Not all ICS forms are included in the IAP; some support the planning process or incident operations in other ways. The IAP normally consists of the Incident Objectives (ICS Form 202), Organization Assignment List (ICS Form 203), an Assignment List (ICS Form 204) for each division/group on the incident, and a map of the incident area. Larger incidents necessitate additional supporting attachments, such as a separate Incident Radio Communications Plan (ICS Form 205), a Medical Plan (ICS Form 206), a Meeting Schedule (ICS Form 230), and possibly a Traffic Plan.

The following section provides brief descriptions of selected ICS forms. This list is not all-inclusive; other forms are available online, commercially, and in a variety of formats.

- **ICS Form 201 - Incident Briefing.** The initial Incident Commander typically uses this form to capture vital incident information before implementing the formal planning process. The use of this four-section document (often produced as four pages) allows a concise and complete transition-of-command briefing to an incoming new Incident Commander. In addition, this form may serve as the full extent of incident command and control documentation if the initial response resources and organization resolve the situation. This form simplifies and supports the transfer of situation information to the members of the Command and General Staffs as they arrive and begin work. It is not included as a part of a written IAP.
- **ICS Form 202 - Incident Objectives.** Serves as the opening section of a written IAP and includes incident information, a listing of the objectives for the operational period, pertinent weather information, a general safety message, and a table of contents for the plan. This form contains the signature block in which the Incident Commander or Unified Command approves the IAP.
- **ICS Form 203 - Organization Assignment List.** Is typically the second section of the IAP and provides a full accounting of incident management and supervisory staff for that operational period.
- **ICS Form 204 - Assignment List.** The incident IAP typically includes multiple ICS Form 204s, based on the organizational structure of the Operations Section for the operational period. Each division/group has its own page, listing the supervisor for the division/group (including the Branch Director if assigned) and the specific assigned resources with the leader's name and the number of personnel assigned to each resource. This document details the specific actions assigned to that division or group for the operational period, any special instructions, and pertinent elements of the Incident Radio Communications Plan (ICS Form 205).
- **ICS Form 205 - Incident Radio Communications Plan.** Documents radio frequency assignments down to the division/group level.
- **ICS Form 205A - Communications List.** Documents non-radio contact information for incident personnel.
- **ICS Form 206 - Medical Plan.** Presents the incident's plan to care for responder medical emergencies.
- **ICS Form 207 - Incident Organization Chart.** Depicts an organization chart of the major elements and key staff in the ICS organization.
- **ICS Form 208 - Safety Message/Plan.** Typically contains the safety message, expanded safety message, safety plan, and site safety plan.
- **ICS Form 209 - Incident Status Summary.** The primary form for reporting situation information to incident coordination and support organizations and Agency Administrators/executives.
- **ICS Form 210 - Resource Status Change.** Documents changes in the status of resources assigned to the incident; it can also be used as a worksheet to track resource arrival and departure.
- **ICS Form 211 - Incident Check-In List.** Documents resources that check-in to the incident.
- **ICS Form 213 - General Message Form.** A general use form to communicate information among incident personnel or with other echelons of incident management.
- **ICS Form 213 RR – Resource Request Message.** Used to order and track resources in addition to supporting tracking of incident costs.

⁴ ICS Canada forms can be found at <http://www.icscanada.ca/en/Forms.html> Users can access the ICS Forms Catalog on this webpage for instructions on completing the various ICS forms.

- **ICS Form 214 - Activity Log.** Used to record notable activities or events.
- **ICS Form 215 - Operational Planning Worksheet.** Used to develop tactical assignments and identify resource needs for the coming operational period.
- **ICS Form 215A - IAP Safety Analysis.** Communicates the safety and health issues identified by the Safety Officer; it also identifies mitigation measures to address safety issues.
- **ICS Form 221 - Demobilization Check-Out.** Documents details regarding the demobilization of incident resources.
- **ICS Form 230 - Meeting Schedule.** Records information regarding meetings and briefings scheduled for the operational period.

Tab 11 – Primary Functions of Incident Commander or Unified Command, Command Staff, and General Staff Positions

Table A2-4 lists the primary functions of each major ICS position.

TABLE A2-4: FUNCTIONS OF ICS POSITIONS

Major ICS Position	Primary Functions
Incident Commander or Unified Command	<ul style="list-style-type: none"> • Have clear authority and know agency policy • Establish the ICS organization needed to manage the incident • Set incident objectives and determine prioritizations based on incident priorities and critical steps or prerequisites • Establish the ICP • Manage Command Staff and General Staff • Approve the IAP • Ensure incident safety • Approve resource requests and use of volunteers and auxiliary personnel • Authorize information release to the media • Order demobilization as needed • Ensure after-action reports are completed
Information Officer	<ul style="list-style-type: none"> • Develop accurate, accessible, and timely information for use in press/media briefings or dissemination via social media • Monitor information from traditional and social media that is useful for incident planning and forward it as appropriate • Understand any limits on information release • Obtain the Incident Commander's approval of news releases • Conduct media briefings • Arrange for tours and other interviews or briefings • Make information about the incident available to incident personnel • Participate in Planning Meetings • Identify and implement rumor control methods
Safety Officer	<ul style="list-style-type: none"> • Identify and mitigate hazardous situations • Stop and prevent unsafe acts • Create and maintain the incident Safety Plan • Prepare and communicate safety messages and briefings • Review the IAP for safety implications • Assign assistants qualified to evaluate special hazards • Initiate preliminary investigation of accidents within the incident area • Review and approve the Medical Plan • Participate in Planning Meetings to address anticipated hazards associated with future operations
Liaison Officer	<ul style="list-style-type: none"> • Act as a point of contact for agency representatives • Monitor incident operations to identify current or potential inter-organizational issues • Maintain a list of assisting and cooperating agencies and agency representatives • Assist in setting up and coordinating interagency contacts • Participate in Planning Meetings and provide current resource status, including limitations and capabilities of agency resources • Provide agency-specific demobilization information and needs

Major ICS Position	Primary Functions
Operations Section Chief	<ul style="list-style-type: none"> • Manage tactical operations • Determine strategies and tactics for incident operations • Ensure safety of tactical operations • Oversee the Operations Section's central role in the incident action planning process • Supervise execution of the Operations Section's assignments in the IAP • Request additional resources to support tactical operations • Approve release of resources from operational assignments • Make or approve expedient changes to the IAP • Maintain close contact with the Incident Commander, subordinate Operations personnel, and other agencies involved in the incident
Planning Section Chief	<ul style="list-style-type: none"> • Collect and manage incident-relevant operational data • Supervise/facilitate incident planning activities • Supervise preparation of the IAP • Provide resources input to the Incident Commander and Operations Section in preparing the IAP • Reassign out-of-service personnel within the ICS organization, as appropriate • Compile and display incident status information • Establish information needed and reporting schedules for units (e.g. Resources Unit, Situation Unit) • Determine need for specialized resources • Establish specialized data collection systems as necessary (e.g. weather) • Assemble information on alternative strategies • Provide periodic predictions on incident potential • Report significant changes in incident status • Oversee preparation of the Demobilization Plan
Logistics Section Chief	<ul style="list-style-type: none"> • Manage all incident logistics • Provide facilities, transportation, communications, supplies, equipment maintenance and fueling, food, and medical services for incident personnel and all off-incident resources • Identify known or anticipated incident service and support needs • Request additional resources as needed • Provide the Logistics Section's input to the IAP • Ensure and oversee development of Traffic, Medical, and Communications Plans as needed • Oversee demobilization of Logistics Section and associated resources
Finance/Administration Section Chief	<ul style="list-style-type: none"> • Manage financial aspects of an incident • Provide financial and cost analysis information as requested • Ensure compensation and claims functions are addressed relative to the incident • Develop an operational plan for the Finance/Administration Section and submit requests for the section's supply and support needs • Maintain daily contact with cooperating and assisting agencies on finance matters • Ensure that personnel time records are completed accurately and transmitted to the appropriate agency/organization • Ensure the accuracy of all obligation documents initiated at the incident • Brief agency administrative personnel on incident-related financial issues needing attention or follow-up • Provide input to the IAP

Appendix 3 – Emergency Coordination Centre Organizations

A3.1 Purpose

This appendix provides additional explanation and examples of Emergency Coordination Centre (ECC) organizational structures commonly used in Alberta and elsewhere. They are not intended to be mandatory, definitive, or exclusive. Jurisdictions or organizations may choose to use one of these structures, a combination of elements from different structures, or an entirely different structure.

The description of each organization includes information on when and why a jurisdiction or organization might wish to use it and a description of the typical functions the various elements in the organization perform.

While it is not depicted on the various organizational graphics, ECCs are guided by policy groups that typically include elected and appointed senior officials such as Ministers, Deputy Ministers, Mayors, Chief Administrative Officers (CAOs), City Managers, Metis Settlement Council Chairs, and First Nation Chiefs.

A3.2 Organization

This appendix contains the following tabs:

- Tab 1 - Incident Command System (ICS) or ICS-like ECC Structure
- Tab 2 - Incident Support Model (ISM) ECC Structure
- Tab 3 - Departmental ECC Structure

Tab 1 - Incident Command System (ICS) or ICS-like ECC Structure

Many jurisdictions/organizations opt to use an ICS or ICS-like structure in their ECCs. This is typically because people are familiar with the structure, and it aligns with what is used in the field. Additionally, it is a useful functional breakdown, particularly for ECCs that might take on operational missions. ICS and ECC personnel may agree to adjust responsibilities among the organizations to meet incident needs and fulfill resource and information requests.⁵

When using this type of ECC organization, field and ECC personnel performing the same function (e.g. Information Officer) should agree on how to divide their responsibilities to avoid gaps and/or duplication of effort. Ideally, this coordination will occur before an incident, and the result will be documented in the jurisdiction/organization's emergency operations plan.

ECC leaders may opt for a standard ICS organization if:

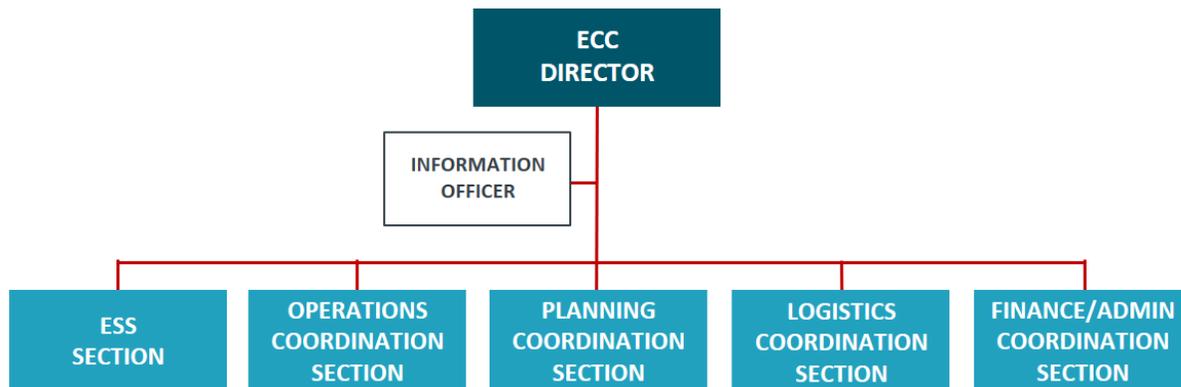
- ECC staff are providing tactical direction to an incident.
- ECC management wishes to use ICS-trained personnel with no additional training requirements.
- ECC managers want to mirror the organization of on-scene personnel.

Standard ICS Structure versus ICS-like Structure

If a jurisdiction/organization is using standard ICS, as practiced in the field, they will follow ICS procedures and processes as described in Appendix 2. However, many ECC leaders find that modifying ICS slightly provides many of the benefits of the standard ICS structure while accommodating the differences between ECCs and ICPs.

An ICS-like ECC structure generally reflects the standard ICS organization but with varying nuances and possible title changes to emphasize the coordination and support mission of ECCs, as opposed to the tactical and logistics management role of the ICP. For example, ECC leaders often opt to adjust titles to differentiate between field and ECC functions/personnel by adding "Support" or "Coordination" to section titles (see Figure A3-1). Additionally, some ECC leaders opt to modify certain ICS processes or functions to better reflect the activities and responsibilities of ECC personnel.

FIGURE A3-1: EXAMPLE OF AN ICS-LIKE ECC ORGANIZATION STRUCTURE



A3T1.1 ECC Command Staff

The ECC Command Staff (often called ECC Management Staff to clarify that they do not command on-scene operations) includes an ECC Director who guides and oversees ECC staff and activities. The ECC Command Staff typically includes an IO and may include others such as a Legal Advisor and a Safety Officer. The ECC Director, possibly with the support of Command Staff, sets ECC objectives and tasks, integrates stakeholders, works with senior officials to facilitate the

⁵ The concept of functions being shared or transferred between an ICP and the ECC is predicated on a high level of interoperability that only results from a very high level of training and or actual learned and practiced experience.

development of policy direction for incident support, and ensures the dissemination of timely, accurate, and accessible information to the public.

A3T1.2 Operations Coordination Section

Operations Coordination Section staff help ensure that on-scene incident personnel have the resources and operational support necessary to achieve incident objectives and address leadership priorities. The staff in this section are often organized functionally and are the primary points of contact for ICP personnel within their respective functions. They coordinate closely with incident personnel to identify and address unmet resource needs. When necessary for geographically widespread or complex incidents or when establishing a local ICP is not possible or needed (e.g. for a planned event), staff in the section can also support operational activity directly from the ECC.

A3T1.3 Planning Coordination Section

The Planning Coordination Section has two primary functions: managing situational awareness efforts and developing activation-related plans. Staff in this section work closely with personnel in the ICS Planning Section to collect, analyze, and disseminate incident and incident-related information, including integrating geospatial and technical information and developing reports, briefings, and presentation products for a variety of stakeholders, including leadership, ECC personnel, and other internal and external stakeholders. Planning Coordination Section personnel also facilitate a standard planning process to achieve the ECC objectives and provide a range of current and future planning services to address current needs and anticipate and devise the means to deal with future needs.

A3T1.4 Logistics Coordination Section

Logistics Coordination Section staff provide advanced resource support to the incident. They work closely with Operations Coordination Section staff to source and procure resources by implementing contracts or mutual aid agreements or by requesting other government assistance (e.g. through the PECC). Staff in this section also provide resources and services to support the ECC staff. This includes information technology support, resource tracking and acquisition, and arranging for food, lodging, and other support services as needed.

A3T1.5 Finance/Administration Coordination Section

Finance/Administration Coordination Section staff manage the activation's financial, administrative, and cost analysis aspects.

Resource Management in an ICS-like ECC

ECC leaders often adjust ICS resource management processes to fit an ECC environment better. The various departments and agencies represented in the Operations Coordination Section may have access to internal departmental resources that they can order without going through the Logistics Coordination Section. The Logistics Coordination Section may have expertise in advanced resource ordering, such as (1) through mutual aid, (2) by leasing or purchasing, or (3) through a request for assistance from a governmental organization (e.g. the GoA through the PECC). The personnel in the Operations Coordination Section may be better positioned to track incident resources than personnel in the Planning Coordination Section. Staff in each ECC establish protocols on how to coordinate and track the resource ordering functions at the ECC and with field personnel.

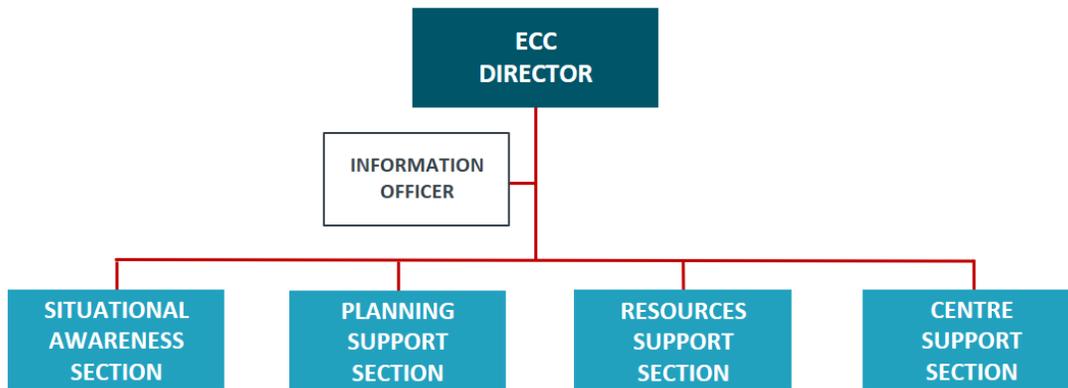
Finance/Administration Coordination Section staff track all expenditures associated with the ECC activation, including monitoring funds from multiple sources. Reporting on costs as they accrue enables ECC leadership to estimate needs accurately and request additional funds if needed. Finance/Administration Coordination Section staff may provide administrative support to other ECC sections. In some cases, the ECC Finance/Administration Coordination Section staff assume responsibilities of their ICS counterparts and perform functions on their behalf.

Tab 2 - Incident Support Model (ISM) ECC Structure

The ISM is a variation of the ICS structure that separates the information management/situational awareness function from the ICS Planning Section and combines the functions of the ICS Operations and Logistics Sections and comptroller/purchasing functions from the ICS Administration/Finance Section. ECC staff in jurisdictions or organizations that use an ISM structure typically focus exclusively on support functions rather than operations or managing actual response/recovery efforts.

As with the ICS/ICS-like model, the director of an ISM ECC is supported by personnel designated to key functions, subject matter experts, and technical specialists. Staff supporting the ECC Director typically include an Information Officer and may include others such as a Legal Advisor. The General Staff sections consist of Situational Awareness, Planning Support, Resources Support, and Center Support. Figure A3-2 shows a top-level management structure for an ISM ECC.

FIGURE A3-2: INCIDENT SUPPORT MODEL ECC ORGANIZATION STRUCTURE



A3T2.1 ISM ECC Director's Staff

As with the ICS/ICS-like ECC Command Staff, the ISM ECC Director's staff typically includes an Information Officer and may include others such as a Legal Advisor and a Safety Officer.⁶ The ECC Director and director's staff set ECC tasks, work with senior officials to facilitate the development of policy direction for incident support, and ensure the dissemination of timely, accurate, and accessible information to the public.

A3T2.2 Situational Awareness Section

Situational Awareness staff collect, analyze, and disseminate incident information. This section's personnel typically create and provide a variety of products for ECC policy-level leadership, public affairs, and other internal and external stakeholders. The Situational Awareness Section essentially elevates the functions of the ICS Planning Section Situation Unit to a General Staff position in the ECC, reporting directly to the ECC Director. The staff in this section also process requests for information; develop reports, briefings, and presentation products; integrate geospatial and technical information; and develop material to support public alerting.

A3T2.3 Planning Support Section

The Planning Support Section staff provide a range of current and future planning services that may include developing contingency, de-activation, and recovery plans. Staff in the Planning Support Section assist in developing and executing the shared goals of multiple jurisdictions and organizations involved in managing the incident and coordinate a standard planning process to achieve the objectives of the ECC leadership and foster unity of effort among all organizations represented in the centre. The Planning Support Section staff coordinate closely with the ICP Planning Section to ensure that both on-scene and ECC personnel have appropriate contingency plans in place.

⁶ While the safety consideration in an ECC are not nearly as dynamic or challenging as those at the incident site or the ICP, there are still valid worker health and well-being safety concerns that should be monitored. A dedicated Safety Officer may not be required, but these concerns will still exist and require attention by all personnel, but especially leadership.

A3T2.4 Resources Support Section

Staff in the Resources Support Section work to ensure that the ICP(s) have the resources and operational support they need. Resource Support Section staff source, request/order, and track all resources. This includes supplies, equipment, and personnel acquired from departments and agencies represented in the ECC, other community organizations, mutual aid sources, or CSO partners, as well as items purchased or leased.

A3T2.5 Centre Support Section

ECCs require a variety of communications, information technology, administrative, and general services, as well as staff support, such as food, to function most effectively. Staff in the Centre Support Section support the needs of the facility and staff in the ECC and any associated facilities such as a JIC. In this role, staff in the Center Support Section communicate and gather requirements for supplies, equipment, administrative processes, security, maintenance, and other logistics to ensure the ECC staff have the resources and capabilities required to perform their roles.

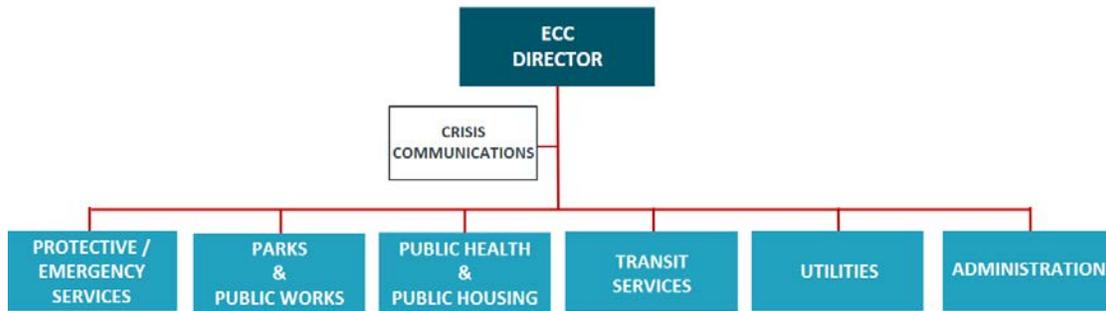
Resource Management in an ISM ECC

The departments and agencies represented in an ECC generally have access to a variety of resources that are specific to the department or agency's responsibilities. A typical ICS Logistics Section has expertise in ordering resources through mutual aid, purchasing/contracting/leasing, or from external government organization via requests for assistance. Funding for purchases/contract/leases or reimbursement of expenses is usually handled in the ICS Administration/Finance Section. ISM ECCs combine all these functions in the Resources Support Section, which provides a one-stop shop for acquiring, deploying, and tracking resources and services.

Tab 3 - Departmental ECC Structure

Jurisdictions or organizations may choose to retain the day-to-day relationships they have with the various departments and agencies that they also work with in responding to and recovering from incidents. These organizations or jurisdictions may configure the personnel who assemble in the ECC by the participants' departments, agencies, or organizations. Such departmentally structured ECCs typically require less training and emphasize coordination and equal footing for all departments and agencies. In this model, a single individual, either the jurisdiction or organization's emergency manager or another senior official, directly coordinates the jurisdiction's support agencies, CSOs, and other partners. Figure A3-3 presents an example of a Departmental ECC structure.

FIGURE A3-3: EXAMPLE OF A DEPARTMENTAL ECC ORGANIZATION STRUCTURE



In this example the ECC Director, directly facilitates ECC planning and reporting. The ECC Director may also be responsible for the office equipment, phones, radios, and/or computers in the ECC and ensuring food is available for the staff.

For the departments, representatives bring the various resources, expertise, and relationships that are associated with those organizations and functions. Decisions are made within the group to achieve mutually agreed-upon objectives, as in a Unified Command.

The roles and responsibilities of a departmental ECC reflect the day-to-day responsibilities of the represented departments and agencies. For example:

- ECC representatives from the department that deals with natural resources may be responsible, according to their normal authorities, for historic preservation, air and water quality, parks and recreation, game and wildlife, and wildfire suppression.
- Representatives in the ECC from the agencies that deal with public health, medical, and human services issues would be responsible for and provide resources associated with elder services; community hospitals, clinics, and medical services; sheltering and mass care; disease investigations; pharmacy services and mass dispensing sites; and liaison with humanitarian relief organizations.
- Representatives from public works are responsible for issues and resources in the ECC involving roads and grounds, sewers and sanitation, water purification, fuel, utilities, transportation, and solid waste.
- Law enforcement, fire, and/or EMS organizations all have representatives who coordinate their respective functions and resources in the ECC.
- ECC representatives from the jurisdiction or organization's administrative department or agency coordinate public information, finance, training, private sector and First Nations liaison, and social/cultural centre.
- The public schools' officials assigned to the ECC are responsible for schools facilities (e.g. when used as emergency shelters), and school transportation.

These responsibilities would vary according to the jurisdiction's day-to-day departmental organization and responsibilities. This enables jurisdictions or organizations to address incidents effectively while maintaining their normal authorities, responsibilities, and relationships.

Appendix 4 – Generic Example – AIMS Applied

A4.1 Purpose

This appendix is intended to supplement AIMS by demonstrating through a generic example how many of the core AIMS components can be applied/employed. This will largely be done through the graphic representation of the structures that could be adopted by incident participants at various stages through a response.

In the figures below solid lines represent lines of authority, command, and/or control; dotted lines represent lines of coordination and collaboration.

A4.2 Acronyms

This appendix will utilize the following acronyms that are not previously identified in AIMS;

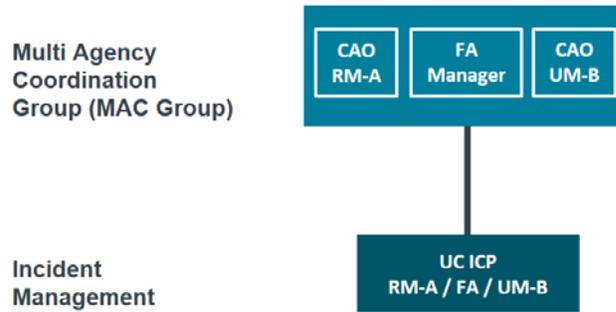
AWCC	Alberta Wildfire Coordination Centre
CAO	Chief Administrative Officer
CPE	Communications and Public Engagement
DMPSC	Deputy Ministers' Public Safety Committee
EMCC	Emergency Management Cabinet Committee
FA	Forest Area
RM	Rural Municipality
UM	Urban Municipality

A4.3 Adoption of Unified Command (UC)

Consider a simple scenario where inside the Forest Protection Area we have a large rural municipality 'A' (RM-A). Inside RM-A is an urban municipality 'B' (UM-B). There is an active wildland fire, which is the responsibility of the Forest Area (FA) Manager inside the boundaries of RM-A. This fire is likely going to threaten values (i.e. critical infrastructure) in both RM-A and UM-B. A decision is made that a UC incident command post (ICP) will be established between an Alberta Wildfire Incident Management Team (IMT), RM-A, and UM-B¹. The Chief Administrative Officers (CAOs) of the two municipalities and the FA Manager are the Agency Administrators for their respective jurisdictions and together they will form a MAC Group that will issue joint direction to the UC ICP Incident Commanders (IC) for the management of this incident. The municipalities have been able to call out their Regional All-Hazards Incident Management Team (AHIMT) to assist them in working in UC with the Alberta Wildfire IMT.

¹ It is worth noting that prior to adopting UC, each jurisdictional authority (i.e. Alberta Wildfire, RM-A, and UM-B) could have established an independent ICP. Once UC was adopted a single UC ICP would be responsible for managing the incident.

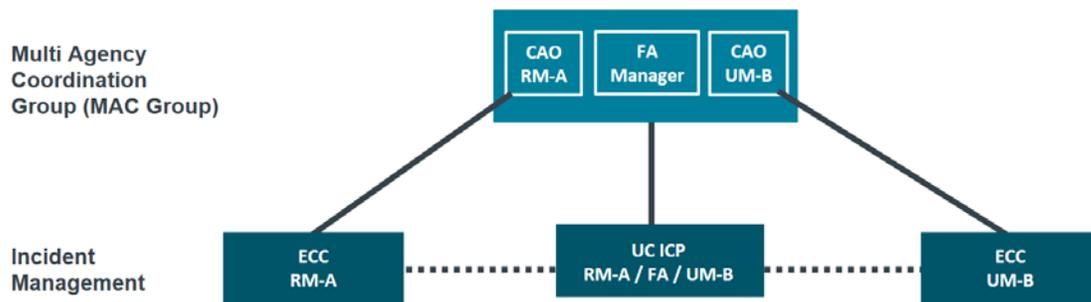
FIGURE A4-1: ESTABLISHMENT OF UNIFIED COMMAND



A4.4 Establishment of Emergency Coordination Centres (ECCs)

Given the potential scope and scale of the problem, both RM-A and UM-B have opted to establish ECCs to support the work of the UC ICP. A division of tasks has been determined between the UC ICP and the ECCs. The UC ICP will schedule coordination calls with the ECCs on a daily basis as well as briefing the MAC Group daily.

FIGURE A4-2: ESTABLISHMENT OF EMERGENCY COORDINATION CENTRES AND DIVISION OF TASKS



Division of Tasks

ICP	ECCs
• Wildland Fire	• ESS
• Structural Fire Protection	• Re-entry Planning
• Evacuation Planning and Execution	• Recovery Planning
• Security of Evacuation Areas	• Business Continuity

A4.5 Provincial Coordination and Integration

At the provincial level two ECCs are established to support this incident. The Alberta Wildfire Coordination Centre (AWCC) has been fully staffed since the start of the fire season and has already been working to support the FA Manager and now the UC ICP. Alberta Emergency Management Agency (AEMA) as the Government of Alberta (GoA) coordinating agency has elevated the Provincial Emergency Coordination Centre (PECC) to support the needs of the UC ICP and the ECCs, as well as to coordinate the passage of information to executive and provincial elected officials. A provincial level MAC Group will likely be established with either the Emergency Management Cabinet Committee (EMCC) or the Deputy Ministers' Public Safety Committee (DMPSC). Direction to the PECC will normally flow through the identified lead department. In this example the GoA could adopt a joint lead, shared between Alberta Agriculture, Forestry, and Rural Economic Development and Municipal Affairs. Figures A4-3 and A4-4 display the relationships under AIMS with the introduction of key provincial agencies and bodies.

FIGURE A4-3: ESTABLISHMENT OF PROVINCIAL STRUCTURES

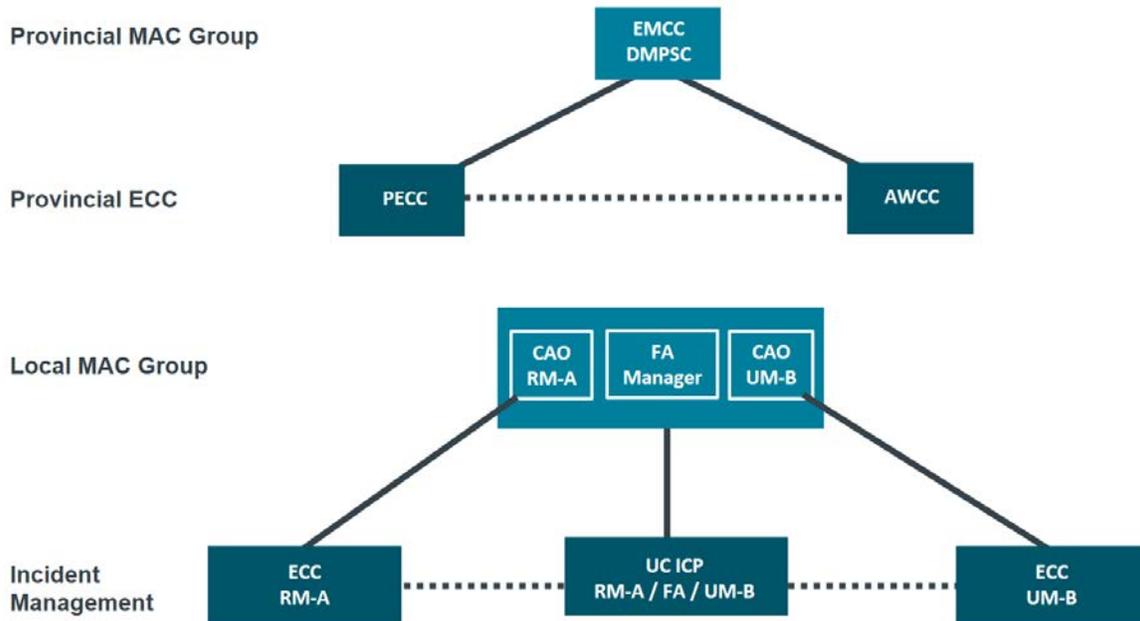
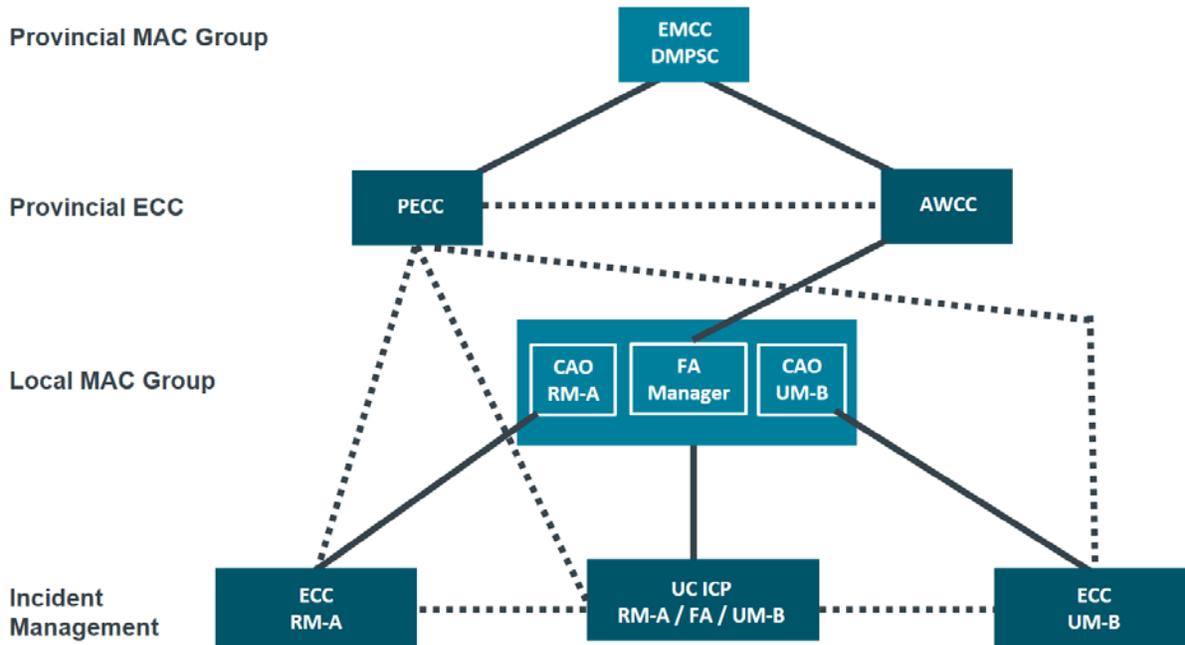


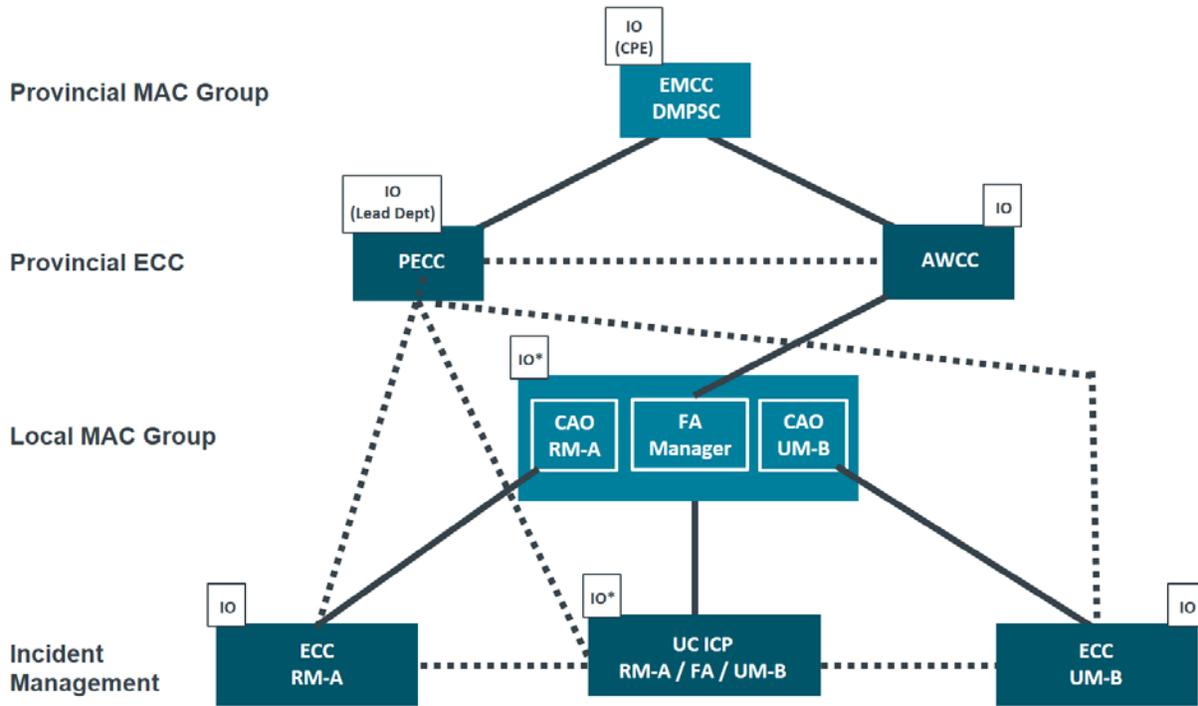
FIGURE A4-4: INCIDENT COORDINATION AND INTEGRATION



A4.6 The Joint Information System (JIS)

Information Officers (IOs) will be established in multiple locations to manage information. As noted under AIMS section 3.5.1.1, each IO needs to clearly understand their role and what information they have the authority to share and with whom. The IO in the UC ICP is responsible for managing and disseminating all incident related information with respect to their four incident responsibilities of wildland fire, structural fire, evacuation planning and execution, as well as the security of evacuated areas. ECC IOs will manage information related to their ESS, re-entry, business continuity, and recovery tasks. The UC ICP IO and ECC IOs will conduct a significant amount of coordination to ensure coherent and seamless information passage. IOs at multiple levels will access and utilize information available from other IOs for their own requirements.

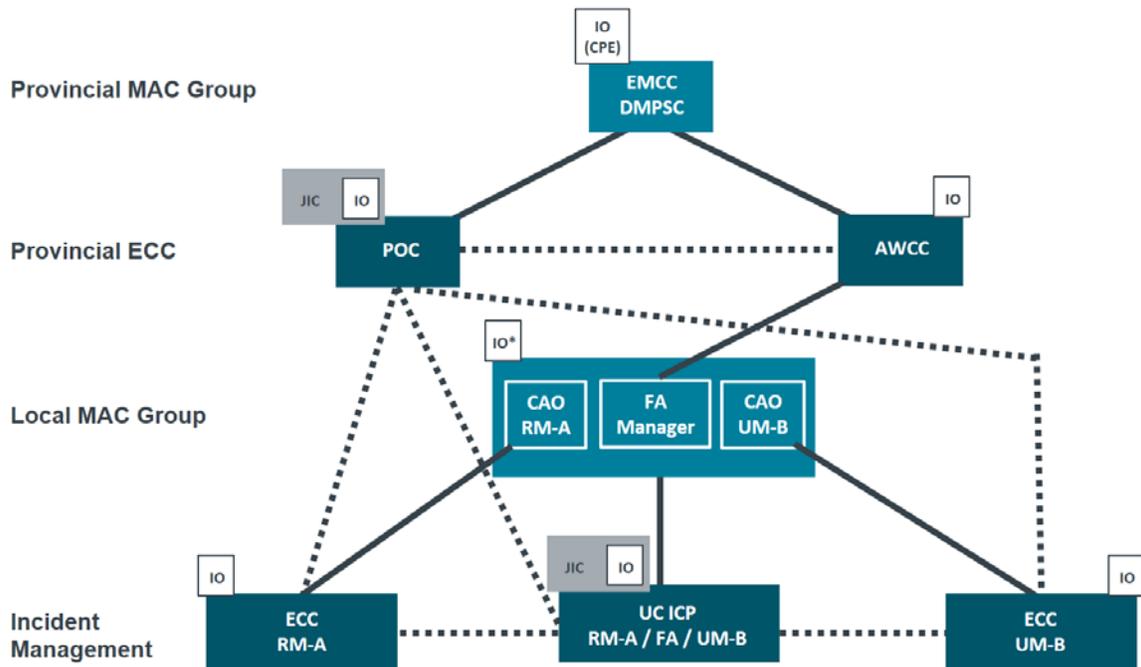
FIGURE A4-5: PLACEMENT OF INFORMATION OFFICERS



* Local MAC Gp and UC ICP will determine which organization provides the lead IO

While Unified Command remains active, the Joint Information Centre (JIC) is integrated within that structure. At the provincial level the PECC would also implement a JIC capable of providing some support to the UC ICP JIC but largely focused on managing and delivering provincial-level information activities.

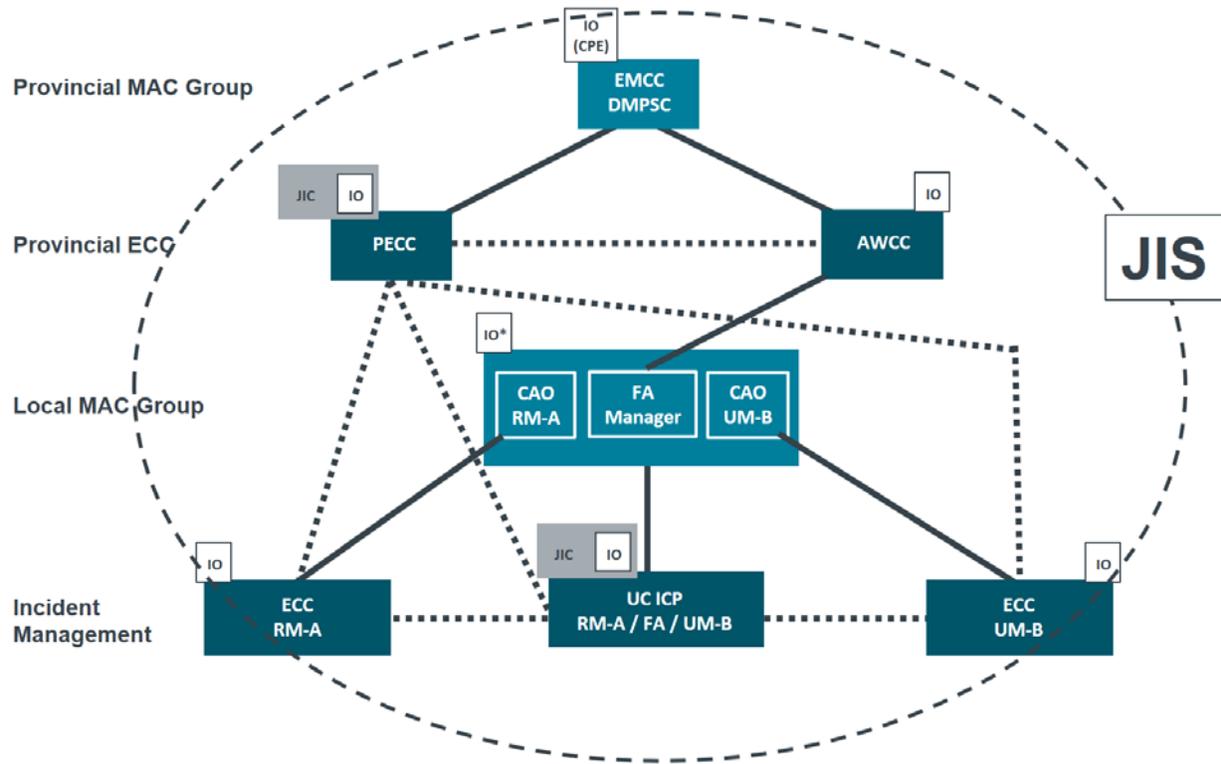
FIGURE A4-6: ESTABLISHMENT OF JOINT INFORMATION CENTRES



All of these information elements combine to constitute the Joint information System (JIS). As seen in Figure A4-7, the JIS spans the three levels of incident management (tactical, operational, and strategic) and supports a collaborative approach for

the organization, integration, and coordination of information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines, including industry and civil society organizations.

FIGURE A4-7: THE JOINT INFORMATION SYSTEM



Appendix 5 – Unified Command Best Practices – Wildland Urban Interface

A5.1 Hinton Unified Command Workshop Overview

A5.1.1 Introduction

The intent of this workshop was to bring together a group of experienced Emergency Management (EM) practitioners to study Unified Command (UC) in the Wildland Urban Interface (WUI) wildfire context, with a view to developing scenario-based “playbooks” or templates to better inform response as well as command and/or coordination options for municipal and wildfire response agency leaders prior to, and during, WUI events.

A5.1.2 Scope

This workshop focused on the WUI wildfire threat as being the most dangerous and most likely to occur in Alberta. It was also one where recent post-incident assessments or reviews have identified concerns with respect to command, control, and coordination for incidents involving multiple stakeholders with overlapping areas of interest and or authorities. Noting this, many of the findings and considerations identified through this workshop could still be applied to other hazards (e.g. floods, industrial incidents, etc.) where these concerns potentially exist.

A5.1.3 Concept

EM practitioners gathered at the Hinton Training Centre 15 and 16 January 2019 for a two-day WUI wildfire UC workshop. Co-leads for this activity were Agriculture, Forestry and Rural Economic Development – Wildfire Management Branch (WMB) and the Alberta Emergency Management Agency (AEMA). Workshop participants included:

- 6 municipal representatives at the Director of Emergency Management (DEM) or Fire Chief level.
- 4 representatives from WMB.
- 4 representatives from the Office of the Fire Commissioner (OFC).
- 4 representatives from AEMA.
- Representatives from Parks Canada (PC).
- 1 representative from Canada Task Force 2 (CAN-TF2).

A “Principals of UC” refresher was conducted at the start of the session. The AEMA Municipal EM structure was presented, outlining the “Municipal Incident Command Post (ICP)” concept¹. The participants were broken into two multi-jurisdictional teams. Both teams separately reviewed the same developing WUI scenario on Day One. This methodology was repeated on Day Two, but with a different scenario. The intent of this review was to examine and capture discussion with respect to options for:

- Wildfire and Municipal organization for information passage prior to UC.
- Triggers for establishing UC.
- Who decides UC.
- UC structure.
- UC location.
- ICP tasks vs Emergency Coordination Centre (ECC) tasks in UC.
- What are the implications/considerations of UC.

¹ AEMA has addressed the current practice of Alberta municipalities to establish ECCs to perform the functions of an ICP. This practice creates significant confusion with partners when UC is considered. These AEMA concerns were the subject of an email to DEMs on 30 Nov 2018 at 3:48 pm.

The scenario analysis was approached from a time-based framework. Each of the teams were tasked with recording considerations, decisions, triggers and structures against a timeline for each scenario.

A5.1.4 End State

The end state for this workshop was to develop a better, shared understanding of the structures and processes leading into UC. Having worked through two timeline and condition-based scenarios the intended outcome of the workshop was the development of operations support products to be made available to all stakeholders (municipalities, WMB, OFC, PC and AEMA) in preparation for potential WUI incidents in the 2019 hazard season.

A5.2 Unified Command – ICS Canada Definition

An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan. (ICS 300)

A5.3 Advantages of Using Unified Command

A5.3.1 Initial Thoughts on UC

The intent of this document, and of the workshop, was to study scenarios that led WMB and the Municipal Local Authority into UC. Do not infer from this document that all wildfires demand that WMB and a Municipal Local Authority enter into UC. Most wildfires in the Forest Protection Area are dealt with by WMB alone. Occasionally there is a requirement for an exchange of Agency Representatives with a Local Authority. Very few of these fires progress to requiring WMB and a Local Authority to enter into UC.

Below are the principal advantages of using Unified Command:

- One set of objectives is developed for the entire incident.
- A collective approach is followed to develop strategies to achieve incident objectives.
- Information flow and coordination is improved amongst all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident have an understanding of each other's priorities and restrictions.
- No agency's authority or legal requirements are compromised or neglected.
- Each agency is fully aware of the plans, actions, and limitations of all others on the incident.
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single IAP.
- Duplicative efforts are reduced or eliminated, thus reducing cost and potential for frustration and conflict.

The option of UC should be considered as the response structure between WMB and the municipality(ies)/First Nations/Metis Settlements during a WUI wildfire if the following triggers are met:

- If a municipal organization with jurisdictional authority (OJA)² / local authority (LA) has the potential to be impacted, they should as a minimum have an agency representative in the WMB ICP.
- If a LA is going to experience an imminent impact, they should be invited into UC.
- If a LA is looking at planning or implementing evacuation measures of communities or rural residents, they should be invited into UC.

Note: When considering if UC is appropriate, the timing for implementing UC should be sooner rather than later.

² There is some question over whether the title Authority Having Jurisdiction (AHJ) was appropriate, given that it has a different connotation under ICS, specifically, it refers to the authority over ICS practices within a jurisdiction. In this case we have adopted Organization with Jurisdictional Authority (OJA) as it speaks more generally to a wider range of potential organizations, both governmental and non-governmental.

A5.3.3 Who Determines UC

The decision to enter into Unified Command will be determined between the cooperating jurisdictional Incident Commanders and respective Agency Administrators. This decision may be directed by the respective jurisdiction's Agency Administrators.

A5.3.4 Other ICS Joint Response Options

Other Joint response options must begin with an early mutual exchange of Agency Representatives between WMB and the potentially impacted local authorities or First Nations.

From ICS 300 Unit 4 the alternative to Unified Command is described as follows:

"Divide the incident either geographically or functionally so that each jurisdiction or agency could establish its own ICS organization in a well-defined geographical or functional area of responsibility. This was the simplest political solution, but there were safety, cost and effectiveness reasons why this option was unacceptable."

The workshop participants discussed other ICS options such as using Agency Representatives in the WMB ICP instead of using UC and identified the following problems:

- Potential for poor communication between both response organizations.
- Differing information potentially being delivered to the public.
- Potential for poor resource allocation and resource management.
- Potential for evacuation triggers to be poorly developed.
- Potential for responder safety to be compromised.

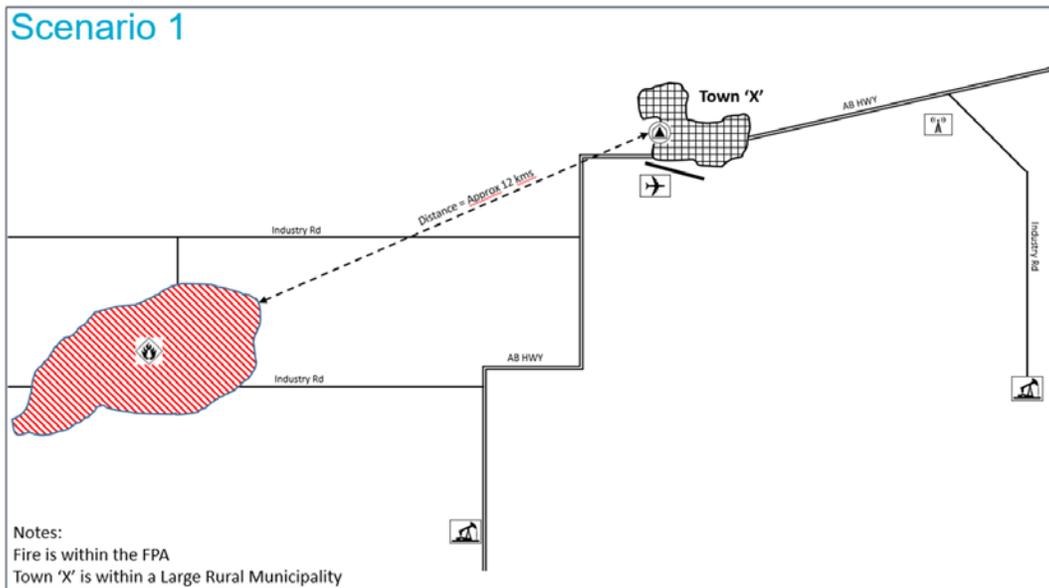
The workshop participants agreed that if a WUI wildfire incident was to potentially trigger public protection measures, then UC would be the best practice.

A5.4 Hinton Unified Command Workshop - Scenario 1

A5.4.1 Single Threat and Single Impacted Municipality

The intent of this scenario was to present a wildland fire threat which was determined to have the potential of impacting an isolated urban municipality. The potential impact was expected to be 72 hours out. On day 1, winds from the South East were pushing the fire away from the potentially impacted municipality. On day 2, winds from the East were pushing the fire away from the potentially impacted municipality. On day 3, winds were predicted to shift, coming from the South West, with the consequent effect of creating a wildland urban interface potential to the isolated municipality.

FIGURE A5-1: SCENARIO 1



A5.4.2 Response Steps from the Workshop Team Members

Step 1: Identify the OJAs impacted by the wildfire (real or potential).

- WMB (initial response)
- Town 'X' (potential impact)
- Large rural municipality (potential impact)
- Industry
 - Forestry
 - Oil & gas
- First Nation (smoke impact)
- Town 'Y' – large urban municipality 100 km off map (potential reception centre, resources)

Step 2: Identify the Problem(s):

- Wildfire
- Communications challenges in a remote area
- Location of the ICP if UC is utilized
- Potential evacuation
 - Town
 - Provincial campground with lack of egress (20km south of Town 'X' - off map)
- Structural protection
- Resource availability in a remote area
- Time for requested/ordered resources to arrive
- Closures
 - Highways
 - Oil & gas facilities with personnel on-site

Step 3: Identify the lead agency; in this case it would be WMB. The lead agency is the OJA that by virtue of legislation or mandate leads the response to a particular hazard in Alberta. There is a need to understand WMB's processes listed below non-sequentially:

- WMB responding
- Requesting resources
- Notification to municipalities and industry
- Identify IMT and delegation of authority to the WMB Incident Commander
- Complete Wildfire Analysis Strategy
- Identify Values at Risk
- Fire projections
- Response to other fire starts in the province

These tasks may be completed at the local WMB Fire Centre or at a WMB ICP.

Step 4: There is a need to understand the municipality's role, policies and procedures, listed below non-sequentially:

- Receives notification from WMB
- Notification of DEM / Fire Chief / Mayor / Reeve
- Time projections for impact of hazard to the municipality
- Review Situation Report (SITREP) received from WMB
- Immediately schedule an emergency management agency meeting to discuss:
 - Public protection measures
 - Inventory of local resources
 - Potential evacuation requirements
 - Provincial Emergency Coordination Centre (PECC) notification
 - Activation of ICP or ECC
 - Deployment of an Agency Representative to WMB ICP and request Agency Representative from WMB
 - Discuss command structure
 - Staging area locations
 - Potential requirement for a State of Local Emergency (SOLE) declaration
 - Business continuity

The workshop participants discussed which of the two LAs, or both, should be in Unified Command. The decision was made that the logical choice would be the Town 'X' as they would likely suffer the highest potential impact to public safety if the fire was to move toward the town. A large rural municipality would play a support role as an Agency Representative in this scenario. If a large rural municipality had significant values at risk, they could also be included in UC with WMB and the Town 'X'.

Step 5: Identify evacuation triggers for the Town 'X':

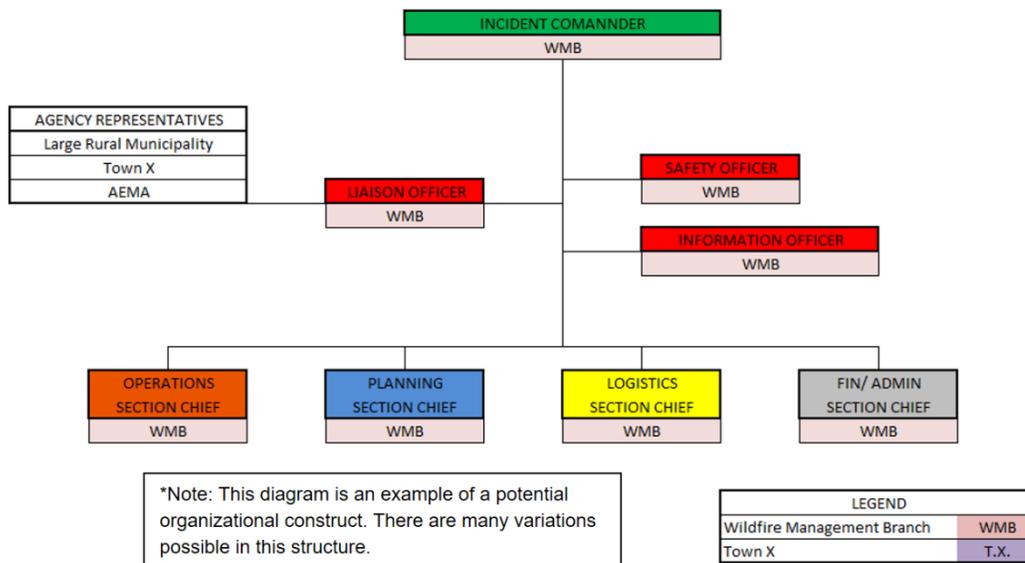
- Speed and direction of the hazard
- Time of impact
- Time required to plan evacuation (ideally an evacuation plan is in place)
- Time required to evacuate (timings drawn from the evacuation plan)
 - Population
 - Vulnerable populations
 - Routes available
 - Resources available to conduct evacuation
- Public safety impacts from secondary hazards such as smoke inhalation, safe movement of the public and any special needs identified.

For more information on evacuation planning please refer to the Government of Alberta (GoA) Community Evacuation Guidelines and Planning Considerations - <https://open.alberta.ca/dataset/2613f44a-2639-4195-a281-265fbbea37ff/resource/87364f53-45d4-4594-bed5-9fe0640ae8fe/download/community-evacuation-guidelines-planning-considerations-may-2018.pdf>

A5.4.3 Scenario 1 – Stage 1 – Initial Response

The workshop team members decided that for Stage 1 initial response, WMB would respond and assess the situation. The following ICS 207 Organization Chart could be used.

FIGURE A5-2: SCENARIO 1 – STAGE 1 INITIAL RESPONSE



Why adopt this structure?

At this point there is no imperative to be in UC. Wind is pushing the fire away from the isolated municipality, but the potential exists in the next 72 hours for the municipality to be impacted.

This structure would meet the need for information flow between the OJAs/LAs

There are no current operational impacts for the other OJAs/LAs.

Determination of the triggers for the municipal public protection measures would be driven by the hazard. See Stage 2a and Stage 2b for optional ICS 207 Organizations.

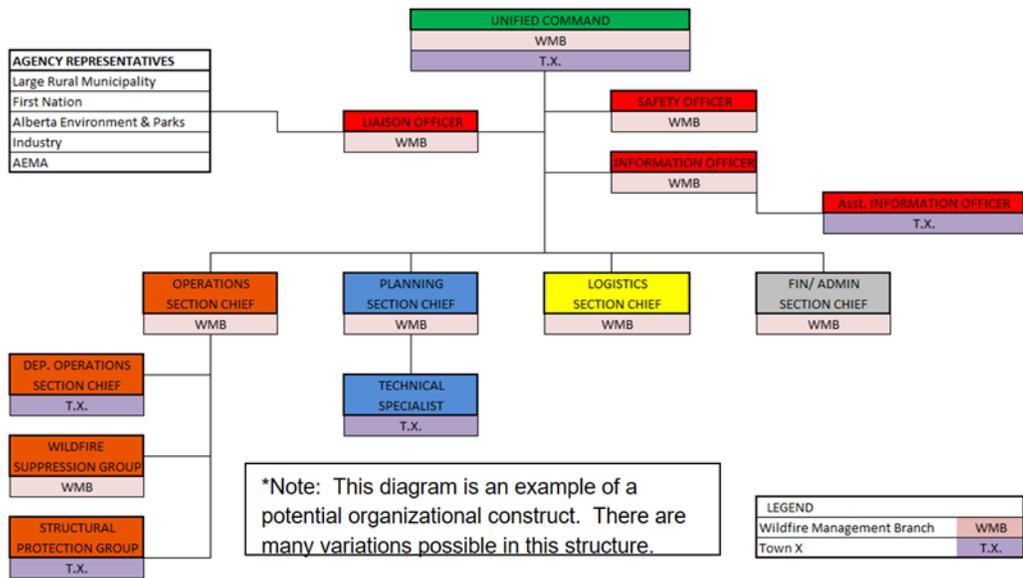
A5.4.4 Scenario 1 – Stage 2a

Stage 2a was an intermediate stage identified in establishing UC. A UC structure could transition straight to a full Stage 2b below, however time permitting the Incident Commanders might choose to transition through Stage 2a and then to 2b.

Stage 2a ICS 207 Organization Chart could be used if the following trigger was identified:

- Hazard escalation (triggers) prompting initiation of public protection measures by the Town 'X', such as structural protection activation, or possible evacuation.
- This might occur 48 hours out (or longer) from potential impact to the municipality given the weather forecast predicting a wind shift and increased threat to the municipality
- This trigger will be determined by a combination of factors such as:
 - Time required to plan evacuation
 - Time required to execute evacuation
 - Time required to establish protection measures
 - Time required to order and receive additional resources

FIGURE A5-3: SCENARIO 1 – STAGE 2A INITIAL RESPONSE



Why adopt this structure?

This structure would provide a proactive approach prior to a possible full activation of public protection measures such as evacuation.

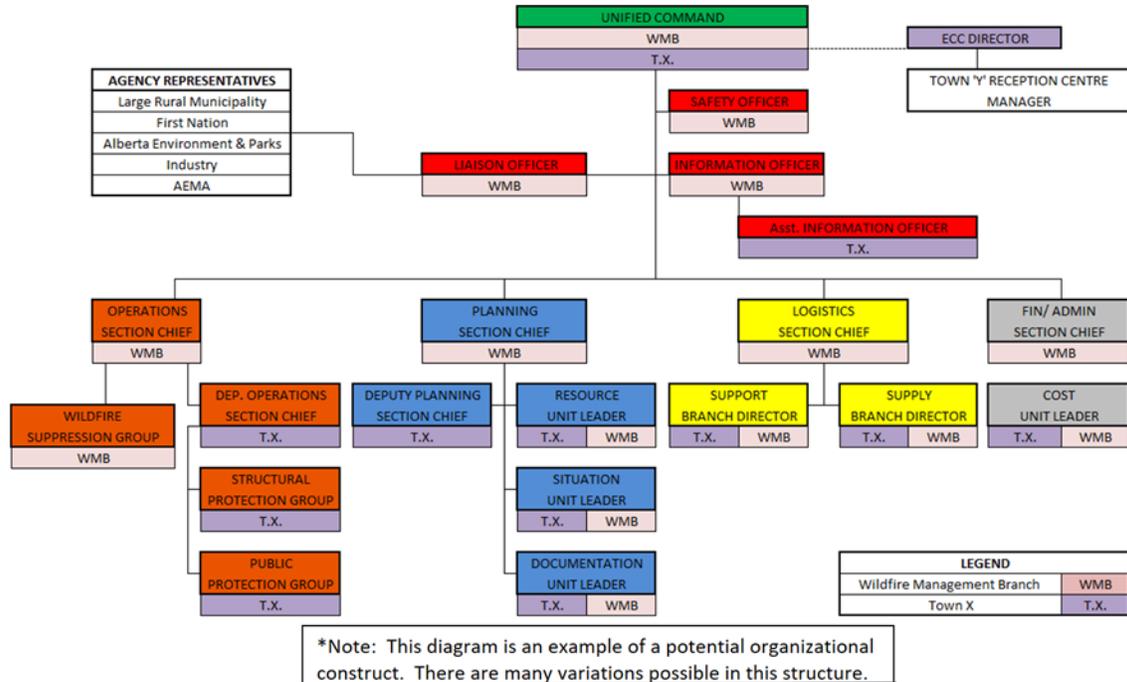
Municipal considerations would be added into the Planning ‘P’ process within the IMT.

A5.4.4 Scenario 1 – Stage 2b

Stage 2b ICS 207 Organization Chart would be used if the following trigger was identified:

- Hazard triggers are either met or imminent resulting in escalation of public safety considerations (or public protection measures). Imminent municipal impacts which could result in the evacuation of the Town ‘X’.

FIGURE A5-4: SCENARIO 1 – STAGE 2B INITIAL RESPONSE



Why adopt this structure?

Meets the need for:

- a set of unified objectives
- common messaging and information flow
- resource ordering and resource management
- implementation of public protection measures

A5.5 Reasons to Establish an ECC in a WUI UC Context

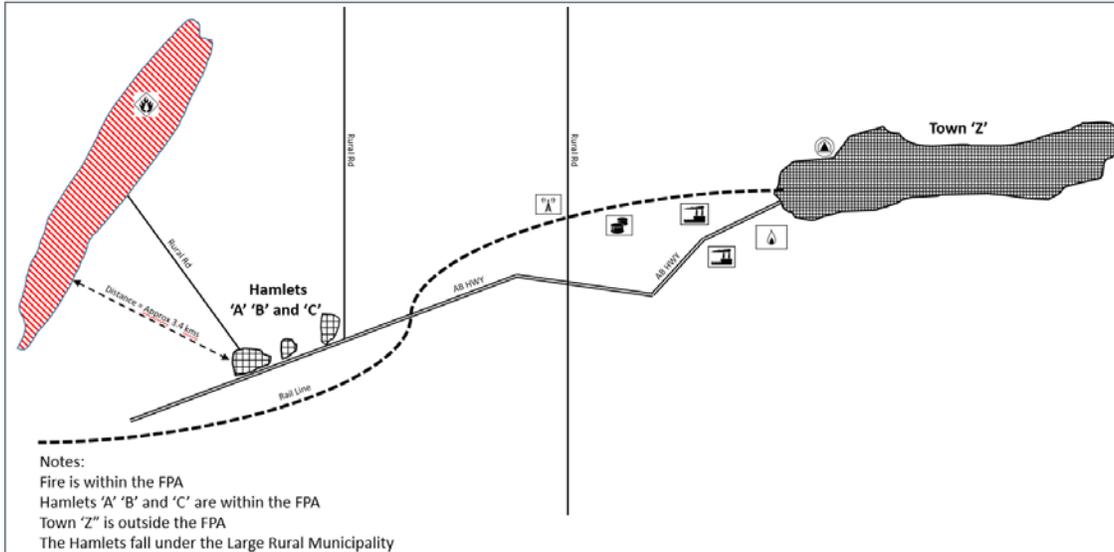
- Support the needs of the UC ICP during the response to a complex multi operational period incident.
- ESS function out of scope for the UC ICP.
- Business continuity functions of an evacuated municipality.
- Initiate re-entry planning (identify conditions for and sequencing of re-entry).
- Initiate recovery planning (identify priorities of effort).

A5.6 Hinton UC Workshop - Scenario 2

A5.6.1 Single Threat and Multiple Impacted Municipalities

The intent of this scenario was to present a wildland fire threat which was determined to have the potential of impacting multiple rural and urban municipalities in very short order. The potential impact was expected to be less than 24 hours out. On day 1, winds from the West were pushing the fire toward a hamlet 3.4 km to the southeast. This hamlet is the responsibility of a rural municipality. There were numerous values at immediate risk including the hamlet, transportation, communication and utilities infrastructure as well as oil and gas infrastructure, and lumber industry infrastructure. 20 km to the east was a larger urban municipality of an approximate population of 10,000.

FIGURE A5-5: SCENARIO 2



A5.6.2 Steps from the Workshop Team Members

Step 1: Identify the OJAs impacted by the wildfire (real or potential).

- WMB
- Large rural municipality
- CN Rail
- Alberta Transportation
- Alberta Health Services
- Alberta Environment & Parks
- Industry
 - Forestry mills
 - Oil & gas companies
- Town 'Z' RCMP

Step 2: Identify the Problem(s)

- Wildfire
- Evacuation(s)
 - Rural
 - Hamlet / Town
- Structural protection
- Closures
 - Rail
 - Highways, county roads
 - Oil & gas facilities with personnel on-site
 - Forestry facilities with personnel on-site

Step 3: Identify the LA; in this case it would be WMB and a large rural municipality, both immediately with jurisdiction in this incident. There is a need to understand WMB's processes listed below non-sequentially:

- WMB responding
- Requesting resources

- Notification to municipalities and industry
- Identify IMT and delegation of authority to the WMB Incident Commander
- Complete Wildfire Analysis Strategy
- Identify Values at Risk
- Fire projections
- Response to other fire starts in the province

These tasks may be completed at the local WMB Fire Centre or at a WMB ICP.

Step 4: There is a need to understand the municipality's role, policies and procedures, listed below non-sequentially:

- Receives notification from WMB
- Notification of DEM / Fire Chief / Mayor / Reeve
- Time projections for impact of hazard to the municipality
- Review SITREP received from WMB
- Immediately schedule an EM agency meeting to discuss:
 - Public protection measures
 - Inventory of local resources
 - Potential evacuation requirements
 - PECC notification
 - Activation of ICP or ECC
 - Deployment of an Agency Representative to WMB ICP and request an Agency Representative from WMB
 - Discuss command structure
 - Staging area locations
 - Potential requirement for a SOLE declaration
 - Business continuity

The workshop team discussed which of the two LAs, or both, should be in UC. The decision was made that the large rural municipality would likely want to be immediately in UC. The Town 'Z' could very likely have opted to enter into UC also, however the potential existed for Town 'Z' to wait another 12-24 hours with a view to following the progression of the fire. As a minimum WMB and the Town 'Z' would have immediately exchanged Agency Representatives.

Step 5: Identify evacuation triggers for the multiple values at risk:

- Speed and direction of the hazard
- Time of impact
- Time required to plan evacuation (ideally an evacuation plan is in place)
- Time required to evacuate (timings drawn from the evacuation plan)
 - Population
 - Vulnerable populations
 - Routes available
 - Resources available to conduct evacuation
- Public safety impacts from secondary hazards such as smoke inhalation, safe movement of the public and any special needs identified.
- For more information on evacuation planning please refer to the GoA Community Evacuation Guidelines and Planning Considerations <http://www.aema.alberta.ca/documents/community-evacuation-guidelines-planning-considerations-may-2018.pdf>

A5.6.3 Unified Command Options

- If an OJA/LA has imminent impact, they should be invited into UC immediately.

- If an OJA/LA has potential impact, they should as a minimum have an Agency Representative and could have personnel assigned to the Operations and/or Planning Sections.

RCMP could be used in a UC role or assigned to Operations and/or Planning; this would be based on the needs of the incident or the municipal evacuation plan.

A5.6.4 Considerations for the Unified Command 207 Organization Chart

- Based on the incident specifics and objectives, the OJA with the dominant responsibility for operational activity or the more complex activities should staff the Command and General Staff positions with the remaining OJAs filling Deputy or Assistant roles.
- Determination of operational periods and available qualified persons to staff the positions may drive the ICS 207 Organizational Chart (Day/Night).
- Deputy Chief positions outside of Operations Section may not be required if the Unit Leaders are adequately competent with individual role specific training.
- The location of the ICP needs to be conducive to supporting UC structure.

FIGURE A5-6: SCENARIO 2 – DAYSHIFT

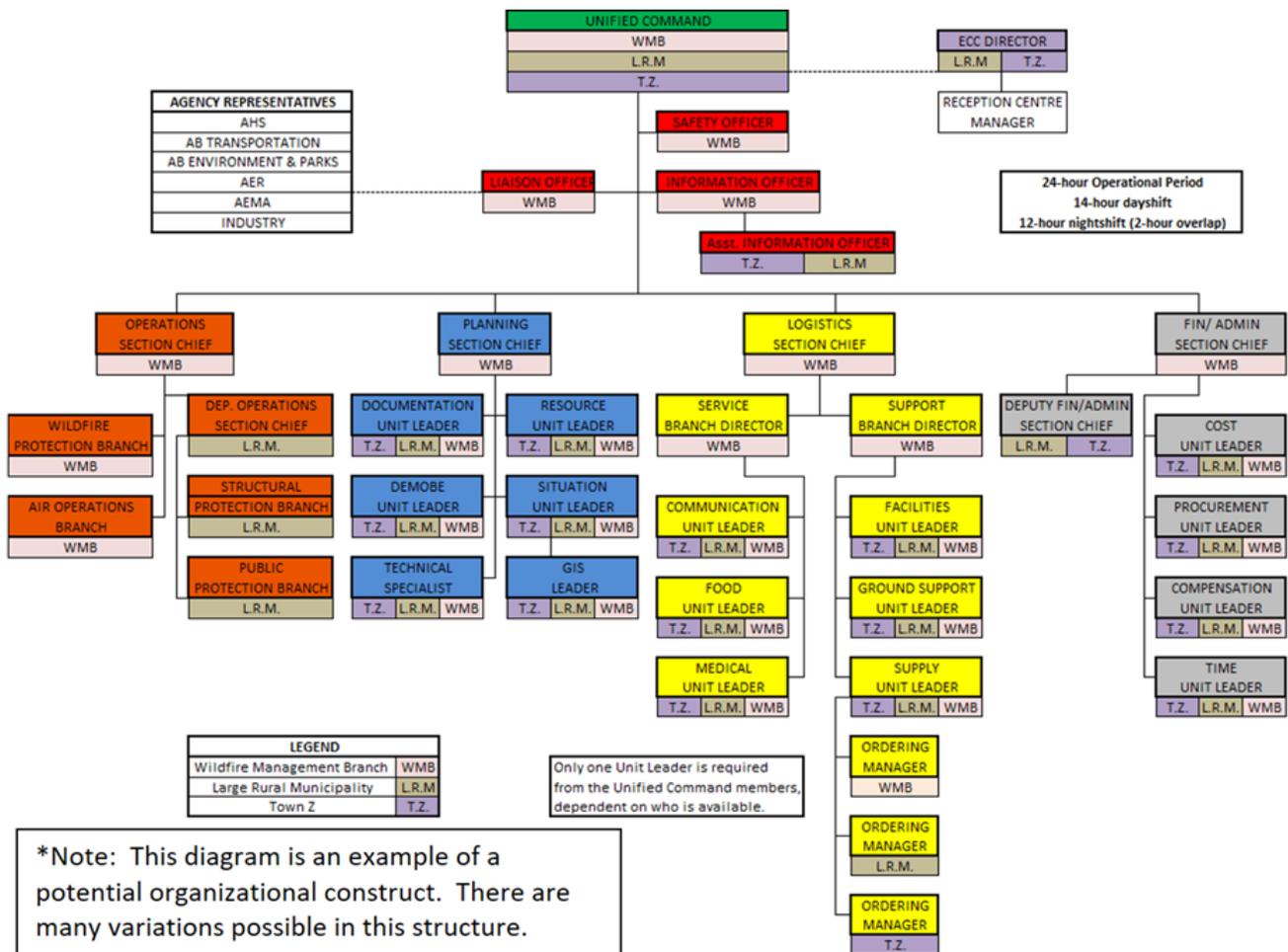
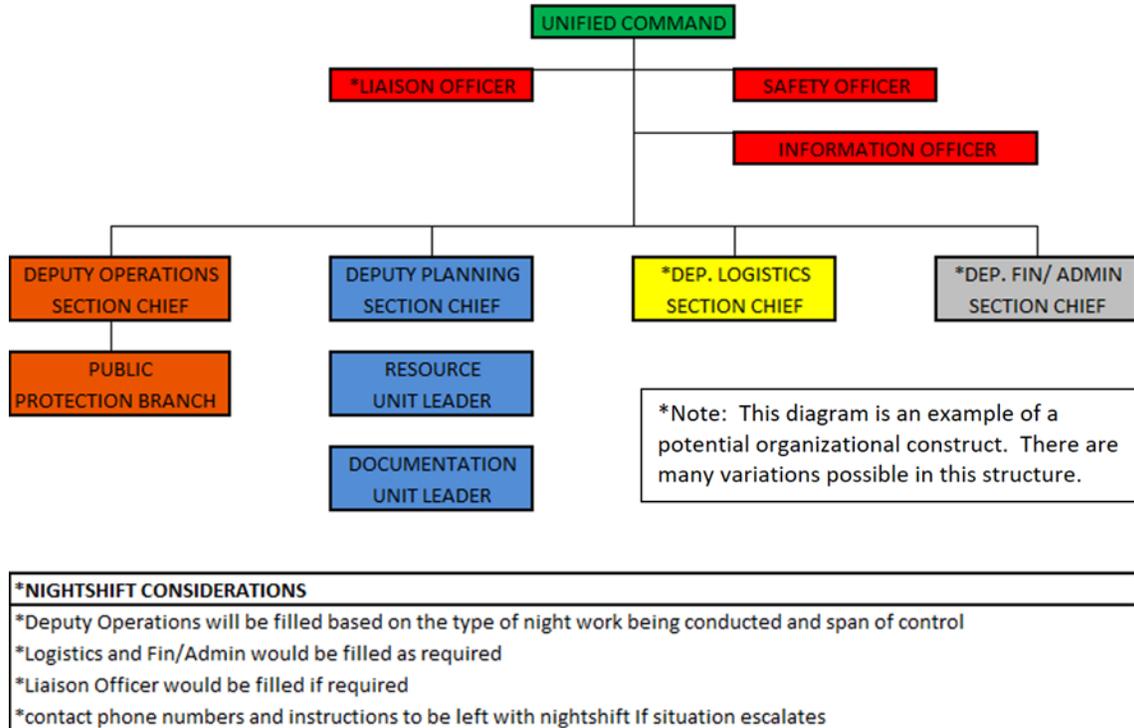


FIGURE A5-7: SCENARIO 2 – NIGHTSHIFT



A5.7 Triggers to consider when moving away from a UC Structure (or to drop off Incident Commanders)

- The disaster / incident moves out of the response phase.
- The hazard either moves out of an OJA's jurisdiction or no longer threatens their jurisdiction.
- When the problems, priorities and objectives diverge from each of the OJA's jurisdictions.

A5.8 Annex A: Scenario 1 Details

1800hrs May 19

Fire escaped initial attack at 1330hrs, and has grown to approximately 1100ha

Weather Forecast

May 20	22 C	35% RH	SE 10-15	0mm precipitation
May 21	14 C	35%RH	E10-15 G25	30% probability of precipitation, up to 2mm in scattered showers
May 22	17 C	20%RH	SW 20-25G40	30% probability of precipitation, 2-5mm, 10mm+ in thundershowers

Current actions

WMB - Mobilizing Wildfire IMT, arrival May 19 approx. 2000hrs. 60 personnel assigned. 2 air tanker groups, 6 rotary wing, 9 pieces of heavy equipment. Experienced IC on site.

Oil and gas facilities shut-in, facility emergency plans activated.

Fire is moving west, The Town 'X' is 4.8 km west of the fire. There is only one egress route out of the Town 'X' east to Town 'Y'.

The Town 'X' Provincial Campground is located 26.5 km southeast of the fire but there is only one egress north on a Alberta Highway which lies in the fires path of travel.

FIGURE A5-8: SCENARIO 1 – SITUATION 20 MAY

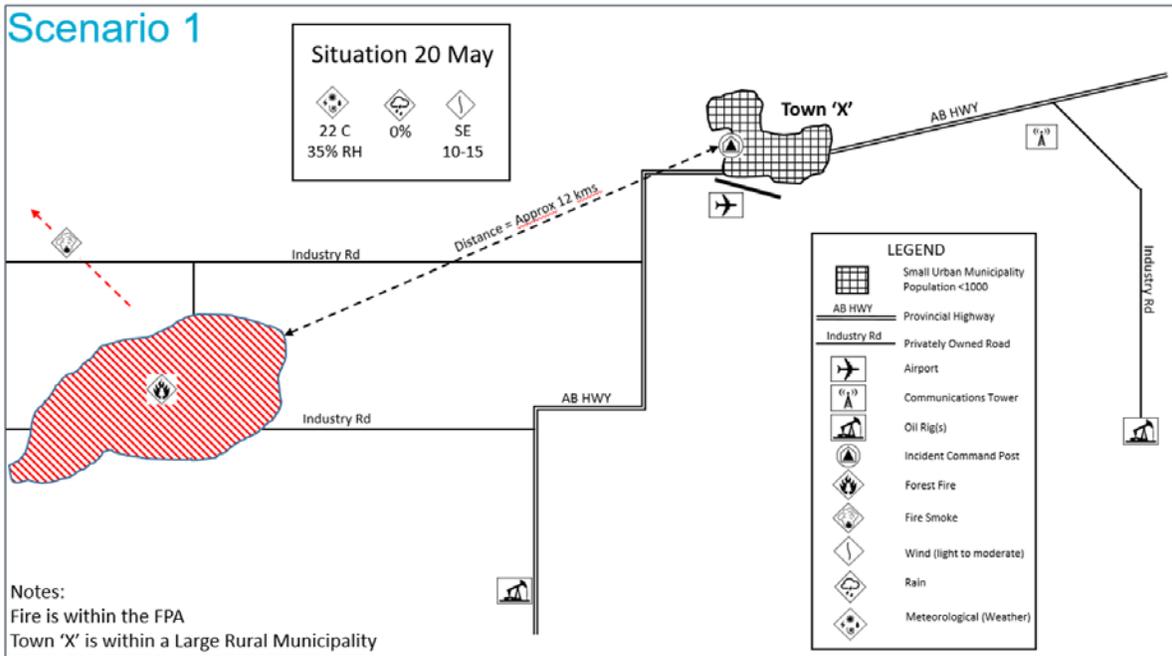


FIGURE A5-9: SCENARIO 1 – SITUATION 21 MAY

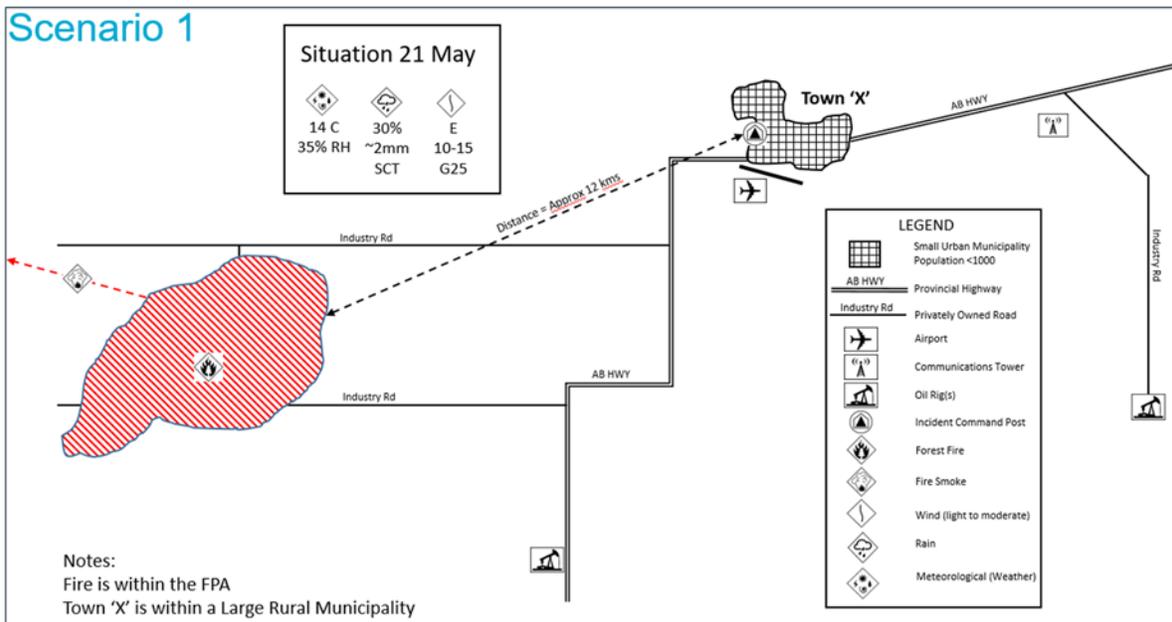
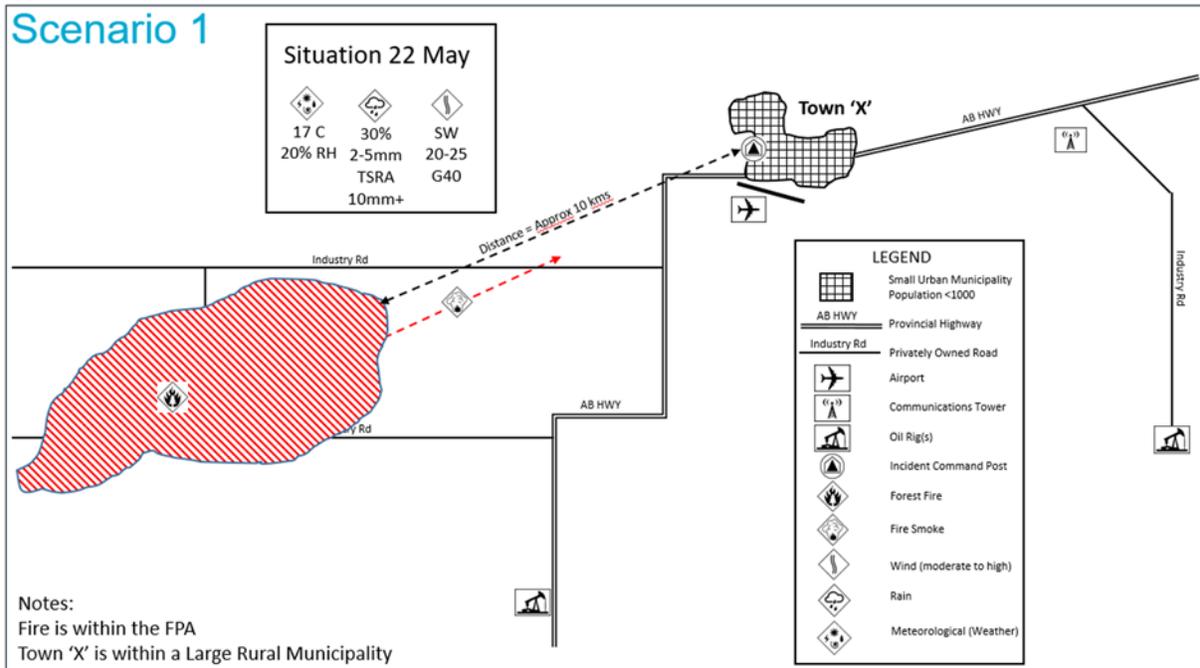


FIGURE A5-9: SCENARIO 1 – SITUATION 22 MAY



A5.9 Annex B: Scenario 2 Details

1800 hrs May 19

Fire escaped initial attack at 1330hrs, and has grown to approximately 900ha.

Hamlet A is 3.4 km southeast

Town Z is located 21.4 km east

Numerous forestry and oil & gas operations in the area with personnel on-site

Weather Forecast

May 20	22 C	35% RH	W 10-15	0mm precipitation
May 21	14 C	35%RH	NW15-20G30	30% probability of precipitation, up to 2mm in scattered showers
May 22	17 C	20%RH	NW20-25G40	30% probability of precipitation, 2-5mm, 10mm+ in thundershowers

Current actions

WMB

- Mobilizing Wildfire IMT, arrival May 19 approx. 2000hrs. 60 personnel assigned. 2 air tanker groups, 6 rotary wing, 9 pieces of heavy equipment. Experienced IC on site.

Large rural municipality

- Structure protection being established in Hamlets 'A', 'B', 'C' and on rural properties and critical infrastructure.
- Road closures and travel restrictions in place.
- Notifications to Town 'Z' and regional communities for possible activation of mutual aid.

- Oil and gas facilities shut-in, facility emergency plans activated.

FIGURE A5-10: SCENARIO 2 – SITUATION 20 MAY

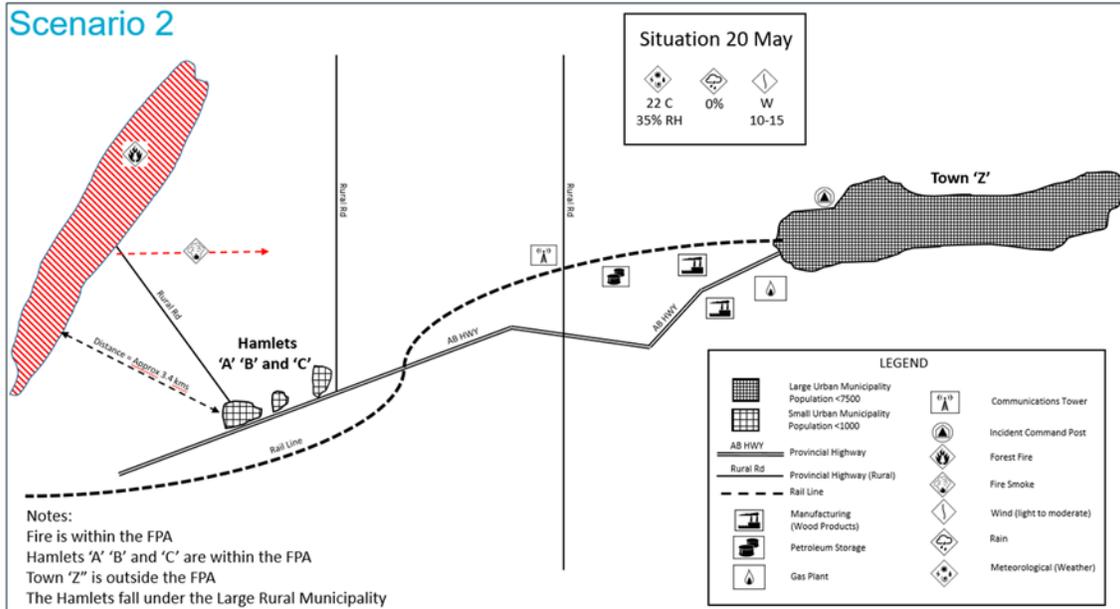


FIGURE A5-11: SCENARIO 2 – SITUATION 21 MAY

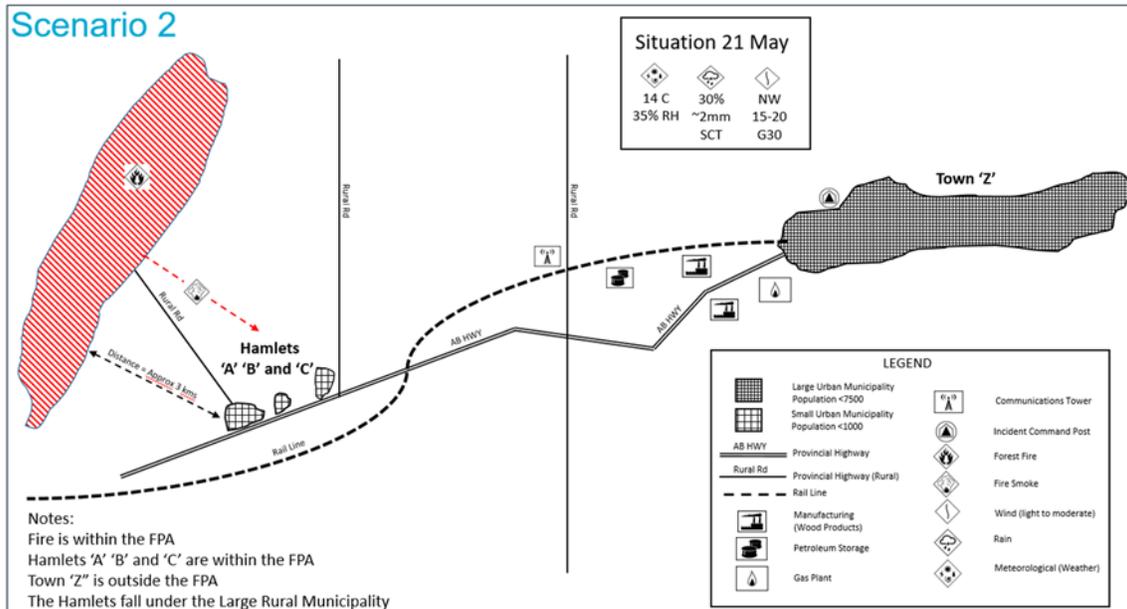
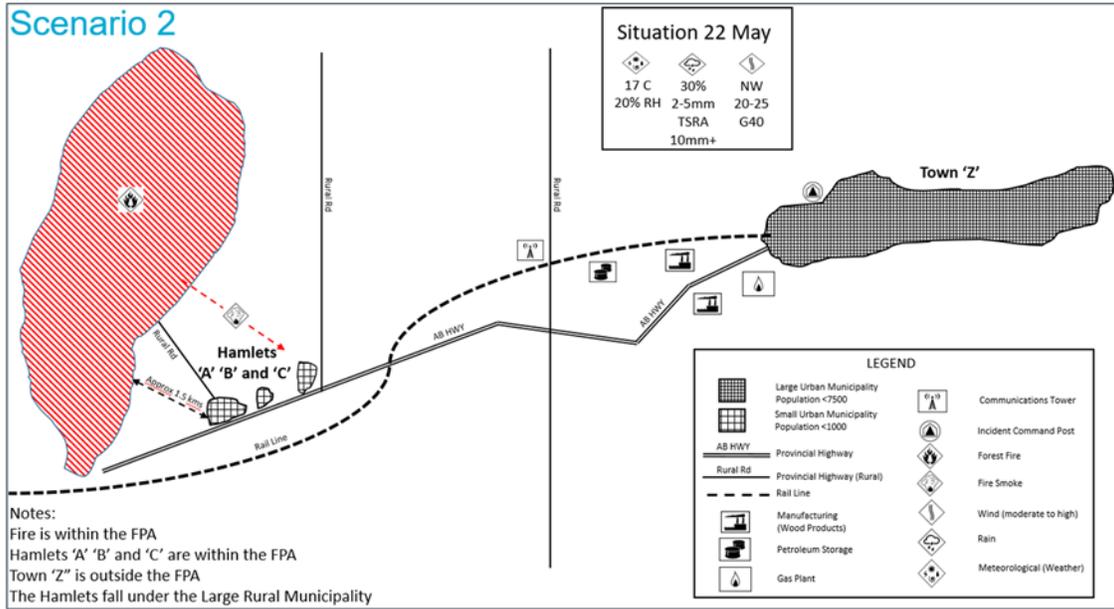


FIGURE A5-12: SCENARIO 2 – SITUATION 22 MAY



A5.10 Annex C: Excerpts from ICS 300 Unit 4 Unified Command



Unit 4 Unified Command

Unit 4 - Unified Command involves applying ICS in incidents involving multiple jurisdictions or multiple agencies.

By the end of this unit, you will be able to:

- Define and identify the primary features of Unified Command.
- Describe how Unified Command functions on a multi-jurisdiction or multi-agency incident.
- List the advantages of Unified Command.
- Given a simulated situation, demonstrate roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multi-jurisdiction conditions.

Early in the development of ICS, it was recognized that many incidents crossed jurisdictional boundaries or the limits of individual agency functional responsibility.

When implemented properly, Unified Command enables agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively. Often the most difficult part of the concept to explain is that the Incident Commanders within the Unified Command make joint decisions and speak as one voice. If there is a disagreement, it is worked out among the Incident Commanders within the Unified Command. Unity of command still is maintained within the Operations Section. Each responder reports to a single supervisor.

In other words, within a Unified Command the police officer won't tell the firefighters how to do their job nor would the Emergency Medical Service (EMS) tell the police how to direct the traffic. Joint training and exercises help to ensure that the Unified Command structure will perform effectively during an incident.

Background

The standard ICS organizational framework with a single Incident Commander from one jurisdiction or agency did not lend itself to creating an effective organization for multijurisdictional incidents, or for incidents involving several agencies from the same political jurisdiction. In fact, the use of a single Incident Commander would, in some cases, not be legally possible or politically advisable. On the other hand, it was also recognized that every incident must have one person with the responsibility and the authority to direct tactical actions. Lacking a single authority, chaos easily prevails on multi-jurisdictional or multi-agency incidents.

Two options were considered:

1. Divide the incident either geographically or functionally so that each jurisdiction or agency could establish its own ICS organization in a well-defined geographical or functional area of responsibility. This was the simplest political solution, but there were safety, cost and effectiveness reasons why this option was unacceptable.
2. Create a single ICS incident structure with a built-in process for an effective and responsible multi-jurisdictional or multi-agency approach. This option became Unified Command. Presently, Unified Command is used commonly for incidents of all kind and type regardless of size and complexity. It is a major feature of the Incident Command System.

There are five primary features of a Unified Command Organization:

1. A Single Integrated Incident Organization
2. Co-located (Shared) Facilities
3. A Single Set of Objectives, Planning Process, and IAP
4. Shared Operations, Planning, Logistics, and Finance/Administration Sections
5. A Coordinated Process for Resource Ordering

The Unified Command organization consists of the Incident Commanders from the various jurisdictions or agencies operating together to form a single command structure. Unified Command:

- Enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.

- Maintains unity of command. Each employee only reports to one supervisor. The meanings attached to agency and jurisdiction as used in this discussion include:
- Agency is used to describe organizations which have a legal and functional responsibility at an incident.
- Agencies may be from the same jurisdiction, other jurisdictions, or represent functional governmental authorities which do not necessarily have a geographical influence. They can also represent industrial and commercial organizations from the private sector.

Examples could include the coroner's office, Transport Canada, the XYZ Chemical Corporation, etc. "Jurisdictional" describes an authority or responsibility, and can also mean a geographic area, e.g., a City, County, Province, Federal lands.

Note that the primary differences between the single command structure and the Unified Command structure are that:

- In a single command structure, the Incident Commander is solely responsible (within the confines of his or her authority) for establishing incident management objectives and strategies. The Incident Commander is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.
- In a Unified Command structure, the individuals designated by their jurisdictional authorities (or by departments within a single jurisdiction) must jointly determine objectives, strategies, plans, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources.

Applying Unified Command

Unified Command:

- Is a collaborative team-effort process.
- Allows all agencies with responsibility for an incident to establish a common set of incident objectives that all can subscribe to.
- Is accomplished without losing or abdicating agency authority, responsibility, or accountability.
- Is not a new process; it is currently being used in managing incidents throughout Canada and the United States.
- Is often overlooked but it is just as valuable on Type 3 and 4 incidents as it is on Type 1 and 2 incidents. Type 3 and 4 incidents frequently involve multiple jurisdictions or several agencies from the same political jurisdiction.
- Represents an important element in increasing the management effectiveness of multijurisdictional incidents or incidents involving multiple agencies from a single political jurisdiction. Unified Command is a key to managing such incidents in a safe, efficient, and cost effective manner. It is recommended that Unified Command structures and agency responsibilities in local areas be included in local emergency operations plans and interagency/mutual-aid agreements.

Note that the Incident Commanders within the Unified Command make joint decisions and speak as one voice. If there is a disagreement, it is worked out among the Incident Commanders within the Unified Command. The exact composition of the Unified Command structure will depend on the location(s) of the incident (i.e., which geographical administrative jurisdictions are involved) and the type of incident (i.e., which functional agencies of the involved jurisdiction(s) are required).

Unified Command may be used when incidents impact more than one political jurisdiction. An example is a wildland fire starting in one jurisdiction (provincial land) and burning into another jurisdiction (Parks Canada). Responding agencies from each jurisdiction have the same mission (fire suppression), and it is the political and/or geographical boundaries that mandate multi-agency cooperation and involvement.

Unified Command may also be used when incidents involve multiple agencies or departments within the same political jurisdiction.

An example is a hazardous materials incident in which the fire department has responsibility for fire suppression and rescue, the police department has responsibility for evacuation and area security, and the public health agencies and others have responsibility for site cleanup.

Major airplane crashes are another example. Here, the management challenge increases. In one geographic location, fire, law enforcement, health and medical services, Transport Canada, Transportation Safety Board (TSB), and others all have legal responsibilities to perform their different missions at the site of the same incident. All may be active at the same time and in the same place. It is the functional role and the statutory authority, not the geography, that brings about the involvement of multiple agencies at all levels of government to the Unified Command.

A third instance in which Unified Command may be used involves incidents that impact on or involve several political and functional agencies. Examples are severe weather, earthquakes, wildfires, floods, National Special Security Events such as the Olympic Games or G8/G20, and terrorist threats that involve large numbers of local, provincial, and federal agencies.

Note that in a Unified Command, roles, missions, and responsibilities are all intermixed. By using Unified Command, participating agencies can improve overall incident management and achieve goals in a timely and cost-effective manner.

Unified Command Elements

There are four elements to consider when applying Unified Command:

1. Authorities, Policies, Objectives, and Strategies
2. Organization
3. Resources
4. Operations

In single command, authority and responsibility for an Incident Commander to manage an incident or event comes in the form of a delegation of authority from the agency executive or administrator of the jurisdiction of occurrence or is inherent in existing agency policies and procedures. In Unified Command, the responsibility for delegating authority belongs to the various jurisdictional and agency executive or administrators who set policy and are accountable to their jurisdictions or agencies. They must appropriately delegate to the Unified Commanders the authority to manage the incident. Given this authority, the Unified Commanders will then collectively develop one comprehensive set of incident objectives, and use them to develop strategies.

The Unified Command organization consists of the Incident Commanders from the various jurisdictions or agencies with statutory jurisdiction operating together to form a single command structure. Typically, this will consist entirely of local Incident Commanders representing their respective jurisdictions or agencies.

For Type 3, 4 or 5 incidents, resources in the ICS Unified Command are generally the personnel and equipment supplied by the jurisdictions and agencies that have functional or jurisdictional responsibility. In larger Type 1 or 2 incidents, local agency resources may be supplemented by additional resources mobilized for the incident through Federal, Provincial, or Municipal mobilization systems. Resources (personnel and equipment) stay under the administrative and policy control of their agencies.

Operationally, personnel respond to mission assignments under the coordination and direction of the Operations Section Chief.

Under Unified Command in ICS a single Operations Section Chief is responsible for all tactical operations. The Unified Commanders must agree as to who the Operations Section Chief will be. The Operations Section Chief is selected by the Unified Commanders and typically is the most qualified available person or a member of the agency with the most operational involvement. In either alternative, resources stay under the administrative and policy control of their agencies, but operationally they respond to mission assignments under the coordination and direction of the Operations Section Chief based on the requirements of the IAP. As in single command incidents the use of deputies or branch directors may be assigned as appropriate.

Unified Command represents an important element in ensuring the management effectiveness of multi-jurisdictional incidents or incidents involving multiple agencies from a single political jurisdiction. Unified Command is a key to managing such incidents in a safe, efficient, and cost effective manner. It is recommended that Unified Command structures and agency responsibilities in local areas be included in local emergency operations plans and interagency/mutual-aid agreements.

The primary feature of Unified Command is a single integrated incident organization:

Under Unified Command, the various jurisdictions and/or agencies are blended together into an integrated, unified team. The resulting organization may be a mix of personnel from several jurisdictions or agencies, each performing functions as appropriate and working toward a common set of objectives.

The proper mix of participants may depend on:

- Location of the incident, which often determines the jurisdictions that must be involved.
- Kind of incident, which dictates the functional agencies of the involved jurisdictions, as well as other agencies that may be involved. In a multi-jurisdictional situation, a Unified Command structure could consist of one responsible official from each jurisdiction. In other cases, Unified Command may consist of several functional department managers or assigned representatives from within a single political jurisdiction.

By using common ICS organization and terminology, personnel from other jurisdictions or agencies can easily be integrated into a single organization.

By bringing the responsible officials, Command Staffs, and planning elements together in a single Incident Command Post a coordinated effort can be maintained for as long as the Unified Command structure is required.

One base can serve the needs of multiple agencies. Similarly, resources from several agencies can be brought together in Staging Areas.

Planning Process

The planning process for Unified Command is similar to that used on a single jurisdiction or agency incident and results in a single Incident Action Plan.

An important aspect of planning under Unified Command is the need for all jurisdictional or functional agency Incident Commanders to participate in a command meeting early in the incident response. The command meeting provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident planning.

One important distinction is the need for every jurisdictional or functional agency's Incident Commander to get together before the first operational period planning meeting in a command meeting.

This meeting provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident action planning. The agenda for the command meeting should include the following:

- State jurisdictional/agency goals, based on the following priorities:
 1. Life Safety
 2. Incident Stabilization
 3. Property/Environment Preservation
- Present jurisdictional limitations, concerns, restrictions.
- Develop a collective set of incident objectives.
- Establish and agree on acceptable priorities.
- Adopt an overall strategy or strategies to accomplish objectives.
- Agree on the basic organization structure.
- Designate the best qualified and acceptable Operations Section Chief.
- Agree on General Staff personnel designations and planning, logistical, and finance agreements and procedures.
- Agree on the resource ordering process to be followed.
- Agree on cost-sharing procedures.
- Agree on informational matters.
- Designate one agency official to act as the Unified Command spokesperson.

Command Meeting Requirements

- The Command Meeting should include only agency Incident Commanders.
- The meeting should be brief, and important points should be documented.
- Prior to the meeting, the respective responsible officials should have reviewed the purposes and agenda items described above, and be prepared to discuss them.

Incident Action Planning meetings will use the results of the Command Meeting to decide on:

- Tactical operations for the next operational period.
- Establishing resource requirements and determining resource availability and sources.
- Making resource assignments.
- Establishing the unified Operations Section organization.
- Establishing combined planning, logistics, and finance/administration operations as needed.

The end result of the planning process will be an Incident Action Plan which addresses multi-jurisdiction or multi-agency priorities, and provides tactical operations and resource assignments for the unified effort.

Shared/Integrated General Staff

The Unified Command incident organization can also benefit by integrating multijurisdictional and/or multi-agency personnel into various other functional areas.

For example, in Operations and Planning, Deputy Section Chiefs can be designated from an adjacent jurisdiction which may in future operational periods have the primary responsibility for these functions.

By placing other agency's personnel in the Planning Section's Situation, Resources, and Demobilization Units, there can be significant savings in personnel, and increased communication and information sharing.

In Logistics, a Deputy Logistics Section Chief from another agency or jurisdiction can help to coordinate incident support as well as facilitate resource ordering activities.

Placing other agencies personnel into the Communications Unit helps in developing a single incident-wide Communications Plan.

Although the Finance/Administration Section often has detailed agency specific procedures to follow, cost savings may be realized through agreements on cost sharing for essential services. For example, one agency might provide food services, another fuel, another security, etc.

Coordinated Resource Ordering

An important advantage of Unified Command is advance establishment of resource ordering procedures. These decisions are made during the command meeting.

The Planning Meeting will determine resource requirements for all levels of the organization. However, the nature and location of the incident will, to some extent, dictate the most effective off-incident resource ordering process.

The resource requirements established at the planning meeting are given to the Logistics Section, which then creates a resource order that is transmitted to one agency's dispatch center to be filled, i.e., single-point resource ordering.

Some situations may require resource orders to be made to different agencies from the incident. Multiple resource orders are generally less desirable than the use of a single resource order, and should be avoided when possible.

If the incident is operating under Unified Command, specific kinds and types of resources to be supplied by certain jurisdictions or agencies may be pre-designated as a part of the resource order. This will depend upon the prior commitments of the responsible agency officials in the Unified Command meeting. If this information is not known in advance, then it will be up to the individual agency dispatch center receiving the resource order to fill the order based on closest available resources.

Unified Command Responsibilities

Individually and collectively, the designated agency Incident Commanders functioning in a Unified Command must:

- Be clear on their jurisdictional or agency limitations. Any legal, political, economic, jurisdictional, or safety restrictions must be identified and made known to all.
- Be authorized to perform certain activities and actions on behalf of the jurisdiction or agency they represent. These actions could include:
 - Ordering of additional resources in support of the Incident Action Plan.
 - The possible loaning or sharing of resources to other jurisdictions.
 - Agreeing to financial cost-sharing arrangements with participating agencies.

The Unified Command has the responsibility to manage the incident to the best of its abilities.

These responsibilities include:

- Working closely with the other Incident Commanders in the Unified Command.
- Providing sufficient qualified staff and resources.
- Anticipating and resolving problems.
- Delegating authority as needed.
- Inspecting and evaluating performance.
- Communicating with their own agency on priorities, plans, problems, and progress.

The members of the Unified Command must function together as a team. They must ensure that effective coordination takes place. In many ways, this is the most important function they perform in Unified Command. There are two distinct levels of coordination:

1. Coordination with other members of the Unified Command team. It is essential that all participants be kept mutually informed, involved, and consulted.
2. Coordination with higher authorities, agency executive or administrators, etc. It is important to keep their respective authorities well informed and confident that the incident is being competently managed.

Unified Command Spokesperson

One of the Incident Commanders may be designated as the spokesperson. This is one of the items included in the agenda for the command meeting. The spokesperson:

- Serves as a designated channel of communications from Command and General Staff members into the Unified Command.
- Does not make independent command decisions, but does provide a point of contact as necessary for the Command and General Staffs.

Unified Command and Preparedness

In order for Unified Command to be used successfully, it is important that agencies and jurisdictions prepare to use it. Preparation can be achieved in the following ways:

- Include Unified Command in local operations plans.** It is recommended that Unified Command structures and agency responsibilities in local areas be included in local emergency operations plans and interagency mutual-aid agreements.
- Train often as a team.** Training includes being knowledgeable about ICS and Unified Command. It is essential to understand how ICS Unified Command functions. Knowledge of ICS principles and structure will enable managers to accept and easily adapt to a Unified Command mode of operation when it is required. Lack of knowledge about ICS can limit the willingness of some jurisdictions or agencies to participate in a Unified Command incident organization. It is impossible to implement Unified Command unless agencies have agreed to participate in the process.
- Remember.** No one gives up jurisdictional authority.

Advantages of Unified Command

Finally, as we have seen, there are many advantages to using Unified Command:

- One set of objectives is developed for the entire incident.
- A collective approach is made to developing strategies to achieve incident goals.
- Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident have an understanding of one another's priorities and restrictions.
- No agency's authority or legal requirements will be compromised or neglected.
- Each agency is fully aware of the plans, actions, and constraints of all others.
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single IAP.
- Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

Appendix 6 – Alberta All-Hazards Incident Management Team Deployment Standard Operating Procedures, 24 January 2024 (Version 1.9)

A6.1 General

The requirement for more robust response and incident management capabilities within the Alberta Public Safety System has been directly and indirectly identified in post-incident assessments (PIAs) following several major emergencies and disasters since 2011. Most recently, Recommendation 10 of the KPMG May 2016 Wood Buffalo Wildfire PIA Report calls on the province to:

*Build depth and capacity within local authorities to enable communities to support each other during emergencies. The Province should continue to support local authorities in building various capacities and capabilities that can be tapped into during complex and sustained emergency situations. **This should leverage work already underway on regional Incident Management Teams and Incident Support Teams.***

As the Government of Alberta (GoA), through the Alberta Emergency Management Agency (AEMA) and supporting partners, works to further develop and operationalize an All-Hazards Incident Management Team (AHIMT) capability for Alberta, a requirement exists to formalize and disseminate the processes and procedures needed to deploy these teams. The administrative and support policies behind the AHIMT initiative (i.e. qualifications and standards, remuneration, liabilities, etc.) are out of scope for these Standard Operating Procedures (SOPs) but are being considered in a parallel effort.

The AHIMT initiative is relatively new for Alberta having only just been operationalized in 2017. At a provincial level, Canada Task Force 2 (CAN TF2), centred on Calgary, already represents an advanced AHIMT capability. Strathcona County, in the capital region, could potentially meet many of the standards for an accredited AHIMT.¹ Both of these teams could be formally typed and for the purposes of this SOP, will be referred to as **Provincial AHIMTs**. The five regional teams (Northwest, Northeast, North Central, Central, and South) are not yet in a position to be typed as AHIMTs but will be referred to as **Regional AHIMTs** as this more accurately reflects the capability being created. This SOP will use the terms AHIMT and IMT interchangeably.

It is important to note that in the vast majority of circumstances an AHIMT will be deploying to reinforce and support a local authority and the local authority's own IMT; this implies that the AHIMT will integrate with the local authority's team, versus replacing them. While most of this SOP is focused on incident management in emergencies, there is nothing to stop an AHIMT being deployed to support a local authority during a planned event (e.g. a sports event or music festival). The processes and procedures would still largely follow those contained in this SOP.

At present this initiative does not address the potential for an AHIMT to be deployed in support of a non-governmental entity (i.e. industry).

A6.2 Purpose

The purpose of this SOP is to outline the processes and procedures to activate, deploy, employ, redeploy, demobilize and reconstitute an AHIMT in Alberta.² It is intended as standardized guidance and should be read in conjunction with whatever policies each of the respective IMTs may put in place. Where a conflict exists, local bylaws and arrangements should take precedence. For the sake of simplicity, the title of the SOP has been reduced to include just 'deployment' but the SOP will address all of the associated activities mentioned above.

¹ Strathcona County personnel are now heavily involved in the North Central Regional AHIMT. This could limit their availability for a provincial deployment.

² This SOP is not intended to change previously agreed upon deployment processes for CAN-TF2. Where a variance exists and a mutually compatible approach cannot be found, the PECC will follow the CAN-TF2 SOP for a CAN-TF2 deployment.

A6.3 Roles and Responsibilities

A6.3.1 AEMA

The coordinating agency for the GoA, AEMA maintains the Provincial Emergency Coordination Centre (PECC) which is staffed by Provincial Duty Officers (PDOs) on a 24/7 basis. The PECC acts as an intake centre monitoring events across the province, country, continent, and globe with a view to assessing and reporting on real and/or potential impacts to Albertans. The PDOs in the PECC will be the key GoA contact for AHIMT deployments and will track and report on AHIMT activities with particular emphasis on the response and stabilization phases of an incident. The PECC is the approval and deployment authority³ for Provincial AHIMT deployments within Alberta, as well as the coordinating agency for Regional AHIMT deployments outside of their respective parent region.⁴

A6.3.2 Local Authority

Section 11(a) of the *Emergency Management Act* (EMA) states that a local authority is, at all times, responsible for the direction and control of their emergency response, unless the GoA assumes direction and control under a State of Emergency (SOE). 'Local Authority' is as defined under s. 1(g) of the EMA, and includes municipalities, improvement districts, Metis Settlement councils, park superintendents and band councils where there is an agreement with the Government of Canada. The primary contact for any local authority on emergency management matters is the appointed Director of Emergency Management (DEM).

A6.3.3 Parent Region

The geographic area that encompasses the Lead and Supporting Jurisdictions. While this may align with the boundaries of the seven AEMA Field Officer regions, it is not limited to or restricted by those boundaries.⁵

A6.3.4 Supporting Jurisdictions

Contributors in personnel, equipment and material resources to regional AHIMTs. These resource commitments and the obligations of the participating jurisdictions need to be formalized under extant Mutual Aid Agreements (MAAs) or Memoranda of Understanding (MOUs).

A6.3.5 Lead Jurisdiction

This will normally be the participating jurisdiction that provides the Primary Team Lead and that typically will be responsible for administering any funds or resources that are allocated to the AHIMT (e.g. Conditional Grant Agreement funds transferred from the GoA). The Lead Jurisdiction will also be responsible for ensuring the proper administration of all human resource matters (i.e. employment agreements, remuneration and reimbursement, health and safety, etc.) and the overall adherence to relevant laws.

A6.3.6 Team Leads

The members of an AHIMT that are identified as the Primary (and Alternate(s)) leaders of the team. The Team Leads will maintain availability rosters, ensure training, certification, and where applicable, accreditation records are current and accurate. The Primary Team Lead will be the main point of contact for any request for deployment. They will receive the Deployment and Tasking Order (DTO) (see Tab 1), confirm the ability to mount a complete team, identify any specific requirements, deficiencies and/or caveats to the requesting jurisdiction, and ultimately agree to the deployment. The Team

³ These decisions will normally be confirmed by the Managing Director of AEMA.

⁴ The POC can only 'request' a Regional AHIMT to deploy and operate outside of its parent region; it cannot 'order' this deployment. The Lead and Supporting Jurisdictions must support the deployment 'request'.

⁵ It is expected that most Regional AHIMTs will be formed on the basis of extant partnerships. Where a deploying or deployed team is augmented by external personnel (not original or rostered members) the parent region remains that of the originally requested team. This would only change with a formal transfer of command between AHIMTs.

Leads will receive direction from the local authority they are tasked to support; this will normally be through the DEM.⁶ In the circumstance where the province, under section 19(6) of the EMA, or the local authority, under section 24(1)(c) of the EMA, wishes to authorize the AHIMT to assume full or limited operational direction of the emergency response, an Assignment of Authority (AOA) form will be completed and endorsed by a person with the appropriate authority to do so (Tab 2). Upon completion of task and prior to redeployment, the local authority will complete a Rescind Assignment of Authority (RAOA) form (Tab 3). The Team Leads will be responsible for the conduct of all team related post-incident procedures, including participation in any Post-Incident Assessment (PIA) activities.

A6.3.7 Team Members

Include all members assigned to and accounted for under the respective AHIMT. Team members are responsible for their personal readiness and to ensure they are sufficiently trained and competent to perform any assigned role, function, or task in the AHIMT. Team members are also responsible to identify and mitigate any health or fitness concerns that could preclude or impact their deployment to an area where physical or psychological hazards are present or likely to develop (e.g. poor air quality).

A6.3.8 Requesting Jurisdiction (RJ)

In the case of Provincial AHIMTs for deployments within Alberta the Requesting Jurisdiction will go through the PECC.⁷ For Regional AHIMTs this will be:

1. the local authority for a deployment within the parent region of the AHIMT, in accordance with any MAAs;
2. the local authority, where the province is sourcing the AHIMT on behalf of that local authority; and
3. the province for a deployment that is at the request of the PECC(usually under a declared SOE).

The RJ will be responsible for assuming all risks and costs associated with the deployment of an AHIMT unless otherwise agreed to.⁸ The RJ will make the Team Leader aware of the potential requirement to deploy as soon as practicable; this will allow the Team Leader to begin their callout process. The RJ must submit a DTO (Tab 1) to formally launch the deployment of the team. At all times the RJ retains direction over, control of, and responsibility for the management of the emergency incident. An AHIMT exists to exercise that direction.

A6.4 Organization, Vehicles, and Equipment

A6.4.1 Organization

AHIMTs will be organized in accordance with the Incident Command System (ICS) as described by ICS Canada and ICS Alberta. It is understood that not all AHIMTs will possess the full range of capabilities down to unit levels that are deployable at all times. As a scalable system, the organizational requirements will vary from situation to situation. The only requirement is that Team Leads identify any staffing or functional deficiencies (immediate or potential future) within their team as part of the DTO. This will allow the RJ an opportunity to acknowledge and accept the deployment with caveats, and ideally to identify resources to remedy the deficiency

A6.4.2 Vehicles and Equipment

⁶ The Team Lead does not necessarily default to the Incident Commander (IC) role. If the IC is not the Team Lead, the latter will support the IC in performing their function and duties.

⁷ If a Provincial AHIMT receives a deployment request directly from a local authority, the request will be referred to the POC for review and decision. This process is well-understood by CAN-TF2.

⁸ There might be circumstances where the province agrees to share the cost of a deployment. There are presently no objective criteria to inform a decision on cost-sharing. Subjective criteria could include such things as the real or potential impacts to provincial interests or infrastructure, but not so extensive as to result in a SOE declaration.

The focus of the initiative in its current state is about having a credentialed capacity within the province to support Type 3 all-hazards incident response. As such no funds have been set aside for the procurement of vehicles and/or equipment. In the interim, the initiative currently relies on extant MAAs or MOUs and the good will of supporting jurisdictions to make resources available in support of an AHIMT deployment. Where Team Leads identify personal protective equipment (PPE) deficiencies that could impair the health and safety of any of the team members, these must be identified and either resolved or mitigated to the satisfaction of the Team Leads before deployment occurs. Any costs associated with the deployment of vehicles and equipment shall be included in the negotiations with the RJ as part of the deployment process.

CAN TF2 differs from the Regional AHIMT in that it possess dedicated vehicle and equipment sets based on their dual roles for Heavy Urban Search and Rescue (HUSAR) and IMT.

As a minimum, each AHIMT shall build and maintain two or more Go-Kits ready for deployment. Team members should each have a Go-Bag prepared and set aside, ready for deployment. Recommended minimum requirements for these can be found at Tabs 4 and 5 respectively. Team Leads may tailor these requirements for their respective teams, as they see fit.

This section will be amended as decisions are taken and/or policies developed on future resourcing of AHIMTs.

A6.5 Readiness and Notification

A6.5.1 Readiness

AHIMTs are composite organizations. Team members come together for training and professional development throughout the year, but are otherwise generally a mix of municipal employees, emergency services professionals, and volunteers. Teams may impose a general level readiness on their members, but there is presently no imposed common standard across the different teams. CAN-TF2 uses a catchment zone that is time-based; all members must be within this zone and therefore theoretically able to travel to Calgary for mobilization within four (4) hours.

A6.5.2 Notification

The time required to mobilize an AHIMT will vary between the teams, based on a number of factors including, but not limited to, team composition, geography, weather conditions, and time of year. Early notification of the potential requirement for a deployment should be done by the RJ (DEM) as soon as practicable. Where the deployment will occur under the auspices of mutual aid (i.e. within the parent region) the RJ may contact the Primary Team Lead directly and will inform the PECC for situational awareness as soon as practicable thereafter. Where the deployment will occur outside the auspices of mutual aid, the RJ will make the request for notification to the PECC.

The more situational information that can be conveyed to the Team Lead (direct or through the PECC) at this time, the better, as this will help shape mobilization decisions. As a minimum, the following pieces of information should be provided:

1. Overview of the situation;
2. Likely destination (Reporting Location and Check-in Location);
3. Who is the local authority that will direct the AHIMT;
4. Anticipated task(s) and authorizations;
5. Communications requirements;
6. Expected duration of deployment; and
7. Health and safety considerations.

For deployments within the parent region, the Team Lead will advise the PECC of the request. As a rule, the RJ should have already made their assigned AEMA Regional Field Officer aware of the situation. The Field Officer will follow their normal SOP and notify the PECC to ensure shared situational awareness.

A6.6 Mobilization

An AHIMT can be mobilized and deployed for a variety of circumstances, including but not necessarily limited to:

1. Prior to an actual emergency where the likelihood of occurrence and the potential for significant consequences are assessed to be high and the RJ believes the additional support will be required;
2. At the outset of an emergency where the requirement for AHIMT capabilities is evident; or

3. At any time during an event where the responding jurisdiction's IMT requires augmentation or relief

Mobilization procedures will be in accordance with the SOPs of each respective team. Normally this would include use of fan-out or phone-tree lists to contact members and confirm their availability for deployment, and where appropriate some degree of messaging on the nature of the deployment and whether any special individual preparations are recommended or required. Notification could include all or only some team members depending on the mission and identified tasks.

A decision to mobilize an AHIMT will not automatically result in a decision to deploy. Noting this, any costs associated with mobilization are the responsibility of the RJ, even if an actual deployment does not happen.

A6.7 Deployment

A6.7.1 Authority to Deploy

The only authority to deploy a Provincial AHIMT within Alberta is the PECC (for this purpose that authority is extended from the Managing Director and Executive Director Provincial Operations, AEMA). Any requests for support that are made direct to a Provincial AHIMT will be referred to the PECC.⁹

The authority to deploy a Regional AHIMT within its parent region is jointly shared between the RJ (DEM) and the Primary Team Lead. The PECC will be the coordinating agency should a Regional AHIMT be requested for deployment outside its parent region is the PECC.¹⁰

A6.7.2 Deployment and Tasking Order

In all circumstances, a fully endorsed DTO is the formal mechanism to authorize, and therefore fund, an AHIMT deployment.

The RJ must complete the DTO in as much detail as possible and submit it to the Primary Team Lead; this is considered the 'request'. The Team Lead will review the DTO, note any requirements, deficiencies and/or caveats on the form, and then return the form with their signature to the RJ; this constitutes an 'offer'.

By counter-signing the DTO, the RJ is 'accepting' the 'offer' and all requirements, risks, deficiencies and/or caveats noted by the Team Lead. Once the Team Lead receives the finalized DTO they are authorized to commence deployment.¹¹

It is recognized that in many cases, time is of the essence. Nothing here restricts a Team Lead from commencing a deployment based on a verbal agreement with the RJ, with the DTO to follow shortly thereafter. There is some risk associated with this decision, which the Team Lead will need to consider.

For situational awareness, the finalized DTO will be sent to the PECC as soon as practicable.

A6.7.3 Method of Deployment

Deployment will normally be by ground (motor vehicle) in accordance with the respective team SOPs. This affords the team optimal mobility and flexibility once they arrive at their destination. In rare circumstances part or all of an AHIMT could be deployed by air; this would likely only occur under a provincially-declared SOE where the AHIMT road-travel time would unacceptably delay their arrival at the incident location. In this circumstance the PECC would likely assume responsibility for the coordination and contracting of airlift resources.

⁹ This authority is largely derived from the financial implications and demands associated with a Provincial AHIMT deployment.

¹⁰ This authority is derived from the fact that the deployment will be outside of an existing MAA or MOU and therefore cost-recovery could prove more complicated. The role of the POC will be to ensure the RJ and Regional AHIMT Team Lead have, to the degree possible, clarified what and how deployment costs will be covered. There may be exceptional circumstances where the province agrees to cost-share a deployment with the RJ.

¹¹ While not titled a 'contract' this is in effect what the parties are agreeing to.

Where possible, the deployment of an advance party should be considered. This will largely be dictated by geography and may not be feasible in all circumstances. The advance party can gain early situational awareness and facilitate the arrival, orientation and integration of the larger team into the local IMT.

Regional AHIMT deployments will largely be conducted as decentralized operations, with all team members moving from their point of origin to the RJ's Incident Command Post (ICP) or another location as designated by the Team Lead (e.g. check-in location).

Deployments outside of region are best conducted in a more controlled fashion. Travelling in larger, organized groups, makes it easier to deal with events like breakdowns along the way, permitting the cross-loading of any key personnel or important equipment into serviceable vehicles to continue movement. Ideally, the arrival of the team members in close proximity to each other will enable the delivery of a single orientation brief.

A6.8 Employment/Operations

A6.8.1 AHIMT Role and Functions

In most circumstances the responding AHIMT will operate under the direction and supervision of the local authority (as exercised by the IC). The team will employ ICS to either:

1. Effectively lead and manage incident response operations (where an AOA form is issued); or
2. Support and enable local staff in managing incident response operations by filling select ICS roles within the ICP or Emergency Coordination Centre (ECC) (no AOA form issued).

With either scenario the AHIMT will operate with the following principles in mind:

1. The actions of the AHIMT will, in priority, be focused on protecting and preserving life, stabilizing the incident, and protecting both property and the environment;
2. The scope of activity will be determined by the local authority;
3. The efforts of the local authority will be respected and their contributions valued;
4. Where possible and appropriate, lead from behind;
5. Provide structure and process to response operations;
6. Aid in stabilizing the situation and reducing risk;
7. Set the conditions for a return to normalcy; and
8. Be prepared to facilitate/support the reception of, orientation for, and transfer of command to (where applicable) another AHIMT.

A6.8.2 Arrival and Orientation

When the AHIMT arrives at destination, team members should bear in mind that the situation may have changed in the time between their notification and deployment. Normally the senior member of the Advance Party (if deployed), the Team Lead or either the Operations Chief or Plans Chief if they arrive first, will meet with the local DEM and/or IC to receive a current situation brief and confirm the anticipated assigned task(s) remain valid.

If AEMA has deployed an Incident Support Team (IST) to the affected jurisdiction, one of the primary functions of the IST is to facilitate the arrival of an AHIMT. When deployed, the IST Team Lead may provide the orientation brief or support the delivery of the briefing by the IC.

Ideally all team members will receive the situation brief from their Team Lead along with their direction on incident objectives and priorities of work for the current operational period. Depending on the operational tempo and the time spent travelling to the incident, some team members may be directed to take forced rest once they have oriented themselves to their surroundings.

A6.8.3 Integration

In most circumstances the AHIMT will be reinforcing the local authority at their ICP or ECC. The nature and degree of integration between the incoming AHIMT and the local IMT will vary, but should be agreed to between the Team Lead and IC as soon as practicable; this should facilitate a more seamless integration. The advantages and power of local knowledge

should always be considered as part of the discussion on how best to integrate. When the AHIMT is performing a support role, members will receive direction in accordance with normal ICS processes. It is important that incident command and incident response efforts are unified; the AHIMT cannot operate a parallel chain of command.

Where AEMA has deployed an IST, members of that organization may perform a bridging function, either facilitating integration, or continuing to cover organizational or functional gaps that may have been identified in the DTO.

A6.8.4 Delegation of Authority

In rare circumstances the deployed AHIMT may be required and authorized to assume direction over the exercise of incident response. This will be done through the completion of a Delegation of Authority (DOA) form by the RJ and the Team Lead. For provincial deployments, this will normally be done under a SOE, using section 19(6) of the EMA. For regional deployments, this would normally be done under a State of Local Emergency (SOLE) using section 24(1)(c) of the EMA.

The RJ will send a copy of the completed AOA to the PECC as soon as practicable.

A6.8.5 Unified Command and Agency Administrators Brief

Where an AHIMT has received a DOA and is already in Unified Command (UC) or subsequently enters UC with another jurisdiction or organization, the designated ICs must receive a joint Agency Administrators brief. The purpose of this brief is to ensure that the ICs have a clear and shared understanding of the expectations of the different agencies involved in UC as well as any limitations on their decisions and/or actions. Further guidance on UC can be found in the GoA's Unified Command Best Practices – Wildland Urban Interface document (Appendix 5 to AIMS).

A6.8.6 Reporting Channels

For deployments where the AHIMT is supporting a local authority, the AHIMT is responsive to that local authority. Direct reporting from the ICP or ECC to the PECC will be at the discretion of the local authority. The main conduit to the PECC for situational information in these circumstances is the AEMA Field Officer.

Where the province is the RJ, the AHIMT will report directly to the PECC. The local authority, while no longer responsible for the emergency, will receive situation reports, but the primary and direct reporting channel for the AHIMT is to the PECC.

A6.8.7 Sustainment and Real Life Support

In principle, the RJ's Logistics Section will be responsible for coordinating all aspects of sustainment and real life support for the AHIMT. This includes but is not limited to accommodations, feeding, and consumable items (i.e. markers, pens, stationery, etc.).

In practice, certain support demands, such as booking of accommodations, may be difficult for the RJ to action at the outset of an incident. In these circumstances this should be noted in the DTO under 'Limitations' or 'Miscellaneous Information'. This will allow the deploying AHIMT to initiate these administrative support actions internally and in accordance with their own deployment SOPs. This should be done on a cost-recovery basis; the RJ remains responsible for reimbursing these expenses. Where an AOA is completed, spending authority and limits for the AHIMT-assigned IC should be identified.

A6.8.8 Documentation

Given the temporary nature of an AHIMT, it is doubly important that effort and attention be paid to the collection and retention of all documentation associated with the request and the response. The standing up of a Documentation Unit will facilitate this process. Ideally a collection/collation activity should occur on a daily basis; this could be linked to a shift change, or it could be a function carried out during a quieter shift (i.e. night shift). If the AHIMT is acting in a supporting role, the responsibility for documentation remains with the RJ. If the AHIMT is operating under an AOA, then the responsibility rests with the AHIMT.

A6.8.9 Safety

Personnel involved in emergency response and incident management activities will inevitably be placed in situations that present higher than normal levels of risk. Safety is a shared responsibility and must always be a priority for all personnel. The following minimum guidelines will apply:

1. Safety is the primary responsibility of all leaders; they should strive to inculcate a safety-conscious mindset in their team.

2. Safety is also the responsibility of all team members.
3. All team members have a responsibility to identify and report hazards to their leadership and/or the Safety Officer. If safe to do so, correct the hazard.
4. All injuries sustained during the incident must be reported to the Team Lead and the RJ.
5. All AHIMT personnel will receive a safety briefing during their orientation brief and a safety briefing will occur at the start of any shift changes.
6. All personnel have a responsibility to immediately intervene to stop any action that endangers an individual or those around him or her.
7. Any safety infraction will be reported to the Safety Officer.

A6.8.10 Media

Ideally the Information Officer (IO) position will be filled by the RJ. In keeping with the principle of 'leading from behind' it is always preferable that the public face of an incident is local and recognizable. Where this cannot be achieved, the AHIMT designated IO should, as a minimum, be supported by a representative from the RJ.

A6.8.11 Personnel Replacement/Rotation

The Team Lead is responsible to ensure that any rotations of AHIMT members are both necessary and well-considered. Operational requirements, as assessed by the Team Lead, should take priority in all circumstances. The Team Lead will discuss personnel replacement/rotation decisions with the RJ (DEM) to ensure transparency. Factors that should be considered include, but are not limited to:

1. The duration of the deployment;
2. A requirement to schedule rest and recovery breaks for team members;
3. The additional associated costs;
4. Continuity in knowledge and skillsets;
5. Potential use of qualified staff from the RJ; and
6. Identification of and leveraging a professional development opportunity for AHIMT members.

A6.8.12 Relief in Place (RiP)

Where an incident continues for an extended duration, there will potentially be a requirement for an in-place AHIMT to be relieved/replaced by another AHIMT. This could involve:

1. A one for one replacement (e.g. Northwest Region AHIMT replaced by Central Region AHIMT);
2. Escalation up to a larger team (e.g. Southern Region AHIMT replaced by CAN-TF2); or
3. A reduction down to a smaller team (e.g. CAN-TF2 replaced by North Central Region AHIMT).

Depending on the needs of the RJ, this could involve a transfer of command and the completion of a new AOA. Given that these moves will likely involve resources that are external to the affected region and RJ, coordination of any RiP will be arranged through the PECC.

A6.8.13 Right of Recall

In principle, any request to deploy an AHIMT outside of their parent region will be weighed against any real or potential threats to the parent region; barring extreme circumstances, the PECC will not generally support deployment an AHIMT outside its parent region where such a threat exists. This said it remains a possibility that an AHIMT could be deployed outside their parent region and thereafter, while deployed, their parent region finds itself facing a threat that prompts a call for additional incident management resources that would otherwise have been filled by the deployed AHIMT.

In this scenario it is acknowledged that the already-deployed regional AHIMT is likely best suited to successfully manage the incident in their parent region (possessing local knowledge, hazard and risk familiarity, already established personal relationships, etc.). The PECC will work to meet the needs of both jurisdictions to the best degree possible, ensuring continuity of support for the original RJ and a timely response to the parent region of the already deployed AHIMT. A variety of options may be available to achieve this effect, including, but not limited to:

1. Redeployment of the parent region AHIMT and replacement of that team by either the IST or another AHIMT;
2. Deployment of the AEMA-generated IST (if not already committed) to the new incident location; or
3. Deployment of another AHIMT to the new incident location.

In any circumstances, where a change in assigned teams is required, planning considerations must include sufficient time for a proper incident handover to occur.

A6.9 Release and Redeployment

A6.9.1 Release Determination.

A decision on when to release the AHIMT for redeployment home will be reached jointly between the Team Lead, the RJ, and if deployed, the IST Team Lead; ideally this should be conditions-based. If the decision is tied to a formal Demobilization Plan, the team should look to conform to the plan and ensure a continuity of support throughout the demobilization process (as necessary).

A6.9.2 Documentation

It is critical that the AHIMT capture/collect all documentation, records, emails, etc. associated with the request and the incident, prior to release and redeployment. Ideally, duplicate copies will be made for all documentation completed by the AHIMT; allowing the team to retain a set of documents for their records and to inform further team training and development. As a minimum, if and where the Team Lead has any concerns with respect to any decisions or actions taken by the AHIMT, copies of these documents should be made prior to departing the incident.

A6.9.3 Handover of Incident / Transfer of Command

If the AHIMT is handing the incident over to another IMT, the Team Lead will confirm that the incoming IC is satisfied with the conduct of the handover before asking the RJ for authorization to redeploy. This could entail all activities associated with and including a transfer of command.

A6.9.4 Rescind of Assignment of Authority

Where an AOA has been executed and:

1. The task has been completed or the situation stabilized to a point where the support of the AHIMT is no longer required;
or
2. The AHIMT has been recalled and has completed a handover and/or transfer of command; or
3. The RJ no longer requires the AHIMT to operate under an AOA.

The RJ will complete a Rescind Assignment of Authority (RAOA). This officially terminates the AOA.

The RJ will send a copy of the completed RAOA to the PECC as soon as practicable.

A6.9.5 Return to Local Authority

Where an AHIMT is ending mission and handing over to the Local Authority, it is important that any unresolved or outstanding issues, especially those of a financial nature, be highlighted. The AHMT Team Lead should request that the RJ (DEM) provide:

1. A performance assessment/evaluation of the AHIMT to the Team Lead; and
2. A close-out brief with the AHIMT membership.

A6.9.6 Critical Incident Stress Management (CISM)

Discussions with respect to access to CISM resources should occur before redeployment as team members may not be returning to a central location for demobilization procedures (subject to each team's own SOPs).

Leaders should look for signs of critical incident stress within their team and be prepared to intervene and if appropriate, defuse as soon as possible following a specific incident. The Team Lead should conduct a general debrief before team

members are released for redeployment. Where the Team Lead believes follow-up is warranted, this should be captured and actioned following redeployment and demobilization.

A6.10 Demobilization and Reconstitution

Separate from the incident demobilization, AHIMTs will conduct their own demobilization in accordance with their respective SOPs and demobilization procedures.

As with the initial deployment, the redeployment, demobilization, and reconstitution of the AHIMT may be fragmented (i.e. personnel may depart/rotate out from the incident and not return to a central location). In these cases, individuals will be responsible to inspect all assigned equipment, report any faults or deficiencies and then work with their Team Lead and parent region (where appropriate) to complete replenishment and repairs at the cost of the RJ.

A6.10.1 Finances

The Team Lead and Lead Jurisdiction are responsible to ensure all costs associated with the AHIMT deployment are properly captured and consolidated into a single invoice. All activity and associated records, documents, and receipts attributable to the incident, from notification through to redeployment and reconstitution, including the replenishment of consumable items, should be included for the purposes of reconciliation and reimbursement.

The consolidated invoice should be provided to the RJ as soon as practicable after the AHIMT has been released from task. The RJ should complete reconciliation and remit payment as soon as practicable after receipt of the invoice.

A6.10.2 Post-Incident Assessment Process

All team members will participate in an AHIMT PIA that will be coordinated by the Team Lead. The PIA should:

1. Contribute to any PIA conducted by the RJ;
2. Inform future training, policies, procedures and operations for the individual AHIMT; and
3. Inform future AHIMT initiative changes and improvements.

If attendance of any AHIMT members at the PIA conducted by the RJ is requested or required, any associated costs are the responsibility of the RJ.

A6.11 Deployment Process – Outline Graphics

See Tab 6

A6.12 Organization

This appendix contains the following tabs:

- Tab 1 - Deployment and Tasking Order (DTO)
- Tab 2 - Delegation of Authority (DOA)
- Tab 3 - Rescind Assignment of Authority (RAOA)
- Tab 4 - AHIMT Go-Kit
- Tab 5 - AHIMT Member Go-Bag
- Tab 6 - Deployment Process Outline Graphics

Tab 1 - Deployment and Tasking Order (DTO)

Step 1 – Request for Assistance (RJ to complete)

Date:	Time of Request (24-hour):	
Tasking Number (AB DLAN ticket number):		
Name of Incident:	Type of Incident:	
Jurisdiction:	Reporting and Work Location:	
Situation Overview:		
Mission:	Expected Duration of Deployment:	
Resources Requested (i.e. Personnel, Functions, Equipment, etc):		
Scope of Work - Anticipated Task(s):	Limitations/Restrictions/Conditions:	
Local Resources Available:	Logistics Considerations:	
Reporting Relationship:	Health & Safety Concerns:	
Primary RJ Contact Name, Number, and E-mail:	Secondary RJ Contact Name, Number, and E-mail:	
Miscellaneous Information:		
Part 1 completed by:		
Name:	Position:	Signature:

Step 2 – Acknowledgement & Offer to Accept Mission (AHIMT Team Lead to complete)

Date:	Time of Acknowledgement (24-hour):	
AHIMT Name/Title:		
Acknowledge Mission & Offer Support (circle one): Yes / No		
Limitations/Caveats/Conditions:	Specific Support Requests:	
Cost-Recovery Intent:		
Part 2 completed by:		
Name:	Position:	Signature:

Step 3 – Acknowledgement & Acceptance of AHIMT (RJ to complete and finalize mission request)

Date:	Time (24-hour):	
Acknowledge & Accept AHIMT Offer with identified limitations/caveats (circle one): Yes / No		
Cost-Recovery Commitment:		
Miscellaneous Comments:		
Part 3 completed by:		
Name:	Position:	Signature:

Copy Distribution: AHIMT Team Lead, Requesting Jurisdiction (DEM), and PECC

Tab 2 - Delegation of Authority (DOA)

Delegation of Authority (DOA)

Incident Commander: _____ (name & title)
Local Authority: _____ (name & title)
<p>Effective _____ you are delegated the command responsibility of (Date & Time)</p> <p>The _____ incident, a (Name of Incident)</p> <p>_____ occurring at (Type of Incident)</p> <p>_____ (Description of Location – GPS Coordinates)</p> <p style="text-align: center;">Under this Delegation of Authority, you have full authority and responsibility for the coordination and implementation of any or all necessary plans or programs prepared to address the emergency incident, pursuant to the Emergency Management Act and all persons and agencies involved in the implementation are subject to your control and direction.</p> <p>This Delegation will be in effect until it is rescinded by the Local Authority.</p> <p><input type="checkbox"/> The incident will be managed consistent with the fundamental features of ICS.</p> <p><input type="checkbox"/> SAFETY FIRST. Safety is the number one consideration when deciding on strategies and tactics.</p> <p><input type="checkbox"/> When appropriate Unified Command will be used.</p>
<p><input type="checkbox"/> <u>Jurisdiction</u> priorities</p>
<p><input type="checkbox"/> Legal authorities and restrictions</p> <p><input type="checkbox"/> Emergency Management Act, Revised Statutes of AB 2000, Chap E-6.8, Nov 19, 2018</p> <p><input type="checkbox"/> Insert local EM Bylaw</p>
<p><input type="checkbox"/> Finances</p> <p><input type="checkbox"/> Financial limitations will be consistent with the best approach to the values at risk. You are authorized a spending authority of \$ _____ per single transaction. Your maximum spending limit is \$ _____.</p> <p><input type="checkbox"/> Any requirements above these amounts will require approval of the undersigned.</p> <p><input type="checkbox"/> Fiscal Integrity and cost containment are high priorities in the management of the incident.</p> <p><input type="checkbox"/> All expenses on the incident will be commensurate with the values at risk.</p> <p><input type="checkbox"/> All purchases will be consistent with applicable provincial and jurisdictional purchasing procedures.</p> <p><input type="checkbox"/> You will track all expenses and keep copies of all purchase requests, invoices, bills, etc.</p>

<input type="checkbox"/> Reporting requirements – report to & frequency <input type="checkbox"/> Daily briefings on the status of the incident will be given to the jurisdiction’s authorized representative. <input type="checkbox"/> Promptly notify the jurisdiction’s authorized representative of any significant incidents or accidents involving death, injury, or significant property loss.
<input type="checkbox"/> Demographic issues
<input type="checkbox"/> Political issues or concerns
<input type="checkbox"/> Public Information Management <input type="checkbox"/> Public Information Plan should address providing information to the media, community, stakeholders, and first responders. <input type="checkbox"/> _____ is the jurisdiction’s primary point of contact for public information management. <input type="checkbox"/> Press/media releases will be submitted to the jurisdiction’s primary point of contact for public information management.
<input type="checkbox"/> Process for communications
<input type="checkbox"/> Plan for ongoing incident evaluation
<input type="checkbox"/> Location of Incident Base:
<input type="checkbox"/> Location Incident Command Post:

<input type="checkbox"/> Incident Action Plan <input type="checkbox"/> You will prepare incident action plans in accordance with ICS using the appropriate ICS forms.		
<input type="checkbox"/> Documentation <input type="checkbox"/> You will prepare an incident documentation package to include all incident action plans, Unit Logs (ICS-214), radio logs, invoices, reports, etc. <input type="checkbox"/> Prior to your release, the final incident documentation package shall be completed, filed, and presented to the jurisdiction's authorized representative. <input type="checkbox"/> You will keep a copy of the final incident documentation package.		
<input type="checkbox"/> Non-Discrimination/Harassment Free Workplace <input type="checkbox"/> It will be your policy that this incident will be free of conduct that is discriminatory, abusive, disorderly, disruptive, or retaliatory. Any employee's conduct, whether intentional or unintentional, that results in discrimination or harassment of other employees or any other person(s) with regard to race, color, creed, disability, age, religion, sex, national origin, or exercise of a legal right is strictly prohibited. <input type="checkbox"/> You are expected to provide a harassment free workplace. You are responsible to take prompt action if any human resource issues occur on this incident. By the end of your assignment you will resolve all human resource issues. You will report all alleged incidents of sexual harassment to the jurisdiction's authorized representative.		
<input type="checkbox"/> Labor or Equal Employment Opportunity issues		
<input type="checkbox"/> Drug and alcohol policy <input type="checkbox"/> It will be your policy that the possession and use of alcohol and/or illicit controlled substances on this incident is strictly prohibited. <input type="checkbox"/> No one will be allowed to work on this incident that is under the influence of alcohol and/or controlled substances. <input type="checkbox"/> Personnel taking medication, drugs, and/or controlled substances under a doctor's supervision and/or prescription will report this to the Safety Officer.		
Signature - Jurisdiction	Title	Date
Signature - AHIMT	Title	Date

Copy Distribution: AHIMT Team Lead, Requesting Jurisdiction (DEM), and PECC

Tab 3 - Rescind Delegation of Authority (RDOA)

Rescind of Delegation of Authority (RDOA)

The signing of this document rescinds the Delegation of Authority issued to _____ on -
_____ for the purpose of coordinating response operations for the
_____ incident in the jurisdiction of _____.

Effective the date and time listed below, all assigned authorities, including financial expenditure authorities are hereby rescinded.

Date _____ Time (24-hours) _____

Incident Commander: Name _____ Signature _____

Jurisdiction Authority: Name _____ Signature _____

Copy Distribution: AHIMT Team Lead, Requesting Jurisdiction (DEM), and PECC

Tab 4 - AHIMT Go-Kit

The following list of items represents the minimum types of material and equipment required for an AHIMT Go-Kit; the list is not exhaustive. Items for AHIMT Go-Kits should be focused on materials that are needed by the entire team for collective/shared use. Go-Kits should be refreshed annually, or as part of demobilization and reconstitution procedures following an incident:

- ICS forms (paper). At least seven (7) days of supply, with a master set for reproduction.
- Reference materials. As a minimum, any ICS aide-memoires used by the IMT, applicable federal and provincial legislation/regulation. Can be electronic and/or paper based on space availability.
- Minimum one (1) x IMT computer. Must be kept updated / patched.
- USB sticks
- Printer with ink cartridges & paper
- Projector
- Whiteboard markers / erasers
- Notebooks / paper, pens, and stationary / magic markers / chinagraph pencils
- Masking tape
- ICS vests
- Nametags
- Whiteboard easels (if space available)
- Flip chart paper
- Power bars (electrical). Include chargers for all electronic devices
- Extension cord(s) (minimum 10 feet)
- Bottled water (purchase prior to deployment)

Tab 5 - AHIMT Member Go-Bag

The following list of items represents the minimum types of material and equipment required for an AHIMT Member Go-Bag; the list is not exhaustive. Items for AHIMT Member Go-Bags should be focused on materials that are needed by the individual. Go-Bags should be refreshed annually, or as part of demobilization and reconstitution procedures following an incident:

- At least 72 hours of clothes. Must include season-specific outerwear (including safety gear), off-duty wear, shower shoes, at least one presentable outfit that could be worn for public/media appearances.
- At least seven (7) days of personal hygiene items (soap, shampoo, shaving equipment, towels etc.)
- At least seven (7) days (preferably more) of prescription medications (if applicable)
- At least seven (7) days of desired over the counter medication (aspirin, Tiger Balm or equivalent, antihistamines, etc.). Note that this should not be added to the go-bag until deployment due to potential expiration dates.
- At least two (2) x rolls toilet paper
- Laundry soap
- Extra set of glasses (if applicable)
- Extra set of chargers for personal electronic devices
- Light source with batteries (headlamp, flashlight, lantern)
- Any personal items for down-time

Note: All materials should be in sealed, watertight bags or containers

Tab 6 - Deployment Process Outline Graphics

