How To Use Volume 3: Emergency Operations Center Guide

The Emergency Operations Center (EOC) Guide is intended to simplify the initial phases of EOC establishment and Incident Management Team (IMT) operations. This guide contains Incident Command System position descriptions and duty checklists, as well as copies of the Incident Command System Forms required by the IMT. This guide also provides direction on how to write an Incident Action Plan, conduct briefings, and complete the resource ordering process.

The Incident Management Team must be well trained on the Incident Command System and the NIIMS- ICS Field Operations Guide should be used extensively in conjunction with this guide.

If you are responsible for establishing the Emergency Operations Center:

EOC Setup	→	**Section 1: Emergency Operations Center**

If you are an IMT Member assigned to the EOC :

Read your position description and checklists.	→	**Section 2: Command Section** **Section 3: Operations Section** **Section 4: Planning Section** **Section 5: Logistics Section** **Section 6: Finance/Administration Section**
Determine your role and responsibilities in the IAP development	→	**Section 7: The Incident Action Plan**
Use the ICS Forms specified for your position.	→	**Appendix D: NIIMS-ICS Forms**

For Special Incidents:

In the case of a Hazmat Incident or Multicasualty Event	→	**Section 8: Organizing for Special Incidents**

Section Contents

Section 1: Emergency Operations Center

This section describes the EOC, its requirements, configuration, and supplies needed to support the EOC. This section also describes the communications center, its operations, and message flow within the EOC. This section contains maps of EOC locations as well as EOC floor plans.

Section 2: Command Section

This section describes the duties of the Incident Commander and position descriptions for the command staff.

Section 3: Operations Section

This section describes the duties of the Operations Section Chief and position descriptions for other positions within the Operations section.

Section 4: Planning Section

This section describes the duties of the Planning Section Chief and position descriptions for the unit leaders within the planning section.

Section 5: Logistics Section

This section describes the duties of the Logistics Section Chief and position descriptions for the unit leaders within the logistics section. This section also describes the process for ordering resources for the incident management team.

Section 6: Finance/Administration Section

This section describes the duties of the Finance Section Chief and position descriptions for the unit leaders within the finance section.

Section 7: The Incident Action Plan

This section describes the planning process and the steps required to develop an incident action plan as well as information on how to conduct a planning meeting and shift briefing.

Section 8: Organizing For Special Incidents

This section explains the Incident Command ‘s position descriptions and checklists for hazardous materials and multicasualty incidents.

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SECTION 1: EMERGENCY OPERATIONS CENTER

The Emergency Operations Center (EOC) is a facility designated for managing disaster emergencies. The Incident Management Team uses the EOC as their center of operations to make decisions about allocating and coordinating resources, provide for incident communications coordination, and direct the overall disaster emergency response. The EOC provides a central location for the five functional sections of the Incident Management Team: Command; Operations; Planning; Logistics; and Finance.

EOC Advantages

By locating the incident management team in a single facility, the EOC, the following advantages are realized:

- The EOC centralizes incident management and does the following:
    - Provides a central point where all information pertaining to the incident is received and analyzed, incident priorities are determined, strategies are developed and critical resources are assigned to tactical operations.
    - Provides a central location for planning meetings, tactics meetings, shift briefings, media briefings, press conferences, public information releases, and other information dissemination.
    - Facilitates efficient and effective communications.
    - Enhances coordination between involved agencies by co-locating agency representatives in the EOC, providing for scheduled points of contact, and establishing effective lines of communication to facilitate this coordination.
    - Sustains operations during extended periods of time by locating the incident management team in an EOC facility which minimizes disruptions of everyday functions within other organizations and agencies.
    - Provides continuity using round-the-clock staffing and a systematic means to brief members of the IMT through shift briefings when shifts change.
- The EOC facilitates situation status management by:
    - Establishing a designated location for information to be gathered, analyzed, tracked, displayed, distributed, and stored.
    - Providing for the verification of information by authorized members of the incident management team.
    - Providing for immediate availability of incident information.
- The EOC provides for resource status management by:
    - Establishing a single location for all resource status information. By requiring all resources to be tracked (e.g., personnel, equipment, aircraft),

their location and status are immediately available to members of the IMT to facilitate the matching of, or need for, resources to achieve the strategic objectives of the Incident Action Plan.

EOC Requirements

The EOC must be accessible, must lend itself to 24-hour operations, must support your communications system, and must have some food service capabilities. Facilities and equipment for the EOC should be pre-identified, procured, and available for immediate set-up. They include the following:

- **Office Space:** The EOC must have adequate space to support the activities of the IMT. To some extent, this is a function of the size of the IMT, the phase of the disaster emergency, and the jurisdictions and agencies involved. It is important to have adequate space to be able to co-locate functional areas (Plans, Logistics, etc.) and agencies that need to interact with each other, as well as provide for access to communication and display systems.
- **Lighting:** The EOC must have adequate lighting for staff to carry out their duties. An auxiliary power source is mandatory for the EOC, either permanently hardwired for the facility or the ability to convert to an external power source in a minimum of time and disruption.
- **Heating and/or Cooling:** Similar to adequate lighting with the same needs for auxiliary power and/or auxiliary sources of heat.
- **Security:** The EOC must be easily secured against intrusion. Access to the EOC should be allowed to only authorized personnel and staff.
- **Communications Equipment:** It is vital that the EOC have adequate communications equipment and that it is accessible to all personnel.
- **Telephones:** Multiple handsets, incoming and outgoing lines, and switchboards are required to handle the information flow of an incident. A minimum of at least six phone lines should be provided.
- **Fax Machines:** For transmittal of hard copy information. At least two fax machines should be provided, one for outgoing one for incoming messages.
- **Computers:** Computer hardware with adequate data storage space, priority use, and support personnel for the management of incident information and data. Mechanical back-up systems such as resource locator systems and hand written display boards are strongly recommended. Internet access and sufficient printers should also be provided. A local area network and/or intranet is also recommended.
- **Incident Radios:** Each section should have access to incident radios.
- **Amateur (Ham) Radios**: A suitable area should be provided for the amateur (ham) radio operators. Required power sources, antennas, etc. must be supplied.
- **Television Sets and Radios:** Adequate numbers of T.V.'s and radios should be provided for in the EOC to monitor press releases, news media and gather incident information.

- **Area Suitable for Meetings/Briefings:** An area separate from the main EOC operations area where shift briefings, strategy meetings, news media briefings and other meetings can be held without adversely impact the EOC operations.
- **Food Service:** An adequate area for serving and/or preparing meals and/or foodstuffs for the EOC staff. The EOC staff must be fed, and if possible meals should be provided in the facility. If this is not feasible, some means to feed staff outside the EOC must be arranged. At the very least, hot and cold beverages and snack food should be available at the EOC.
- **Drinking Water:** An adequate supply of drinking water should be on site, especially a back-up supply (e.g., bottled water) for use by personnel in the EOC.
- **Toilets:** Adequate toilet facilities should be provided for the EOC staff. Consider portable facilities if building lifelines (water, sewer) are damaged or inoperable.
- **Office Supplies:** An adequate amount of office supplies and equipment such as tables and chairs to support the EOC staff need to be available. See Checklist this Section.
- **Noise Level In EOC:** A relatively quiet work area is required for all functional areas to conduct business efficiently and effectively. All means should be taken to minimize noise disturbance in the EOC from equipment (e.g., generators, apparatus, machinery), media briefings, and congregations of people.
- **Crowding:** Only those individuals required to perform IMT duties should be allowed in the EOC.

Do not use facilities that would impact or hinder response agencies (i.e. fire, police, public works, etc.) or essential government functions.

EOC Configuration

All potential EOC facilities should be inspected following a seismic event to ensure building safety and stability. Multistory buildings are especially at risk.

The EOC may take on many shapes and forms. The layout may be standardized, permanently designed and set up to be used in all disaster emergencies, or it may be a flexible setup based on the facility chosen and the kind of response to a specific incident. The layout of the EOC will be determined by several factors, including:

- Number of members of the Incident Management Team.
- Size, shape, and number of the room(s) available for the EOC.
- Location of the communications systems equipment to be utilized.
- Information and experience acquired through actual activation and use of the EOC.

Variations in the magnitude and type of disaster emergency may result in modifications to the EOC layout. The configuration of the EOC may also be changed as the incident evolves and staffing levels change to reflect the different numbers and make-up of the

IMT personnel. Although each disaster emergency will have unique characteristics, there are general elements that should be considered when designing the layout of the EOC:

- IMT functional sections (e.g., plans, logistics) should be positioned adjacent to displays that require their input and posting of information that they manage.
- IMT operational personnel and functional sections utilizing their own communication nets must either be located near their communications equipment or have the capability to move the equipment to their location in the EOC
- The Incident Commander manages the overall incident and should be located so that he/she can be easily informed at all times of the current status of the incident.
- IMT members whose functional responsibilities cause them to interact frequently, or have a need to coordinate together should be co-located.

Information Management within the EOC

Controlling the flow of information into, out of, and within the EOC is one of the greatest challenges during an actual incident. An information flow path must be implemented, and a method for tracking and verify this information must be established.

During a disaster emergency, a major responsibility of the Public Information Officer will be to respond to requests for information from the general public. The telephone operators within the EOC communications center will be flooded with requests for information pertaining to the incident. If timely and accurate information is not provided, these requests for information will be made to the response agencies (e.g., police, fire, EMS), greatly hindering the activities of those agencies. The EOC communications center must be structured to handle and respond to public inquiries in a timely fashion. A bank of telephones within the EOC communication center, a “rumor control” for public inquiries, provides for this need. Personnel operating in rumor control must have accurate and current information provided by the Public Information Officer and approved by the incident commander for release to the public.

Position Descriptions and Checklists for the EOC Manager and staff are located in Volume 3, Section 6, Logistics, of this plan.

EOC Communications Center

The EOC Communications Center is the centralized point within the EOC where incident communications equipment and operators are located for the transmission and receiving of information from field operations, off-site facilities, off-site agencies and other communication points that have a need to communicate with the IMT. The communications center and the rigorous control of information flow to and from the center is the essence of the EOC. Without this critical communications flow there is no effective incident management.

Phone lines will be dedicated to provide a communications link between the communications points and the EOC. These numbers shall not be released to the public or any other entities.

The Communications Center is the responsibility of the Communications Center Manager, under the supervision of the Communications Unit Leader within the Logistics Section. Located within this center are the various types of communications equipment required by the IMT, including telephone banks and switchboards, fax machines, radios, teletypes and telex machines, and others. Various equipment operators will be working in the communications center, including phone and switchboard operators; dispatchers and radio operators; amateur radio (HAM) radio operators; and helpers. In Kodiak, the Communications Center may be located in a room in the EOC (Borough Building or alternate location), or it may be in a mobile communications van adjacent to the building. The exact location will be determined by incident specifics.

The "Squad-14" Mobile Communications Vehicle, which is maintained by Bayside Fire Station, may serve as a primary or supplemental Communications Center during a Kodiak-area emergency. Additional information about the Squad –14 van is included in Volume 2, Section 5 (Communications) of this plan.

Communications Center Operations

Operators in the communications center receive messages. Communications inputs may include Kodiak Police Dispatch, on-scene responders, and other incident personnel. As the incident progresses, communications channels between outside entities and the EOC should flow from the information needs of each ICS section, as summarized in the Incident Action Plan and Planning Section discussions in Volume 3, Section 7 of this plan.

Information and messages come into the EOC through the Communications Center. Messages that cannot be transmitted via phone and/or radio may be transferred to hard copy by utilizing the EOC message form (ICS Form-213). This form is then forwarded to the message center for proper routing to the appropriate individual and/or section. All incident-related calls should be referred to the communications center, with the exception of requests for general information which can be satisfied by the Phone Assistance Operators (Rumor Control Group), which is part of the Public Information Officer staff, utilizing the prepared statement provided by the PIO staff. Any requests for

assistance or information not satisfied by the Rumor Control Group should be referred to the appropriate individual and/or section within the EOC.

All communication points shall be furnished EOC section phone numbers and the names of personnel staffing the section. Additional phones will be assigned to the PIO staff to receive calls from the media and public. Communications between the EOC and communications points may be further augmented with written messages using the general message form (ICS Form-213).

Position Descriptions and Checklists for the Communications Manager and staff are located in Volume 3, Section 6 (Logistics) of this plan.

Message Center

The EOC Message Center is part of the communications center and is co-located with or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resources status, situation, tactical, and administrative information. The EOC Message Center is managed by a message center manager, who is assisted by messenger center clerks and EOC runners.

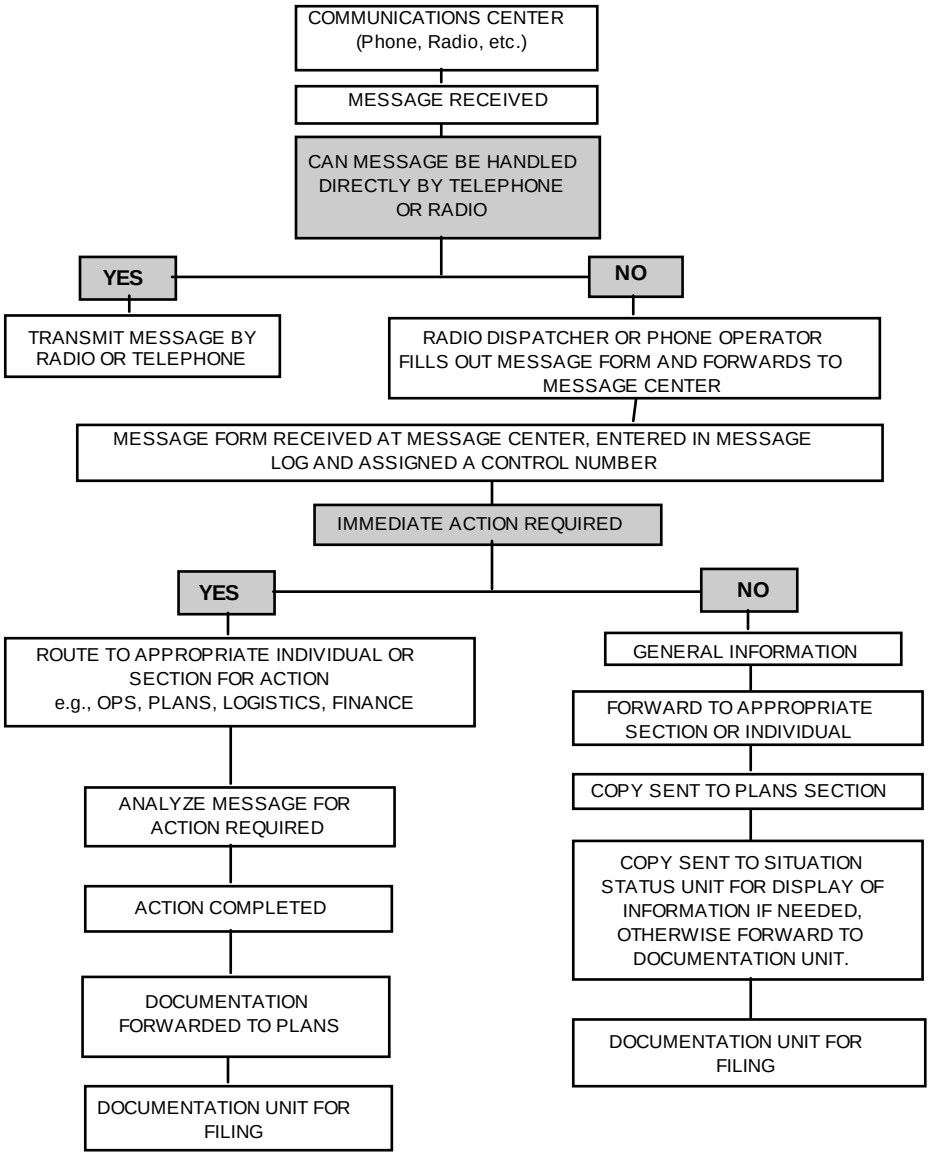
Message Center Operations

Since the message center is co-located within the communications center, message center staff works closely with the incident dispatchers, radio operators and telephone operators. A close working relationship and open line of communication among these personnel is essential. The message center plays a vital role in controlling the flow of information within the EOC. The flow chart that follows depicts the routing of messages within the EOC and may be used as a guideline to establish the routing procedure for messages within the EOC.

Messages are received by operators in the communications center where they are transmitted or distributed as appropriate. Messages internal to a section or unit will be documented on the Unit Log for that section. Whenever possible, messages are distributed first by phone and/or radio. Messages that cannot be transmitted via phone and/or radio are transferred to hard copy using the EOC message form (ICS Form-213). This form is forwarded to the message center where it is logged in on the master message log and issued a control number for future tracking. The message form is then distributed by EOC runners to the appropriate individual and/or section. Reply messages are distributed to appropriate individuals and/or functional sections. The Message Center Manager will maintain files of white and yellow message form copies to ensure documentation of messages and action taken. These files will be forwarded to the Documentation Unit within the Plans Section for final filing at the end of each 24-hour period.

Position Descriptions and Checklists for the Message Center Manager and staff are located in Volume 3, Section 6 (Logistics) of this plan.

EOC Message Flow



EOC Supplies Checklist

Use this checklist as a guide for setting up the EOC. Blanks may be checked to indicate the item has been completed and/or to list the number of items secured.

Infrastructure

- ☐ Auxiliary power
- ☐ Lighting
- ☐ Office Space
- ☐ Physical needs
  - o coffee
  - o smoking area
  - o restrooms
  - o food

General Office and Communications Equipment

- ☐ Telephones
  - o # of handsets _____
  - o # of lines _____
  - o switchboard
- ☐ Fax machine
- ☐ Copy Machine
- ☐ Computer terminal
- ☐ Typewriters/word processors
- ☐ T.V.s
- ☐ VCR
- ☐ Radios
- ☐ Extension cords
- ☐ Tables
- ☐ Chairs
- ☐ Overhead with screen
- ☐ Computer Projector

Office Supplies and Miscellaneous

- ☐ Bulletin boards
- ☐ Display boards
- ☐ Maps
- ☐ Map Pens (Vis a Vis) 8 colors
- ☐ Clear plastic mylar
- ☐ Flip Chart easel
- ☐ Flipchart pads
- ☐ Large manila envelopes 12” x 16”
- ☐ Heavy duty staplers
- ☐ Heavy duty staples
- ☐ Standard desk top staplers
- ☐ Standard desk top staples
- ☐ Paper clips
- ☐ Staple puller
- ☐ Push pins
- ☐ 1” masking tape
- ☐ Writing pads
- ☐ Pencils
- ☐ Pens; black and red ink
- ☐ Assorted rubber bands
- ☐ Scotch Tape
- ☐ Standard file folders
- ☐ Erasers
- ☐ Post-it- pads,
  - o small
  - o medium
  - o large
- ☐ Legal size writing pads

- ☐ Legal size clipboards
- ☐ Three hole punch
- ☐ File folder labels
- ☐ 2” x 3” blank labels
- ☐ Telephone memo call pads
- ☐ Dictionary
- ☐ Erasable felt tip pens, assorted colors
- ☐ Copy paper
- ☐ Computer printer paper
- ☐ Fax paper
- ☐ Boxes for filing
- ☐ ICS forms
- ☐ Other forms

Name tags/ICS Vests

EOC Floor Plans And Site Map

The next few pages contain floor plans for the Borough Building and the Business Offices/Area Wide School. Either or both facilities may have potential use as an EOC during a local emergency.

The Borough Assembly Chambers has been identified as a potential EOC location. Other offices may be used for public information centers, meeting rooms, or headquarters for various incident management functions.

To expedite initial reporting of IMT personnel to the EOC, the KIB Assembly Chambers is considered the primary EOC for Kodiak. Unless otherwise directed, all Kodiak IMT personnel who are directed to report to the EOC should always proceed first to the Assembly Chambers, realizing that as the incident progresses the EOC may be relocated or expanded.

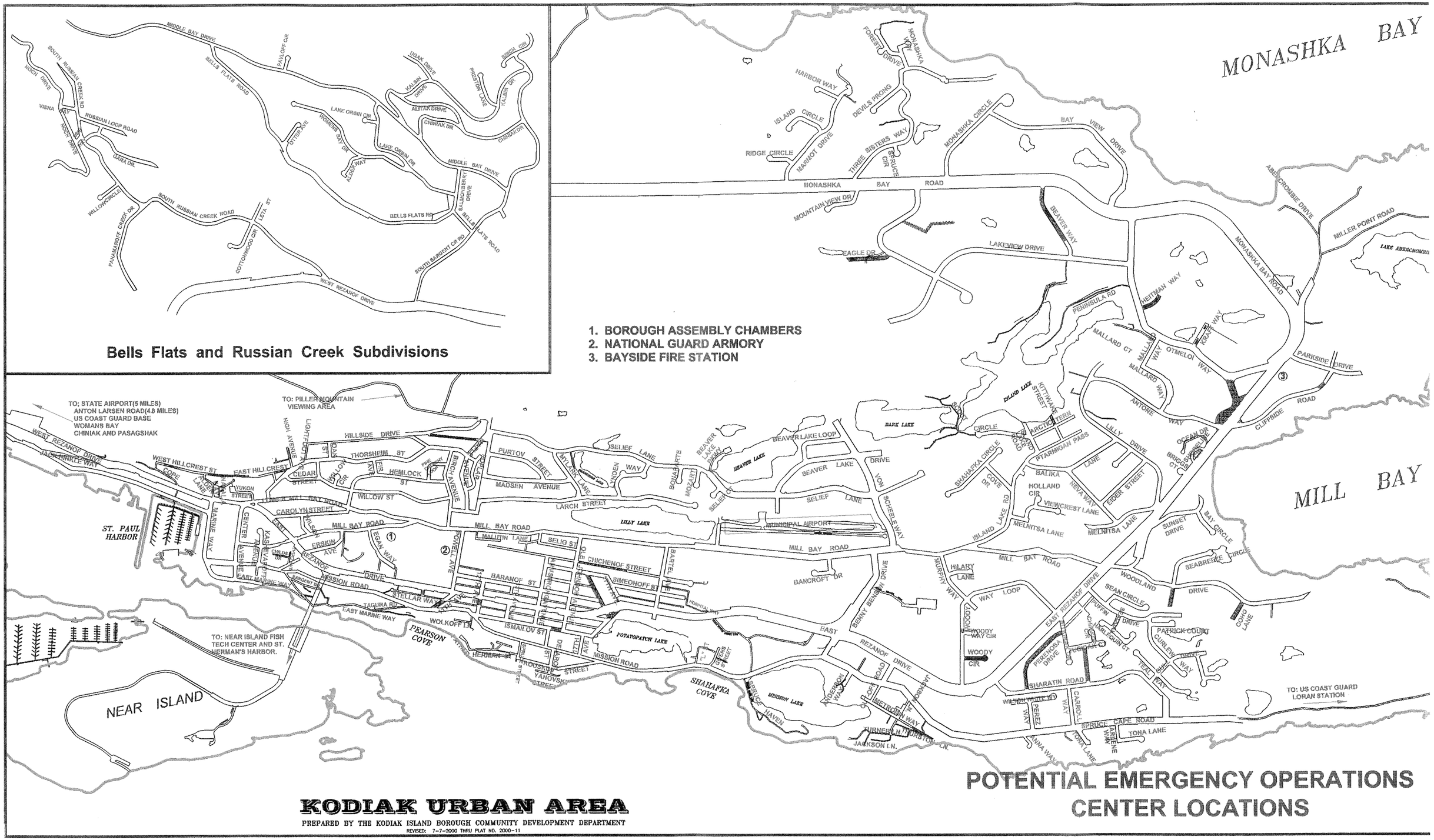
It is important to be flexible in setting up an EOC. As long as the elements described in Appendix A are present, any site with sufficient room and communications capabilities may be used as an Emergency Operations Center.

The Borough Building and Business Office floor plans are attached here to facilitate the establishment of an EOC at one of these locations. However, several additional sites have been identified in Kodiak with the potential to serve as Emergency Operations Centers. The incident specifics and preference of the Incident Commander and Command Staff will ultimately determine the location of the EOC.

Attached:

- Map of potential EOC sites in the Kodiak urban area
- Borough Building floor plan, upper and lower levels
- Borough Building specifications

Map of Potential EOC Locations



KODIAK URBAN AREA

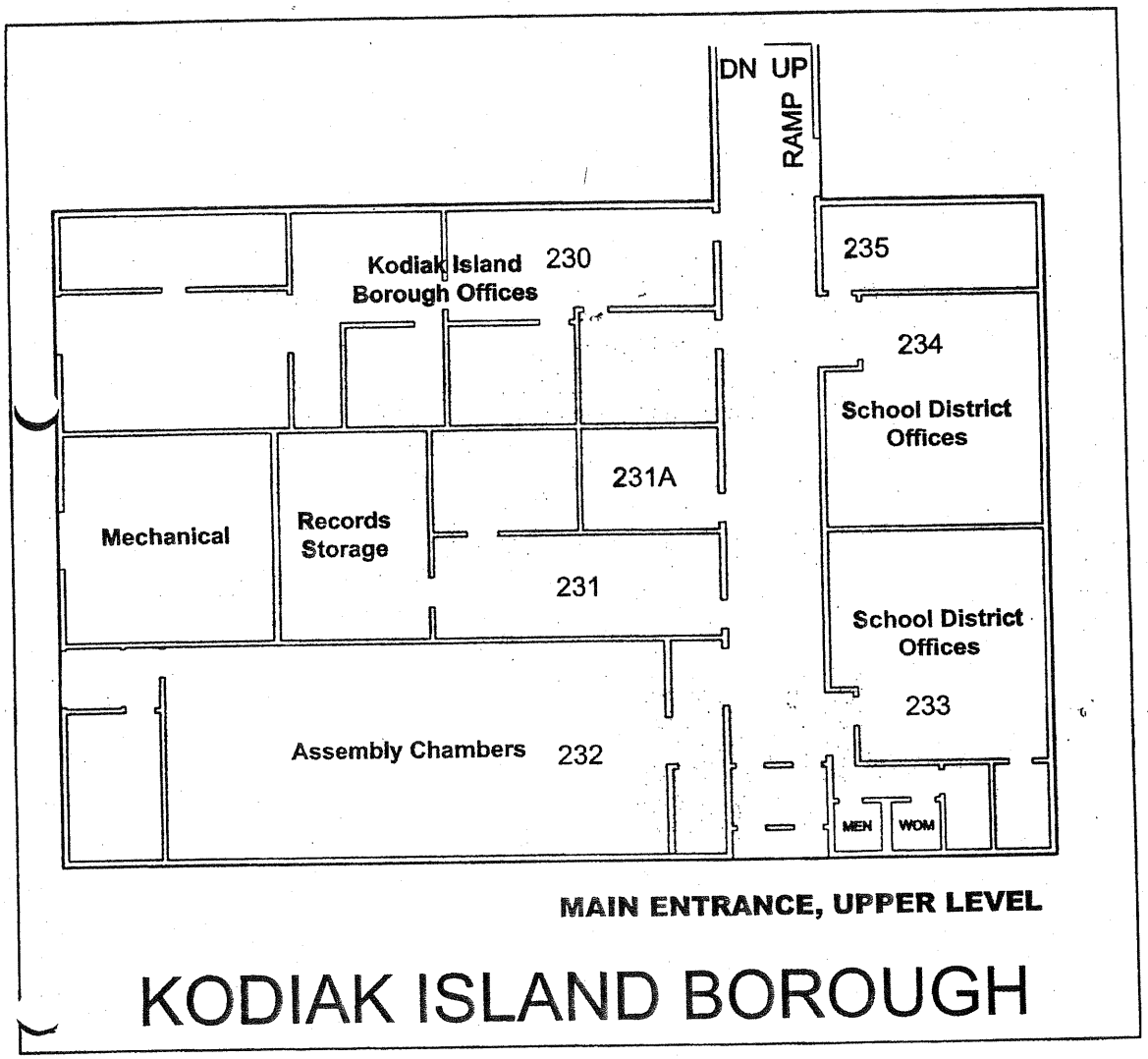
PREPARED BY THE KODIAK ISLAND BOROUGH COMMUNITY DEVELOPMENT DEPARTMENT

REVISED: 7-7-2000 THRU PLAT NO. 2000-11

POTENTIAL EMERGENCY OPERATIONS CENTER LOCATIONS

Borough Building Floor Plan (Kodiak EOC)

KODIAK EMERGENCY OPERATIONS CENTER FLOORPLAN
(Borough Assembly Chambers)



Building Specifications for Kodiak Island Borough Building (Primary EOC)

- BUILDING USE: Kodiak Island Borough, Kodiak Island Borough School District, City of Kodiak
- YEAR BUILT: 1968
- GROSS SQUARE FEET: 27,279
- TOILETS ACCESSIBLE IN BLDG.: Yes
- CONDITION OF BUILDING: Good

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SECTION 2: COMMAND SECTION

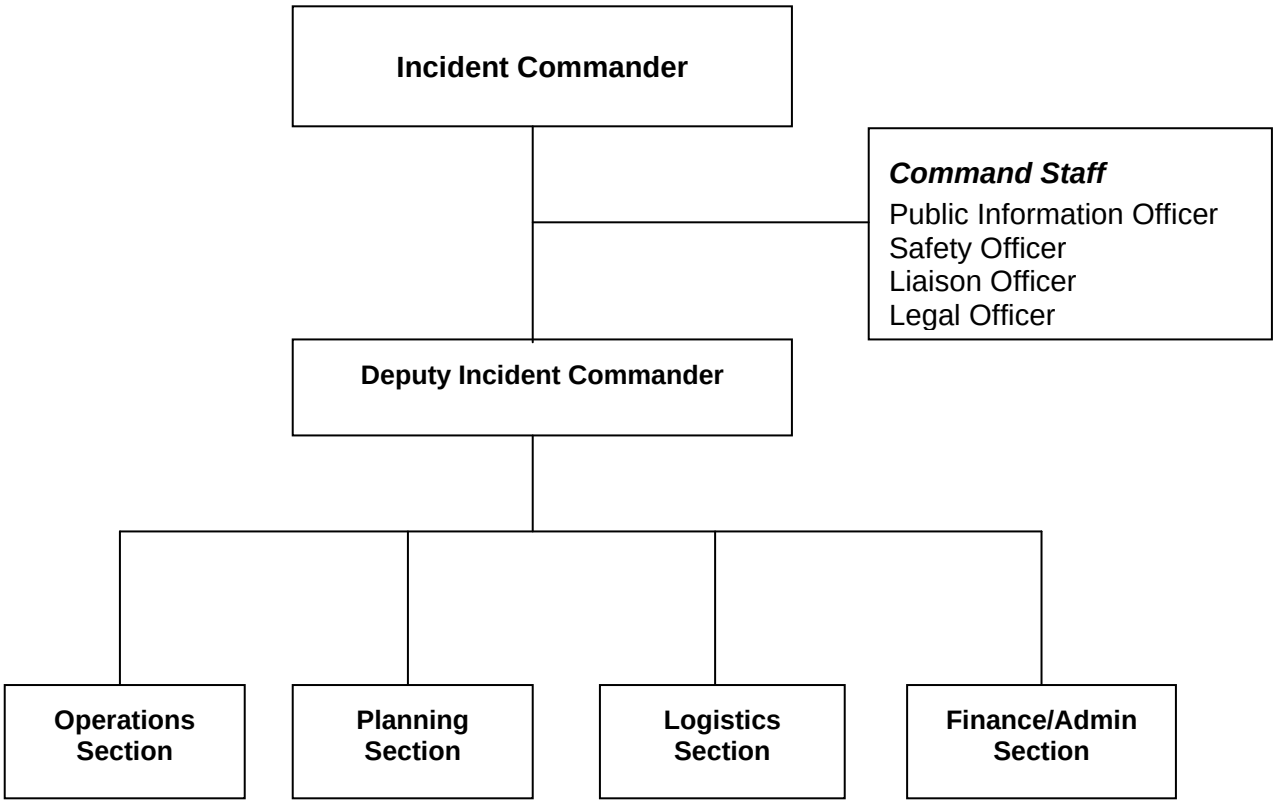
The Incident Management Team is lead by the Incident Commander (IC), who is responsible for the management and oversight of all incident activities, including developing strategic objectives and approving the ordering and release of resources. The Incident Commander will lead an Incident Management Team composed of both General Staff and Command Staff personnel. The Section Chiefs for the Operations, Planning, Logistics, and Finance sections comprise the General Staff. The Command Staff, composed of four sub-functional positions, includes the Public Information, Safety, Liaison, and Legal Officers. The Incident Commander oversees the functioning of both Command Staff and General Staff positions. Activation of both General and Command Staff positions will vary with each incident. The Incident commander will participate in any decision regarding whether to activate specific Incident Management Team functional units.

In Kodiak, the Incident Commander is the city manager, designated alternate (Kodiak Fire Department Chief), or designee. For all incidents, the Incident Commander will report directly to the Emergency Services Council. In the event of a catastrophic event, the Incident Commander may choose to activate the Deputy Incident Commander position and delegate some of the IC's duties to this Deputy. The activation of a Deputy IC will relieve some of the pressure on the IC during a long-term incident response.

Position descriptions and checklists for each Command Staff position are provided in this section.

All ICS Forms are located in Appendix D.

Command and General Staff Organization

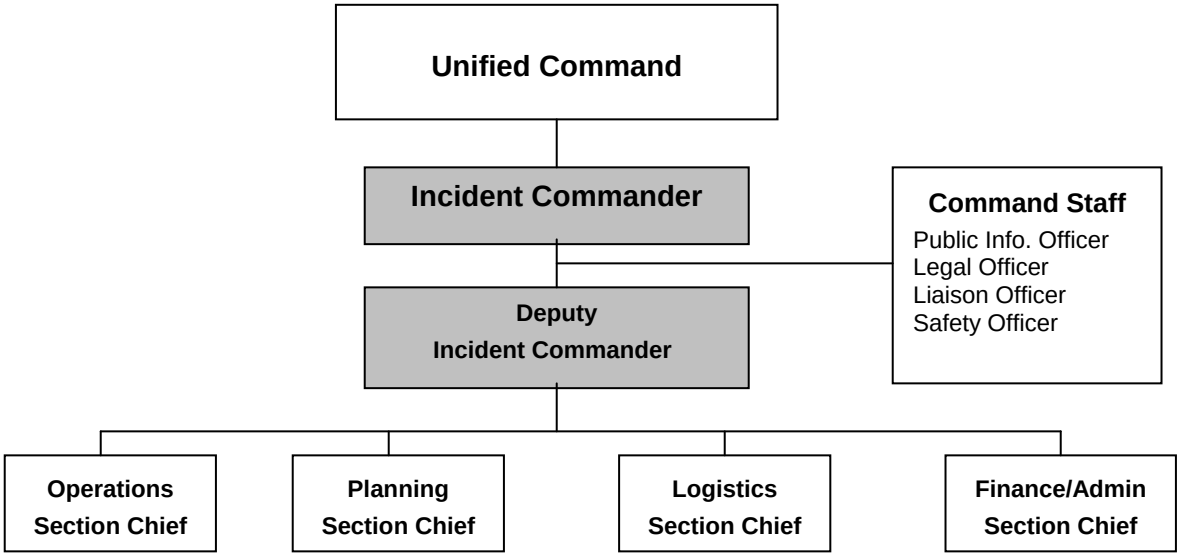


Incident Commander Position Description

The Incident Commander (IC) is responsible for the oversight of all incident activities including the development and implementation of strategic decisions. The Incident Commander leads the Incident Management Team and approves the ordering and releasing of resources. The IC reports to the Emergency Services Council and/or the Kodiak Island Borough Assembly and the Kodiak City Council. The following staff positions report to the Incident Commander:

- Command Staff
  - Information Officer
  - Safety Officer
  - Liaison Officer
  - Legal Officer
- General Staff
  - Operations Section Chief
  - Planning Section Chief
  - Logistics Section Chief
  - Finance Section Chief

ICS FORMS PREPARED:	ICS-201, 202, 307
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	ICS-200, 209, 215



Incident Commander Responsibilities and Duties

- Obtain incident briefing and Initial Briefing Form (ICS Form-201) from prior Incident Commander or from EOC Manager.
    - Obtain Disaster Proclamation and Delegation of Authority as necessary.
- Assess incident situation.
    - Review the current situation status and initial strategic objectives.
    - Ensure that all appropriate state and federal agencies have been notified.
- Activate elements of the incident command system and incident management team positions as appropriate.
    - Request additional resources if required.
    - Confirm dispatch and arrival of requested resources.
    - Assign individuals to Command Staff positions as needed.
    - Give work assignments.
- Conduct initial briefing of Command and General Staffs (Section Chiefs).
    - Summarize the incident organization.
    - Review current incident activities.
    - Summarize the resources already dispatched.
    - Announce the time and location of first planning meeting.
    - Give special instructions, i.e. delegation of authority for certain functions.
    - Notify Resources Unit of the various command and general staff organizational elements activated, including name of person assigned to each position.
- Ensure planning meetings are conducted.
    - Schedule meeting times and location and notify participants as necessary.
    - Develop the strategic objectives (ICS Form-202) for Incident Action Plan.
    - Participate in development of incident action plan for next operational period.
    - Provide logistics service and support to enhance Incident Action Plan (e.g., communications plan).
    - Review safety considerations with Safety Officer.
- Approve and authorize implementation of Incident Action Plan (IAP).
    - Review IAP for completeness and accuracy. Verify that objectives are incorporated and prioritized.
    - Approve Incident Action Plan Cover (ICS Form-200).
    - Make any required changes and authorize release of plan

- Determine information needs and inform command personnel of needs.
  - Identify any special information needed from each section chief.
  - Collect information needs lists from section chiefs and command staff and distribute to appropriate personnel or facilities.
- Coordinate staff activity.
  - Check progress on assigned tasks of general and command staff personnel.
  - Monitor the general welfare and safety of personnel.
  - Notify resources unit of changes to command and/or general staff organization including the name of the person assigned to each position.
  - Remain available and in contact with Incident Management Team.
  - Ensure that Liaison Officer makes periodic contact with participating agencies.
- Manage incident operations.
  - Review all major changes in the status of the situation, weather, or resources.
  - Review Incident Action Plan and monitor/assess the need for any changes.
  - Be visible in the EOC and manage the Section Chiefs and command staff.
- Approve requests for additional resources and/or for release of resources.
  - Provide direction to the Logistics Chief concerning resource allocation.
  - Consult with the general staff to determine the need to activate staging areas.
  - Direct the Logistics Chief to activate service agreements/contracts.
  - Review recommendations for any release of resources and supplies.
- Approve requests for additional resources and/or for release of resources.
  - Approve release recommendations.
  - Verify that local agency dispatch centers are notified of intended releases.
  - Direct the Planning Chief to prepare an assignment list for release of resources.
  - Direct the Logistics Chief to release resources and supplies at staging areas.
- Authorize release of information to news media.
  - Review materials submitted for media release by the information officer.
  - Coordinate releases with other agency officials.

- o Ensure that public officials are available for press conferences.

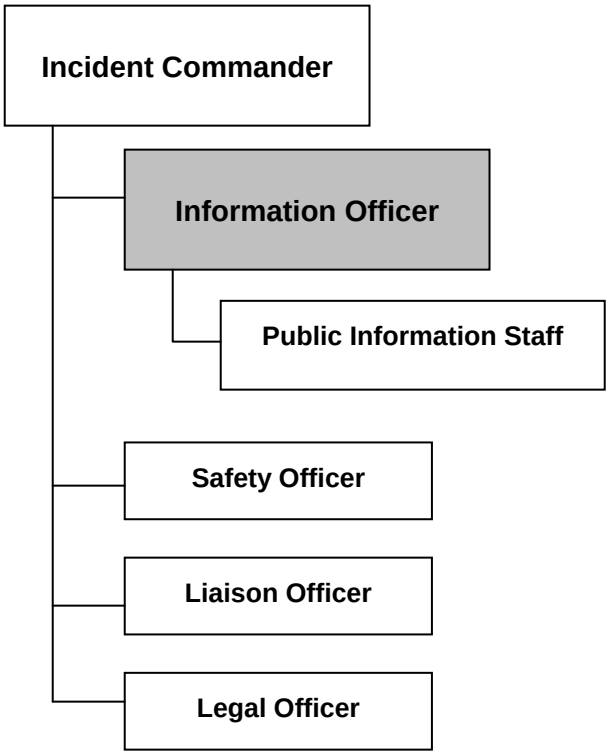
- ☐ Ensure Incident Status Summary (ICS Form-209) is completed and submitted.
- ☐ Approve plan for demobilization.
  - o Hold demobilization planning meeting. Have Planning Section document plan.
  - o Review recommendations for release of resources/supplies. Ensure that current and future resource/supply requirements are closely estimated.
  - o Modify specific work assignments for general and command staff as required.
  - o Review safety considerations with the Safety Officer.

Information Officer Position Description

The Public Information Officer, a member of the Command Staff, is responsible for the formulation and release of information about the incident to the news media and other appropriate agencies and organizations. The incident information function is a primary link between the media, the public, and the IMT. The strength of this link depends on the working relationship between the information officer and the other team members and a basic understanding of one another's jobs and responsibilities.

The Public Information Officer reports to the Incident Commander, and supervises the Information Officer Staff, if any personnel are assigned to this position.

ICS FORMS PREPARED:	ICS-214, 307
ICS FORMS REVIEWED:	ICS-201, 203, 207, 209
ICS FORMS APPROVED:	N/A



Information Officer Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Incident Commander. Determine:
  - o Current status of incident (ICS Form-209)
  - o Summary of incident organization (ICS Form-201,203,207)
  - o Instruction on the point of contact for media (e.g., EOC or other location.)
- ☐ Contact the jurisdictional agency to coordinate public information activities.
  - o Ensure that there is only one public or media contact point where other local, state, or federal agencies are involved with the incident management.
  - o Ensure that there is no duplication of or conflicting information.
  - o Identify site for press briefings and communicate with local, state, national, and international media.
  - o Set time for press briefings and ensure that team members who will participate are on time.
  - o Clear all releases through process approved by Incident Commander in a timely manner.
  - o Ensure that team members are available to media but do not interfere with team productivity.
- ☐ Establish single incident information center whenever possible.
  - o Obtain approval location from Incident Commander.
  - o Inform media and the public of the location of the information center and method(s) of access.
  - o Ensure that information centers are not duplicated.
- ☐ Arrange for necessary work space, materials, telephones, and staffing.
- ☐ Obtain copies of current ICS Form-209's.
- ☐ Prepare information summary as soon as possible after arrival.
  - o Attend team planning and briefing meetings.
  - o Monitor incident management team activity and work closely with situation unit leader for updated status.
  - o Review all status reports (ICS Form-209's) for changes.
  - o Provide Incident Commander with proposed media and public information summaries.
- ☐ Observe constraints on the release of information imposed by the incident commander. Establish guidelines for releasing public information.
  - o How often does the Incident Commander want to have media briefings?
  - o Who should attend media briefings?

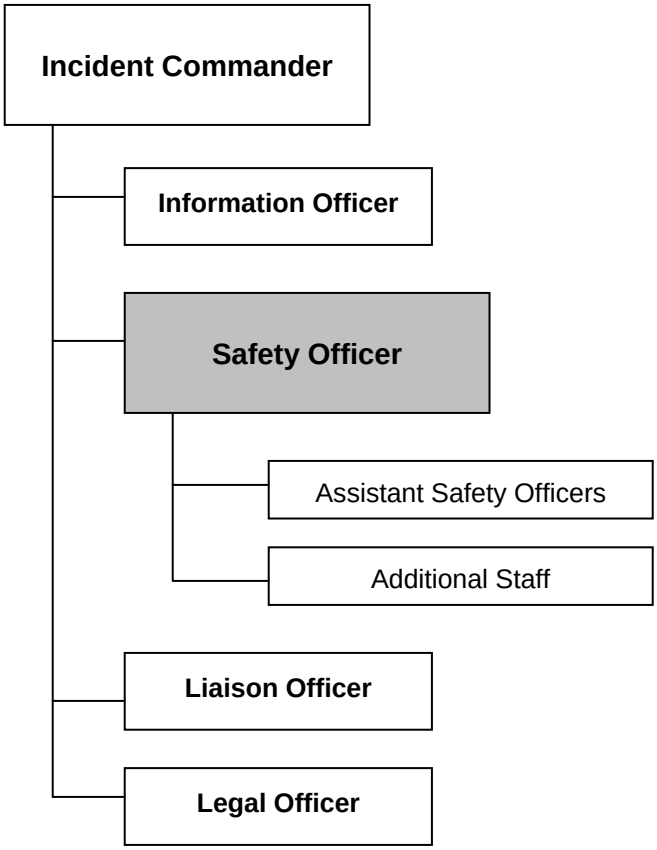
- How often should written releases be made?
- How often and under what circumstances will the EAS be used?
- Method preferred for release of information to evacuees and their families.
- Release of information on deceased names and numbers.

- Obtain approval for release from Incident Commander.
  - Have clear understanding with Incident Commander on approval process for media or other information release.
  - Establish who on Incident Management Team will have authority to clear information release in the absence of the Incident Commander.
- Release news to news media and post information in EOC and other appropriate locations.
- Attend meetings to update information releases.
  - Stay current with meetings scheduled.
  - If not available for scheduled meetings, appoint someone to take your place.
  - Ensure that you are aware of meeting agenda so that you can be prepared to speak at the appropriate time.
  - Keep your remarks concise and within the time allocated by the Planning Chief.
- Respond to special requests for information.
  - Schedule periodic media briefing (generally once each day) where principal team members are available to the press.
  - Any press relations should enhance communication, not create isolation between incident management team and media.
  - Be aware that media will go to where the story is and will not accept press briefings alone as a sole source of information.
  - Ensure that press does not enter any incident area without clearance from Incident Commander.
  - Ensure that media has a pool arrangement if excessive numbers of media personnel wish tours of the incident.
- Maintain Unit Log (ICS Form-214).

Safety Officer Position Description

The Safety Officer, a member of the command staff, is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety officer will correct unsafe acts or conditions through the regular line of authority, or may exercise emergency authority, to stop or prevent unsafe acts when immediate action is required. The Safety officer maintains awareness of active and developing situations and includes safety messages in each Incident Action Plan. The Safety Officer approves the Medical Plan (ICS Form-206), and includes Health and Safety Messages (ICS Form-223) in each Incident Action Plan. The Safety Officer reports to the Incident Commander and supervises the Assistant Safety Officer(s) and any additional Safety staff.

ICS FORMS PREPARED:	ICS-214, 223, 307
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	ICS-206



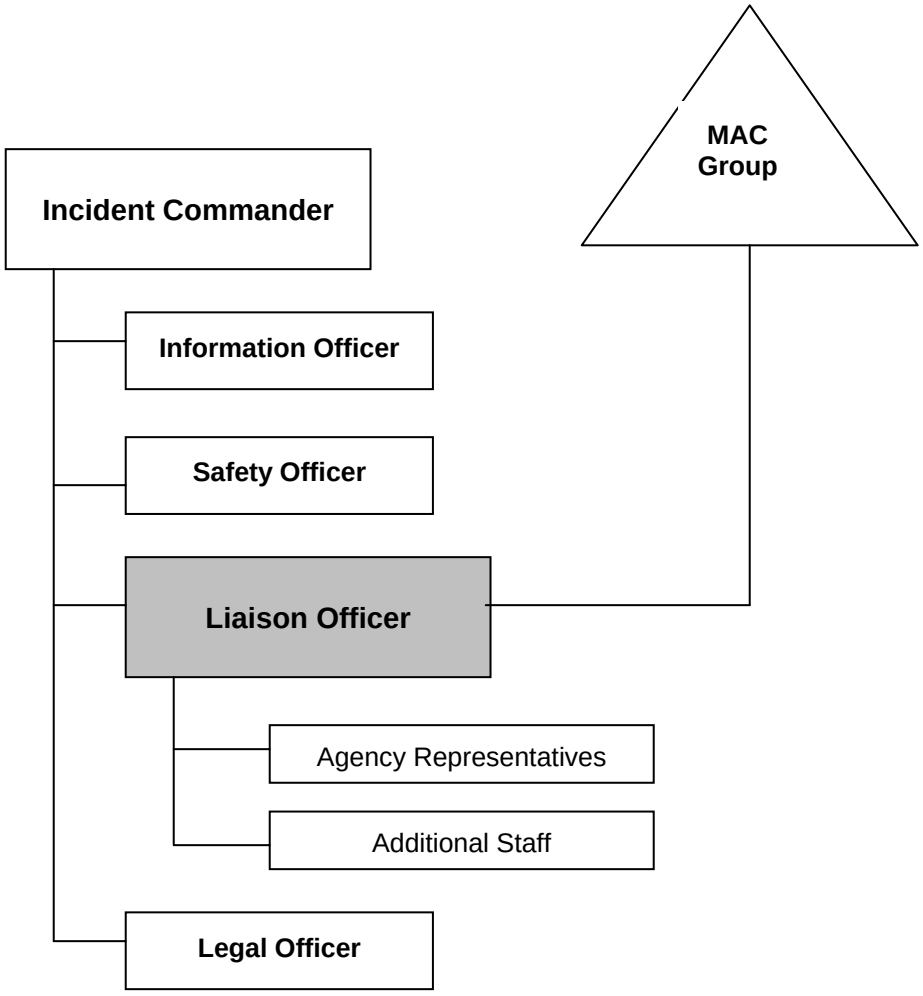
Safety Officer Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Incident Commander (ICS Form-201).
- ☐ Identify hazardous situations associated with the incident.
    - o Compile and record hazardous and potentially hazardous situations for presentation at planning meeting.
- ☐ Participate in planning meeting.
    - o Attend Planning Meeting to advise on safety matters.
    - o Identify potentially hazardous situations associated with suggested plans.
    - o Advise general staff of such situations.
- ☐ Review Incident Action Plans.
- ☐ Identify potentially unsafe situations.
    - o Receive reports from Incident Management Team personnel concerning safety matters.
    - o Review reports to identify hazardous environmental and operational situations.
    - o Personally survey the incident environment and operations as appropriate.
    - o Obtain and review situation unit information and identify unsafe situations.
    - o Send assistant safety officers to scene as directed by Operations Chief.
- ☐ Exercise emergency authority to stop and prevent unsafe acts.
    - o Identify potentially hazardous situations.
    - o Determine severity of such situations.
    - o Determine if situation requires use of emergency authority and if so, exercise that authority to prevent or stop the act.
    - o Coordinate with appropriate supervisory personnel.
- ☐ Investigate accidents that have occurred within incident areas.
    - o Receive notification of accident.
    - o Coordinate with Finance Section (Time Unit Leader).
    - o Obtain information concerning the accident.
    - o Recommend corrective action.
    - o Prepare accident report and submit to Incident Commander.
- ☐ Review and approve Medical Plan (ICS Form-206).
- ☐ Maintain Unit Log (ICS Form-214).
- ☐ Prepare Site Safety Plan, as necessary

Liaison Officer Position Description

The Liaison Officer, a member of the command staff, is responsible for communicating with local, state, and federal government agencies. If these agencies assign representatives to the IMT, the Liaison Officer will coordinate their activities and relieve the Incident Commander of as much government liaison work as practical. The Liaison Officer is also responsible for facilitating communication between the MAC Group and the Incident Command. The Liaison Officer reports to the Incident Commander and supervises a Liaison staff, which may include agency representatives.

ICS FORMS PREPARED:	ICS-214, 307
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



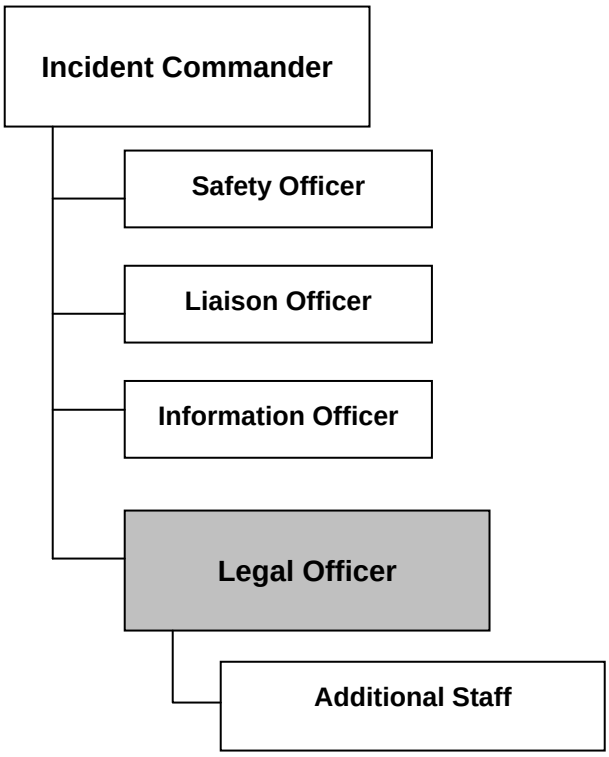
Liaison Officer Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Incident Commander (ICS Form-201).
    - o Obtain summary of the incident organization (ICS Form-203, 207).
    - o Identify companies/agencies currently involved in the incident.
    - o Obtain special instructions from the Incident Commander.
    - o Review Incident Action Plan.
- ☐ Provide a point of contact for assisting /cooperating agency representatives.
    - o Identify assisting and cooperating companies and agencies from: incident briefing package, resource status lists, and EOC displays.
    - o Identify agency representatives from each agency including communications link and location.
- ☐ Act as a liaison between the MAC Group and the Incident Command.
    - o Communicate all MAC concerns/priorities to the Incident Commander.
    - o Keep the MAC Group informed of incident objectives and priorities.
- ☐ Respond to requests from incident personnel for inter-organizational contacts.
    - o Receive requests for contacts between incident personnel and agency personnel.
    - o Identify appropriate personnel to contact (either incident or agency personnel).
    - o Establish contact with appropriate personnel.
    - o Take necessary action to satisfy requests.
- ☐ Monitor incident operations to identify current or potential inter-organizational problems.
    - o Receive complaints pertaining to matters such as logistical problems, inadequate communications, and strategic and tactical direction.
    - o Personally monitor response operations to identify current or potential liaison problems.
    - o Coordinate governmental cooperation aspects of media releases, working with the Information Officer and the Incident Commander.
- ☐ Maintain Unit Log (ICS Form-214).

Legal Officer Position Description

The Legal Officer, a member of the command staff, is responsible for providing legal advice on all aspects of IMT involvement. The Legal Officer should be aware of response operations and provide guidance to the IMT. The Legal Officer reports to the Incident Commander and supervises the legal staff, as assigned.

ICS FORMS PREPARED:	ICS-214, 307
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



Legal Officer Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Incident Commander (ICS Form-201).
    - Summary of the incident organization (ICS Form-203, 207).
    - List of legal issues needing attention.
    - Special instructions from the Incident Commander.
    - Obtain the Incident Action Plan.
- ☐ Assist in the composition of any disaster declaration.
- ☐ Familiarize yourself on the Emergency Response Plan.
- ☐ Provide interpretation, at the IC's request, of the Incident Commander's actions under the various state, borough, and local disaster ordinances, statues, and regulations.
    - Make contact with general staff to determine what additional legal issues may need attention.
    - Provide specific direction to Planning and Finance sections in regard to documentation and claim processing.
- ☐ Be prepared to give a verbal legal opinion, and a confirming written opinion, on the actions of any agency taken under the disaster declaration, when requested to do so by the Incident Commander.
- ☐ If requested to do so by the Incident Commander, review press releases and /or statements prior to their release.
- ☐ Attend planning meetings of the Incident Management Team.
- ☐ Maintain Unit Log (ICS Form-214).

SECTION 3: OPERATIONS SECTION

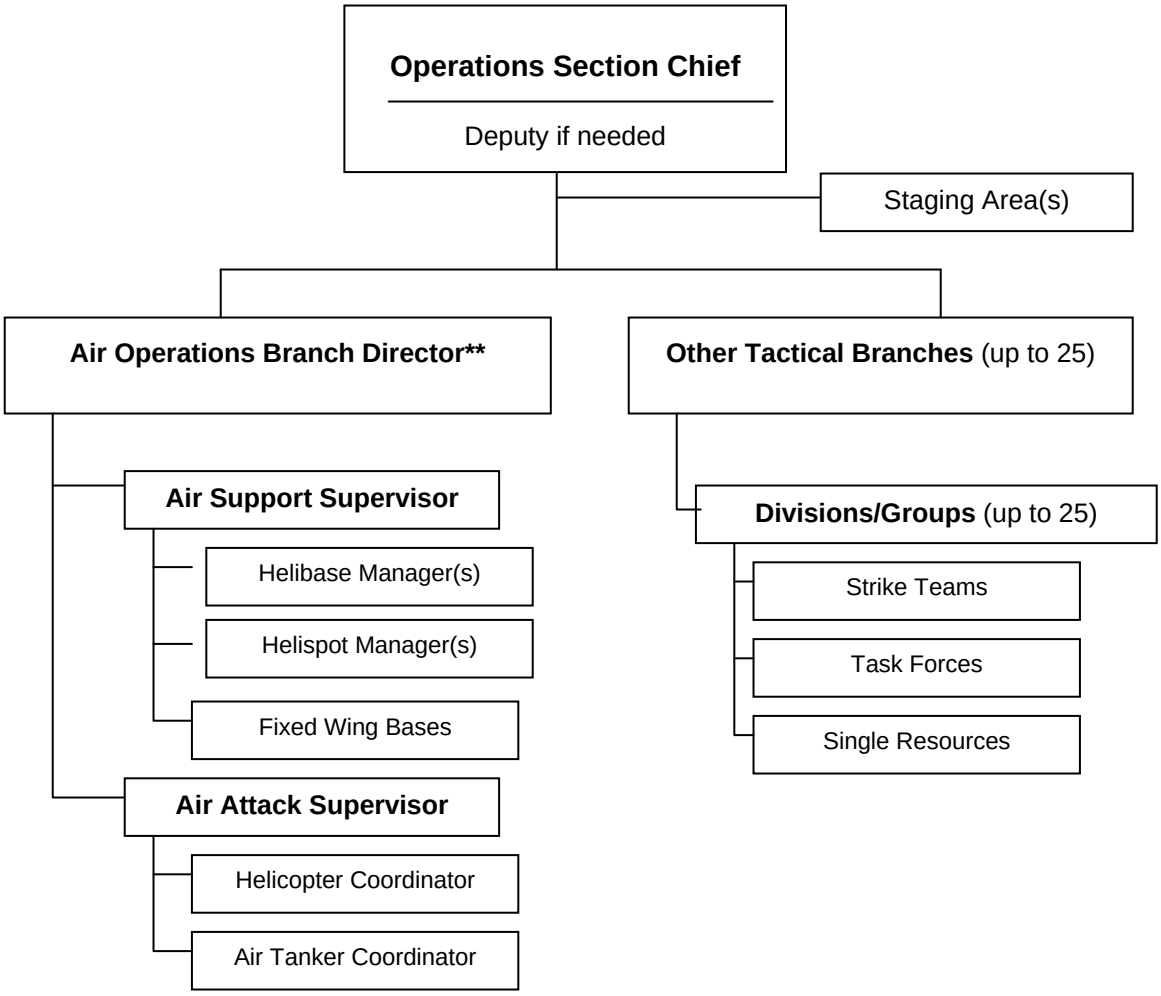
The Operations Section is led by a Section Chief who reports directly to the Incident Commander. The Operations Section includes personnel directly involved with incident tactical activities. The Operations Section Chief manages these tactical activities and assists in the formulation of the Incident Action Plan. The Operations Section Chief may have a deputy to assist with these activities. In multi-jurisdictional situations, the deputy section chief may be from a different agency and should be equally as qualified as the Operations Section Chief. An Operations Section Chief should be designated for each operational period, and the Operations Section Chief should have direct involvement in the preparations of the action plan for the period of responsibility.

The vast majority of operations section personnel are placed in the field to supervise and accomplish the tactics as set forth in the incident action plan for each operational period. The Operations Section Chief(s) must divide their time between the field and the EOC. Because the Operations Section Chief is directly involved in the formation of the incident action plan, they must be included in EOC meetings (e.g., tactics meeting, planning meeting, shift briefing, etc.). Additional operations section personnel such as division/group supervisors, strike team/task forces leaders, air operations branch director and others, will need to interface with the EOC to provide information on the status of the operational activities. This is usually accomplished in the shift debriefing between operational shift changes.

Position descriptions and checklists for the Operations Section Chief, Division/ Group Supervisor and Strike Team/ Task Force Leaders provided in this section. For position descriptions and checklists for other Operations Section positions, refer to NIIMS Field Operations Guide (ICS-420).

All ICS Forms are located in Appendix D.

Operations Section Organization



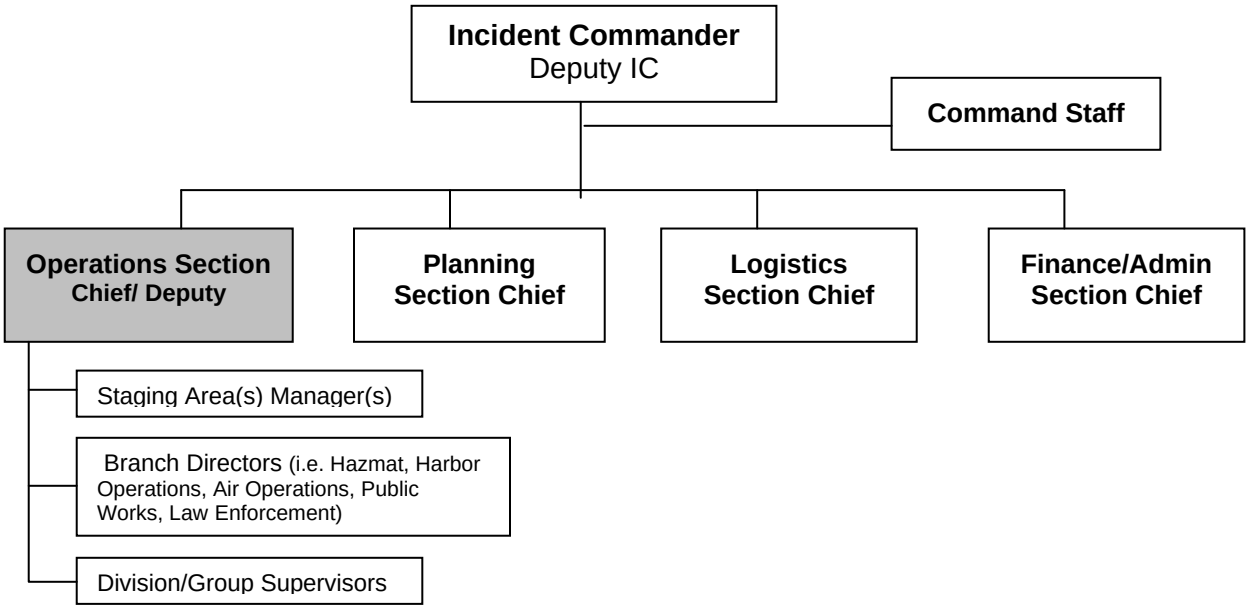
**** Air Operations Branch included as one example of operational/tactical branch operation. Other Operations Section Branches may include: Fire, EMS & Hazmat Branch; Harbor Operations Branch; Law Enforcement and Safety Branch; Public Works Branch.**

Operations Section Chief Position Description

The Operations Section Chief, a member of the general staff, is responsible for the management of all operations directly applicable to the primary mission. The Operations Section Chief activates and supervises operations, organizational elements, and staging areas in accordance with the incident action plan; assists in the formulation of the incident action plan; and directs its execution. The Operations Section Chief also directs the formulation and execution of subordinate unit operational plans, requests or releases resources, makes expedient changes to the incident action plan (as necessary), and reports such to the incident commander. The Operations Section Chief may be assisted by a Deputy. In a multi-jurisdictional incident, it is likely that the Deputy Operations Section Chief will represent a different agency/organization than the Chief. The Operations Section Chief reports directly to the Incident Commander, and supervises the following positions:

- Staging Area Manager
- Branch Director(s)
- Division/Group Supervisors

ICS FORMS PREPARED:	ICS-204, 215, 214
ICS FORMS REVIEWED:	ICS-201, 205, 216, 220
ICS FORMS APPROVED:	N/A



Operations Section Chief Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Receive briefing from Incident Commander and obtain:
  - o Incident Commander's Initial Briefing Report (ICS Form-201).
  - o Summary of resources dispatched to the incident.
  - o Initial instructions concerning work activities.
- ☐ Develop Operations Portion of Incident Action Plan.
  - o Discuss incident situation with immediate subordinates and obtain control actions planned for subsequent operational period.
  - o Review control operations based on information provided by planning section relating to:
  - o Resource availability.
  - o Situation status.
  - o Incident behavior prediction (e.g., fire, flood, volcano, spill, tsunami, etc.).
  - o Weather.
  - o Communications capability.
  - o Environmental impact and cost/resources use information.
  - o Develop planned control operations for each division/group.
  - o Make resource assignments for each division/group in conjunction with resources unit.
- ☐ Brief Operations Personnel on Incident Action Plan.
  - o Contact resources unit to identify branch directors, division/group supervisors, and air operations personnel who have been dispatched to the incident.
  - o Conduct briefing meeting for branch directors, division/group supervisors, and air operations on incident action plan and attachments.
  - o Ensure subordinates have the IAP. Provide additional information as requested.
  - o Establish reporting requirements concerning execution of operations portion of the incident action plan.
- ☐ Supervise Operations
  - o Receive information routinely or as requested about operations activities (e.g., work progress, plan modification, changes in direction of fire/spill, etc.) from situation unit field observers and operations personnel.
  - o Determine adequacy of operations progress by:

- o Approving changes to incident action plan as necessary and providing information on changes to Incident Commander and Planning Section Chief.
- o Implementing necessary changes in operations.
- o Handling unresolved problems within operations section.
- o Provide for the general welfare and safety of operations personnel.

- ☐ Establish and Maintain Staging Areas.
  - o Identify location(s) of staging area.
  - o Estimate expected number and type of resources to be assembled in each area and anticipated duration for use of each area.
  - o Determine if there is any need for temporary assignment of logistics service and support (fuel tender, food delivery, sanitation) to staging areas.
  - o Make arrangements for necessary logistical support with Logistics Section Chief.
  - o Assign a Staging Area Manager to each staging area, as appropriate.
- ☐ Determine Need for Additional Resources.
  - o Evaluate progress of operations:
  - o Obtain latest situation report.
  - o Obtain latest fire/spill/incident behavior prediction information, if possible.
  - o Receive and evaluate reports from operations personnel.
  - o If inadequacies in operations exist, determine the reason(s).
  - o If additional resources are required, request them from resources unit.
- ☐ Review Suggested List of Resources to be Released (provided by Planning Section Chief).
  - o Review latest situation status information.
  - o Review latest incident predictions of disaster emergency effects, e.g., fire behavior.
  - o Collect reports from field personnel.
  - o Estimate current and future resource requirements.
  - o Submit list of resource requirements to resource unit.
- ☐ Assemble Strike Team from Resources Assigned to Operations Section.
  - o Periodically review operations control activity to determine need for assembling additional strike teams.
  - o Assemble strike teams by identifying:
  - o Type.
  - o Location to assemble.

- o Strike team leader.
- o Select specific resources to assign to each strike team.
- o Notify strike team leader about strike teams resources by:
- o Preparing a list of assignments.
- o Submitting the list to resources unit who will assign strike team identification numbers and change the status of the assigned resources. (Resources unit will provide the necessary data to the communications center).
- o The specifications for each type of strike team must be followed and all units within a strike team must have a common communications link. If necessary, arrange for additional radio equipment from communications unit.

- Disassemble Strike Teams Assigned to Operations Section.
  - o Strike teams are not disassembled unless there is a need for specific resources or a need for fewer resources than a strike team. When strike teams are disassembled at the incident, the individual units are identified and status maintained by resources unit.
  - o A strike team assembled at the incident may be disassembled for demobilization.
  - o Strike teams disassembled for purposes other than demobilization will be reassembled at the earliest possible time.
  - o Review alternative control actions to determine anticipated need for types of resources other than strike teams such as single resources and task forces.
  - o Review resources status to identify single resources and strike teams not assigned to operations section, including leaders (enroute or checked-in).
  - o Determine if there is an adequate number of single resources to fill above needs.
  - o Determine strike teams to be disassembled.
  - o Reassign or release strike team leader.
  - o Reassign resources to specific missions as applicable. Other units will be assigned to staging areas, base, or camp.
  - o Notify strike team leaders of disassembly and reassignment of single resources within their strike teams by:
  - o Preparing a list of assignments.
  - o Submitting list to communications center for transmitting assignments.
  - o Submitting list to resources unit for changes to status of resources.

- Initiate Recommendation for Release of Resources.
  - o Designate type, quantity, location, and time.

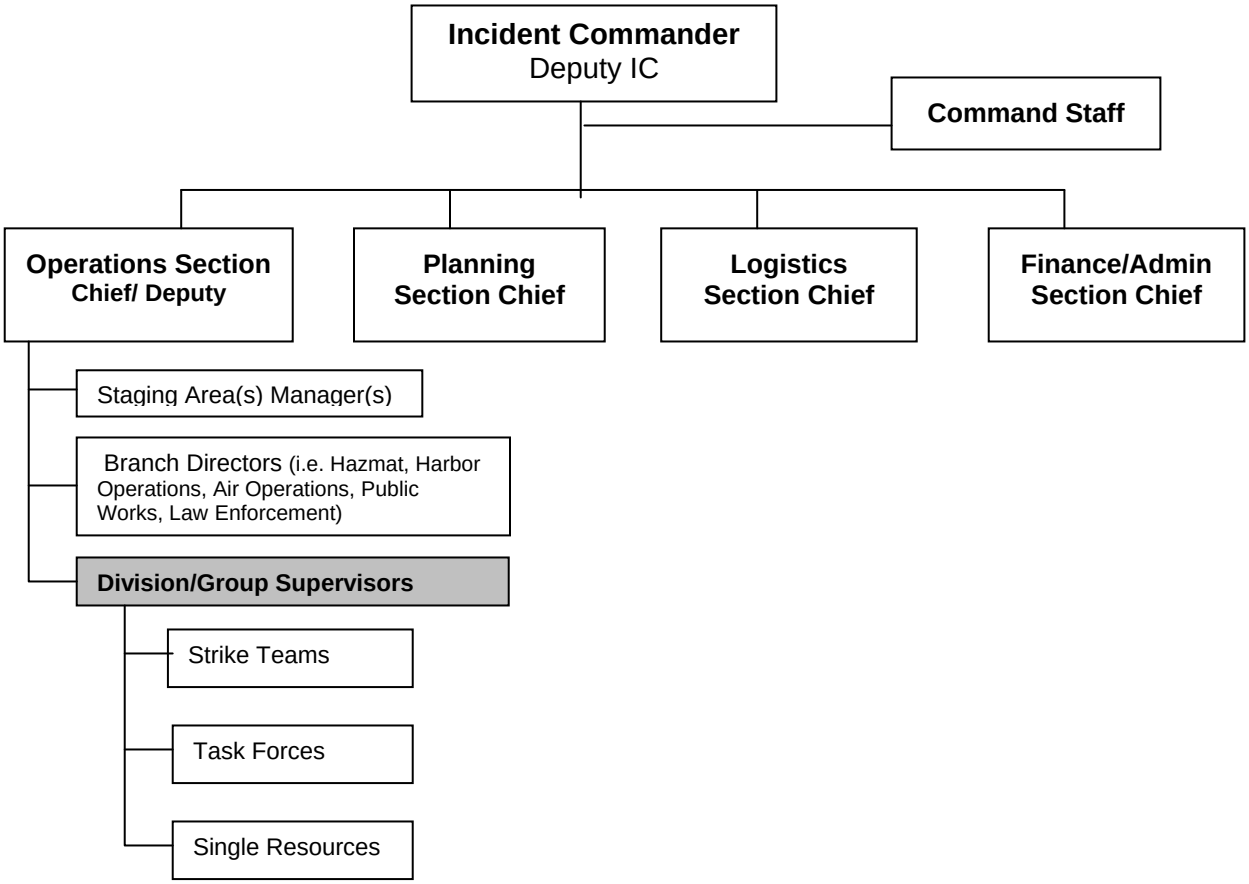
- o Present recommendations to the Incident Commander with supporting information.

- Report Special Incidents/Accidents.
  - o Obtain information about special events from subordinates, personal observation, ground and air operations personnel, and other sources.
  - o Report information shall contain:
  - o Nature of event.
  - o Location.
  - o Magnitude.
  - o Personnel involved (do not release names of victims or agency over radio).
  - o Initial action taken (e.g., helicopter picking up injured).
  - o Appropriate subsequent action.
  - o Request needed assistance (e.g., additional helicopters for evacuation of injured personnel).
  - o Submit report to Incident Commander.
- Maintain Unit Log (ICS Form-214).

Operations Division/Group Supervisor Position Description

The Division/Group Supervisor reports to the Operations Section Chief or Branch Director when activated. The Division/Group Supervisor is responsible for the implementation of the assigned portion of the Incident Action Plan and assignment of resources within the division and/or group. The Supervisor reports on progress of control operations and status of resources within the division and/or group. The Division/Group Supervisor oversees the Strike Team Leaders, Task Force Leaders, and Single Resources, and additional staff as assigned.

ICS FORMS PREPARED:	N/A
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



Operations Division/Group Supervisor Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Operations Section Chief.
- ☐ Request and receive briefing from Operations Section Chief which includes:
  - o Initial Incident Briefing (ICS Form-201)
  - o Initial instructions concerning work activities.
- ☐ Obtain the Incident Action Plan, review applicable ICS 204s for the Division/Group, and obtain the Site Safety Plan, if applicable.
- ☐ Identify resources assigned to the Division/Group.
  - o Review Division/Group assignment (from Initial Incident Briefing and Incident Action Plan) to identify resources specifically assigned to the Division/Group.
  - o Request clarifying information from immediate supervisor as required.
  - o Prepare lists of assigned resources.
- ☐ Review Division/Group assignments
  - o Review general incident activities with subordinates to determine specific tasks or resources.
- ☐ Assign tasks to subordinates by providing time requirements and specific geographic references.
- ☐ Implement Incident Action Plan for Division/Group.
- ☐ Supervise Division/Group operations.
  - o Obtain information concerning progress on assigned tasks from subordinates by:
    - ♦ Special request.
    - ♦ Periodic/routine reports.
    - ♦ Personal survey.
  - o Compare progress with assignments (assuring a coordinated effort between adjoining resources).
  - o Take corrective actions as appropriate.
  - o Ensure general welfare and safety of Division/Group personnel.
  - o Maintain communications with subordinates.
- ☐ Ensure that incident communications and/or Resources Status Unit is advised of all changes in status of resources assigned to the Division/Group.
- ☐ Determine need for assistance on assigned tasks.
  - o Identify need for additional assistance based on:
    - ♦ Reports from subordinates.

        - Monitoring work progress.
        - Personal observation.
    - Determine with subordinates appropriate corrective actions.
    - Determine assistance required to implement corrective action (e.g., split assignment with another Division/Group, request additional resources, etc.).
    - Coordinate with Operations Section Chief and request assistance.

- Coordinate activities with other Division/Groups.
    - Identify adjacent Division/Groups from briefing and Incident Action Plan.
    - Determine communication channels.
    - Review Division/Group assignments to determine specific areas or tasks involving coordination.
    - Maintain communications with other Division/Groups.

- Submit situation and resources status information to the Operations Section Chief.
    - Gather information to include in the report by monitoring work progress, personal observations, and reports from subordinates. The report will contain:
        - Summary of resource utilization.
        - Work progress.
        - Changes from assignment.
    - Inform Operations Section Chief of the following information as appropriate:
        - Conditions affecting Division/Group operations.
        - Hazardous conditions.
        - Situation status in assigned work area.
        - Unresolved conflicts with adjacent Division/Groups.

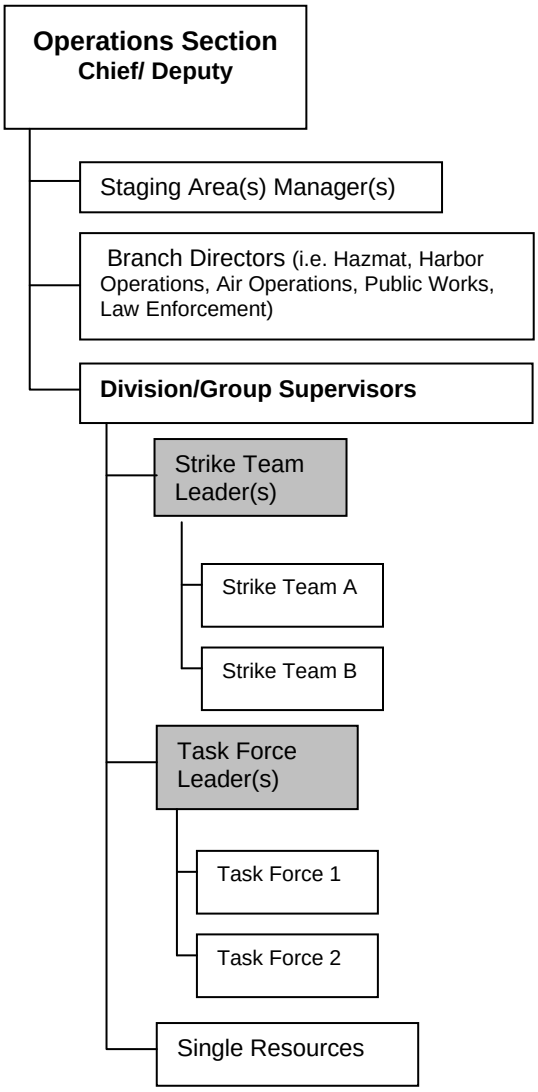
- Report special occurrences or events such as injuries or illness to the Operations Section Chief.
    - Reports should include:
        - Nature of event.
        - Location.
        - Magnitude.
        - Personnel involved.
        - Initial action taken.
        - Appropriate subsequent action.
    - Request assistance required from the incident communications center or other sources as appropriate (e.g., first aid from medical unit).
    - Report to Operations Section Chief or other incident personnel as appropriate.

- Resolve logistics problems within the Division/Group.
    - Identify logistics problems by reviewing logistics elements of Incident Action Plan to determine if it meets operational needs; reviewing reports of logistics problems from subordinates, and through personal observations.
    - Obtain specific information concerning logistical problems such as nature and magnitude, and description of any involved equipment.
    - Submit recommendation for problem resolution through normal channels.
    - If the problem is not resolved directly with Logistics Units, request resolution from Operations Section Chief.
- Participate in the development of the Incident Action Plan for the next operational period.
    - Review current situation within the Division/Group with subordinates and through personal observation.
    - As requested, attend meetings with Operations Section Chief and other Division/Group Supervisors.
- Respond to information requests from other team elements.
    - Receive requests for specific information from Situation and Resource Units and other personnel (e.g., resource assignments and work assignments).
    - Determine the source of requested information.
    - Provide information or direct the requesting party to the source of desired information.
- Report status of assigned resources.
    - Make appropriate changes to strike team/task force and single resources status states as required by the operations situation.
    - Ensure that status changes are understood and acknowledged by assigned resources.
    - Transmit status change information on assigned resources to communications center for input to Resources Status Unit.
    - Report status changes to Operations Section Chief as appropriate.
- Maintain Unit Log (ICS Form-214).

Strike Team/Task Force Leader Position Description

The Strike Team/Task Force Leader reports to a division and/or group supervisor and is responsible for performing tactical assignments assigned to the strike team or task force. The Strike Team/Task Force Leader reports work progress, resources status, and other important information to a division/group supervisor, and maintains work records on assigned personnel. The Strike Team/Task Force Leader supervises strike force and/or task force members.

ICS FORMS PREPARED:	ICS-214 (Unit Log)
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



Strike Team/Task Force Leader Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Operations Section Chief or Division/Group Supervisor.
  - o Receive briefing and initial instructions concerning work assignments.
  - o Obtain the Incident Action Plan or applicable ICS 204 when available.
- ☐ Review assignments with subordinates and assign tasks.
  - o Review Strike Team/Task Force assignment and general incident activities to determine specific tasks for Strike Team/Task Force resources.
  - o Assign tasks to subordinate personnel by providing time requirements and specific geographic references.
- ☐ Monitor work progress when necessary and make changes
  - o Obtain information concerning progress on assigned tasks from subordinate personnel through specific requests, periodic routine reports, and personal survey.
  - o Compare progress with assignments (assuring a coordinated effort between adjacent resources).
  - o Take corrective action, as appropriate.
  - o Ensure general welfare and safety of Strike Team/Task Force personnel.
  - o Maintain communications with subordinates.
- ☐ Determine need for assistance on assigned work task.
  - o In performing this function, the Strike Team/Task Force leader must use personal judgement in determining whether a temporary reduction in capability (e.g., equipment failure, personnel sickness, etc.) warrants a request for the replacement of a Strike Team/Task Force resource. Procedures for requesting assistance are as follows:
    - ♦ Identify need for assistance.
    - ♦ Determine appropriate corrective action.
    - ♦ Determine assistance required to implement corrective action.
    - ♦ Coordinate with division/group supervisor and request assistance.
- ☐ Coordinate activities with adjacent Strike Team/Task Forces and Single Resources.
  - o Identify resources working adjacent to, or coordinating with, Strike Team/Task Force (e.g., Strike Team working adjacent; air operations resources operating within assigned area) from briefings and Incident Action Plan.
  - o Determine communication channels assigned to adjacent resources from current Incident Action Plan.
  - o Review Strike Team assignment to determine specific areas or tasks involving coordination.

- o Maintain communications with assigned resources.

- ☐ Submit situation and resource status information to Division/Group Supervisor or Operations Section Chief.
  - o Gather information to include in report by monitoring work progress, personal observations, and reports from subordinates. Information is collected on:
    - ♦ Situation status in assigned work areas.
    - ♦ Deviation from assignment.
    - ♦ Conditions affecting strike team operations.
    - ♦ Hazardous conditions.
    - ♦ Work progress.
    - ♦ Resource availability.
    - ♦ Effectiveness of air operations within assigned area.
  - o Assemble information and submit to supervisor.

- ☐ Report special occurrences or events such as injuries or illness to the Division/Group Supervisor or Operations Section Chief.
  - o Receive reports of events from Strike Team/Task Force personnel or personal observations of events. Include the following:
    - ♦ Nature of event.
    - ♦ Location.
    - ♦ Magnitude.
    - ♦ Personnel involved.
    - ♦ Initial action taken.
    - ♦ Appropriate subsequent action.
  - o Request assistance required from the incident communications center or other sources as appropriate (e.g., first aid from medical unit).

- ☐ Request Logistics support.
  - o In performing this task, the Strike Team/Task Force Leader must use personal judgement in determining whether the need for support warrants a request for replacement of the Strike Team/Task Force resource or placement of the Strike Team/Task Force in out-of-service status.
  - o Identify support required (e.g., fuel, repairs, etc.)
  - o Verify validity of requests and obtain information needed from Logistics Units for resource procurement.
  - o Notify Division/Group Supervisor if Strike Team/Task Force component is out of service or if logistical needs are not filled within a reasonable period of time.

- ☐ Report status/location changes.
  - o Keep Division/Group Supervisor or Operations Section Chief informed of any significant change in status.

- o Inform Division/Group Supervisor of any location changes within the division (changes in work location of resources within a division do not require notification of Resources Status Unit).

- Maintain Unit Log (ICS Form-214).

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SECTION 4: PLANNING SECTION

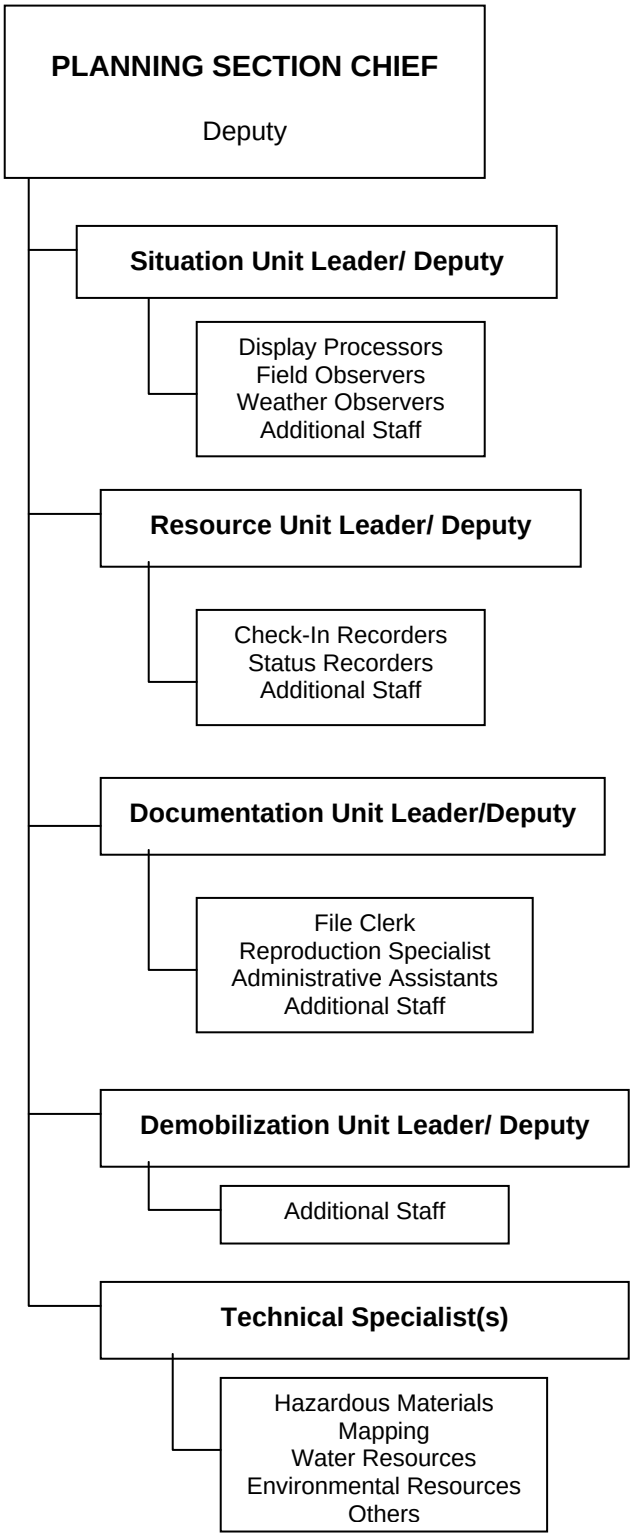
The Planning Section is led by a Section Chief who reports directly to the Incident Commander. Planning Section personnel monitor the incident status, develop and modify incident strategies and disseminate information as necessary to facilitate incident management and organization. The Planning Section Chief manages the collection, evaluation, management, and dissemination of all operational information concerning the incident. This information is used to assess the current situation; predict the probable course of incident events; prepare alternative strategies; and coordinate and mobilize all available resources. The Planning Section Chief is also responsible for the preparation of Incident Action Plans completed for each operational work shift and for future planning for the duration of the incident. The Planning Section Chief may be assisted by a deputy.

The Planning Section is often divided into four primary units - Resource Status, Situation Status, Documentation, and Demobilization Units. A number of technical specialists may also work within these units of the Planning Section to assist in evaluating the incident and forecasting requirements for additional personnel and equipment. Each of the four units are headed by Unit Leaders. The Planning Section Chief will appoint unit leaders as needed for the incident response, and the Unit Leaders will appoint staff as needed to fulfill their functions.

Position descriptions and checklists for the Planning Section Chief and the four Unit Leaders are provided in this section. For position descriptions and checklists for other Planning Section positions, refer to NIIMS Field Operations Guide (ICS-420).

All ICS Forms are located in Appendix D.

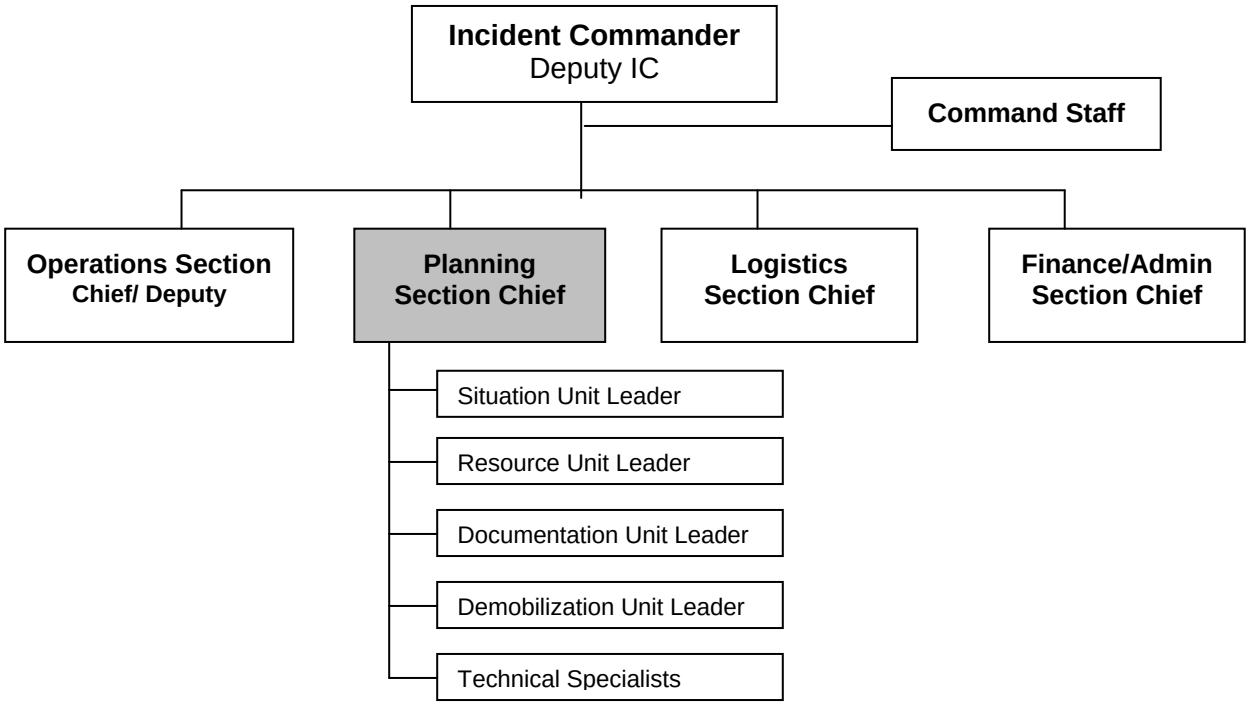
Planning Section Organization



Planning Section Chief Position Description

The Planning Section Chief, a member of the Incident Commander's general staff, is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and status of resources. The Chief may be assisted by a Deputy. The Planning Section Chief reports directly to the Incident Commander, and supervises the four planning Unit Leaders: Resource Status, Situation Status, Documentation, and Demobilization, as well as one or more Technical Specialists, if activated.

ICS FORMS PREPARED:	ICS-214, 215, 307, Incident Action Plan
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	ICS-204, 209, 225



Planning Section Chief Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Incident Commander.
    - o Summary of resources dispatched to the incident (ICS Form-201).
    - o Initial instructions concerning Planning Section work priorities.
- ☐ Obtain work materials from plans section kit.
- ☐ Activate Planning Section units as necessary.
    - o Estimate personnel and work schedules required.
    - o Appoint individuals to fill positions in Planning Section.
- ☐ Reassign initial response personnel to Incident Management Team positions as appropriate.
- ☐ Establish information requirements and reporting schedules for the Incident Management Team.
    - o Ensure information officer is informed of the status of the emergency response.
    - o Provide Logistic Section Chief with information on resources (e.g., personnel, equipment, and supplies) and the status of resources related to the response.
    - o Ensure compliance with all legal requirements and inform Incident Commander and IMT Section Chiefs about legal compliance issues.
- ☐ Notify Resources Status Unit of Planning Section units activated, including names and locations of assigned personnel.
- ☐ Supervise preparation of Incident Action Plan.
    - o Establish information requirements and reporting schedules for use in preparing incident action plan.
    - o Present general control objectives including alternatives.
    - o Participate in discussion of specific control operations and provide detailed information concerning resource availability, situation status, weather/sea state, communications needs/capabilities, and environmental impact assessments.
    - o Verify that all operational support and resource needs are coordinated with logistics section prior to release of the incident action plan.
    - o Ensure that local jurisdictions are contacted for situation reports.
    - o Document and distribute the incident action plan to appropriate units after approval by the Incident Commander.
    - o Ensure system is established to distribute information to local jurisdictions.

- Coordinate incident action plan changes with general staff personnel and distribute those changes.

- Assemble information on alternative strategies.
  - Review current situation status, resource status, weather conditions, and prediction reports for current incident status.
  - Develop alternative strategies using necessary personnel.
  - Identify critical resources required to implement alternative incident control operations.
  - Document alternatives for presentation to Incident Commander and staff.
- Assemble and disassemble Strike Teams not assigned to operations.
- Identify need for use of specialized resources.
  - Request personnel with required special knowledge/experience to be assigned to Planning Section .
  - Ensure that systems are established that will facilitate the collection, analysis, verification, and dissemination of information on the status of critical response resources.
- Perform operational planning for Planning Section.
- Provide periodic predictions on incident potential.
  - Obtain latest incident prediction information from technical specialists and other sources as appropriate.
- Compile and display incident status summary information.
  - Display the Incident Management Team personnel assignments showing the chain of command (ICS Form-207).
  - Receive information from: Situation Status Unit, Resources Status Unit, Technical Specialists, incident prediction (including weather, aftershocks, ocean conditions, tsunami predictions, etc.), infrared imagery or visual aerial observations.
  - Specify location and method of display.
  - Repeat procedures at intervals specified by the Incident Commander or upon occurrence of significant events.
- Advise general staff of any significant changes in incident status.
  - Provide information needed by the IMT Section Chiefs for coordination and mitigation of the incident.
  - Identify geographical areas, municipalities, cities, or villages especially vulnerable to the incident.
  - Provide information related to areas requiring temporary assistance to protect against or mitigate danger, damage or loss from the incident.
- Develop incident transportation plan.
- Supervise Planning Section units.

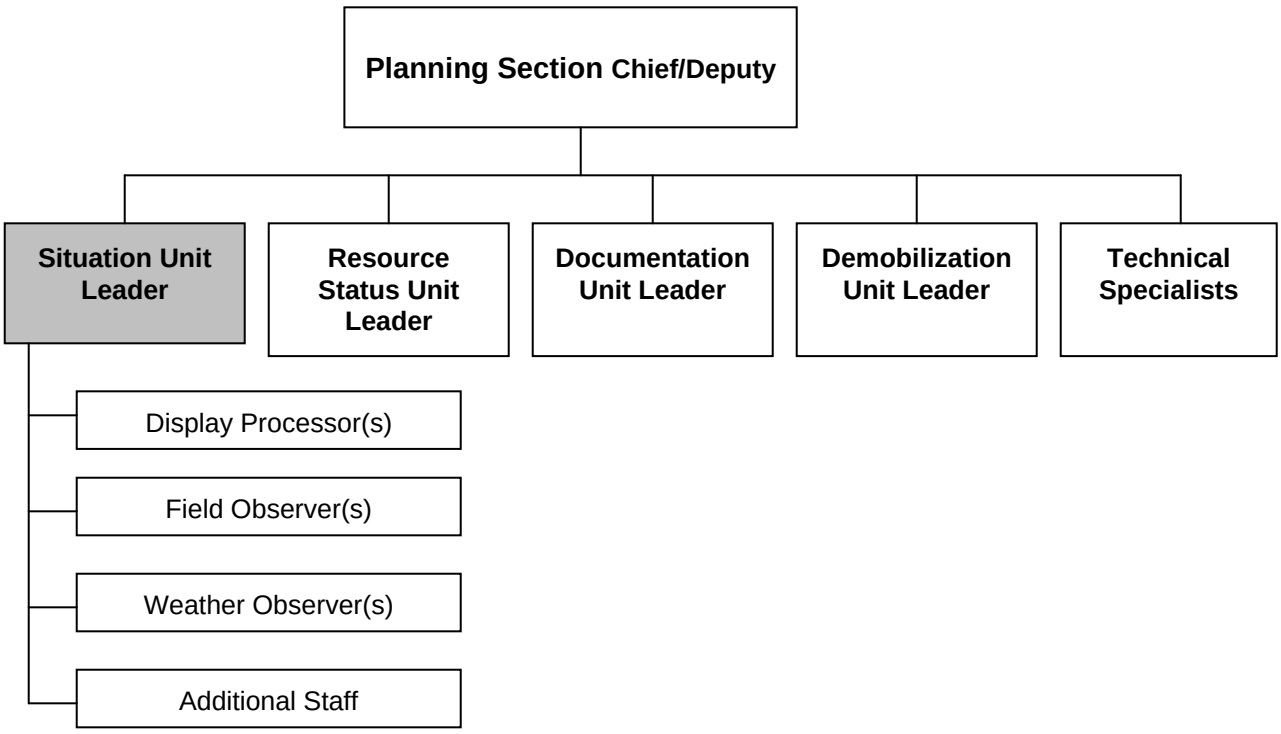
- Prepare and distribute Incident Commander's orders.
    - Document all formal operational orders given by the Incident Commander.
    - Identify organizational elements responsible for executing orders given as necessary.
    - Review trends and issues that may need to be addressed.
- Instruct Planning Section units in distribution of incident information.
- Ensure that normal agency information collection and reporting requirements are being met.
- Prepare recommendations for release of resources for submission to the Incident Commander.
- Maintain Unit Log (ICS Form-214).

Situation Status Unit Leader Position Description

The Situation Status Unit (SITSAT) is primarily responsible for the collection and organization of incident status and situation information, and the evaluation, analysis, and display of that information for use by IMT personnel. The Situation Status Unit Leader is responsible for ensuring these major functions are performed by unit personnel. The Situation Status Unit Leader reports to the Planning Section Chief and supervises the Display Processors, Field Observers, and additional staff as assigned.

The Situation Status Unit implements a monitoring/intelligence gathering program to provide required information on the locations affected by the incident. In addition, it relies upon elements of the IMT for additional information to develop a detailed description of the incident and to provide intelligence to the general staff in the form of displays and briefings. To support the data collection effort, the Situation Status Unit monitors and receives radio and television transmissions to obtain information concerning control operations and other information the unit needs to maintain a current description of the incident. Phone conversations, Incident Status Summaries and reports from affected areas are also employed in obtaining information relative to management of the division.

ICS FORMS PREPARED:	**ICS 209, 214, 225, 307**
ICS FORMS APPROVED:	**Incident Action Plan**
ICS FORMS REVIEWED:	**N/A**



Situation Status Unit Leader Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing and special instructions from the Planning Section Chief.
    - o Obtain copies of the Initial Briefing Form (ICS Form-201), Incident Status Summaries (ICS Form-209), and other reports.
- ☐ Prepare and maintain EOC display.
- ☐ Assign duties to Situation Unit personnel.
- ☐ Confirm dispatch and estimated time of arrival of ordered Situation Unit personnel. Request additional personnel or release of excess personnel as appropriate.
- ☐ Collect incident data at earliest possible opportunity and continue for duration of incident.
    - o Before the Situation Unit can display information on maps and charts or in reports, it may be necessary to organize and evaluate a large amount of data. Several steps and procedures may assist in performing this activity:
    - o Sort the data into required categories of information (e.g., geographic areas, municipalities, values and risk data, incident facilities locations, etc.).
    - o Review all data for completeness, accuracy, and relevancy.
    - o Make preliminary posting on displays in Situation Unit work area.
    - o Request missing and/or additional information.
    - o Analyze information for inclusion in the Incident Action Plan, Incident Status Summaries (ICS Form-209), status boards, maps displays and briefings.
    - o Ensure that information has been verified prior to use by IMT personnel.
    - o Distribute information to IMT personnel and other organizations as needed.
    - o Establish weather data collection systems when necessary.
    - o Advise Planning Section Chief of any significant changes in incident status.
- ☐ Prepare predictions of incident events at periodic intervals or upon request of the Planning Section Chief.
    - o As appropriate, develop and initiate a monitoring/intelligence gathering program to ensure the exact location and boundaries of the incident.
    - o Monitoring/ intelligence gathering program can include visual observations as well as the use of remote sensing equipment.
    - o Monitoring/intelligence gathering should be done in conjunction with the technical evaluation and IMT personnel involved with damage assessment.

- Coordinate the timing of monitoring/intelligence gathering missions to provide the required information for the planning meeting and preparation of the IAP.

- Post data on unit work displays and EOC displays at scheduled intervals.
  - Select appropriate maps based on location of incident.
  - Trim and post maps on EOC displays and in Situation Unit work area. The situation display at the EOC should accommodate topographic maps or charts of the affected areas.
  - Prepare Mylar overlays for use with the base maps and charts. Use the recommended color-coding, which allows for drawing over previously displayed information with later data.
  - Post chart and map symbols. Use the common USGS map symbols to display situation information on overlays.
  - Update the display periodically so that current information is available to EOC personnel (e.g., communities affected, aftershocks information, tsunami forecasting, etc.).

- Participate in planning meetings as required.

- Prepare the Incident Status Summary form (ICS Form-209).
  - An Incident Status Summary Form (ICS Form-209) will be prepared by the situation unit in cooperation with the Resource Unit prior to each planning meeting.
  - Once completed, the status summary form is submitted to the documentation unit for duplicating and distribution to the general staff, coordinating agencies, and affected communities. The form contains the following types of information:
    - IMT general staff assignments.
    - Jurisdictional, assisting, and cooperating agencies involved.
    - Incident origin (e.g., epicenter of earthquake, location of haz-mat release, etc.).
    - Incident situation (e.g., personnel evacuated or hospitalized, extent of damage, etc.).
    - Current weather.
    - Critical resources assigned to the incident.
    - Other information as requested.
  - Ensure that reports are updated on a periodic basis and unnecessary data is removed from the reports.
  - Note trends and issues that may need to be addressed by Section Chiefs.

- Prepare transportation plan, external and internal to the incident, for approval by the Planning Section Chief.

- Provide photographic and video services and maps.

- In addition to maintaining the EOC map and chart displays, the Situation Unit is responsible for creating the maps and charts that accompany the Incident Action Plan and also for acquiring specialized maps and charts at the request of the general staff personnel. Features to be included on these maps and charts may include:
  - Outstanding terrain and ocean features.
  - Division/Branch/Group locations and areas of responsibility.
  - Staging areas and other incident facilities.
  - Hazardous areas.
  - Aid stations.
  - Wind speed and direction.
  - Incident origin.
- Include the same basic map symbols on the Incident Action Plan maps as is used on the EOC situation display.
- Give originals of the Incident Action Plan maps to the documentation unit for reproduction.
- Photographic and video services can be provided through the Situation Unit to authorized IMT personnel.
- Photographers required for the incident are assigned to the Situation Unit, which responds on a priority basis.
- Photography may be used for accident coverage, recording of operations activities, public information releases, damages assessment, etc.
- The Situation Unit Leader coordinates arrangements for timely photo processing, either through on site lab or via contract service by a commercial processing firm.

☐ Provide resource and situation status information in response to specific requests.

- Monitor televised, electronic, print media and other sources for information.

☐ Maintain Situation Unit records.

☐ Receive order to demobilize unit.

☐ Dismantle unit displays and place in storage.

☐ List expendable supplies that need replenishing and file with Supply Unit.

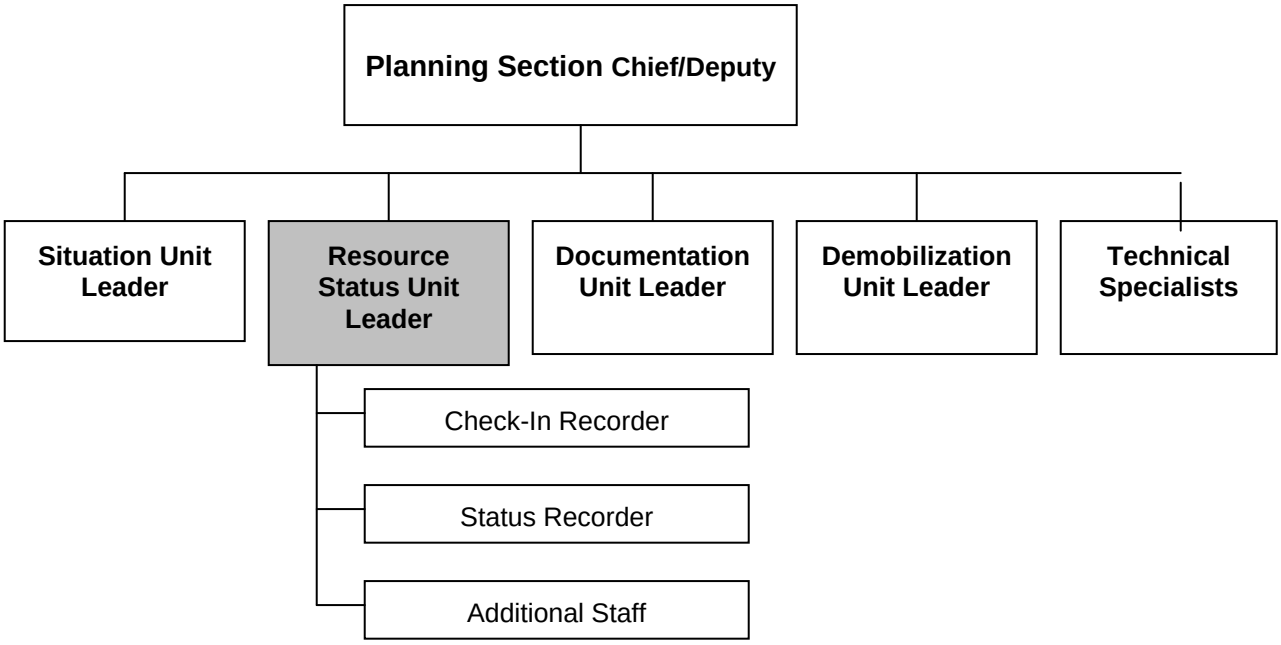
☐ Maintain Unit Log (ICS Form-214).

Resource Status Unit Leader Position Description

The Resource Status Unit (RESTAT) is primarily responsible for: verification that IMT personnel are properly checked in; preparation and processing of resources status change information; preparation and maintenance of displays, charts and lists which reflect the current status and location of critical resources, transportation, and support equipment; and maintenance of Check-in Lists of resources assigned to the incident. The Resource Status Unit Leader reports to the Planning Section Chief and supervises the check-in recorder, the status recorder, and unit staff as assigned.

Information on the location and status of equipment and personnel is recorded on T-Cards or a resource tracking system, resource summary forms, organization charts, and assignment lists, posted on a display located in the EOC. Information on all personnel assigned to the IMT is recorded on Check-in List (ICS Form-211) at the various check-in locations and transmitted to the Resource Status Unit for inclusion in the master Check-in List.

ICS FORMS PREPARED:	**ICS-200, 203, 204, 207, 210, 211, 214, 219, 307**
ICS FORMS REVIEWED:	**Incident Action Plan, ICS-308.**
ICS FORMS APPROVED:	**N/A**



Resource Status Unit Leader Responsibilities and Duties

- Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- Report to and obtain briefing and special instructions from Planning Section Chief.
- Establish check-in functions at incident locations (Check-in List, ICS Form-211).
- Using the Incident Briefing (ICS Form-201), prepare and maintain the EOC display including the organization chart (ICS Form-207), resource allocation (ICS Form 201, 204), and deployment sections.
- Assign duties to Resources Status Unit personnel.
- Confirm dispatch and estimated time of arrival of ordered Resource Status Unit personnel. Request additional personnel or release of excess personnel.
- Establish contacts with incident facilities by telephone or through communications center and begin maintenance of resource status.
- Participate in Planning Section meetings as required by the Planning Section Chief.
- Gather, post, and maintain incident resource status.
    - Dispatch communication centers for designation and ETAs for units dispatched to the incident.
    - Check-in List (ICS Form-211) for information on resources as they arrive at the EOC or the scene of the incident and are checked in.
    - Incident communications centers for status change information on resources, transportation and support vehicles.
    - Incident Briefing Form (ICS Form-201) for status change information on equipment and personnel currently at the incident and those en route. Similar information can be obtained from the Incident Action Plan.
    - Planning meetings and tactics meetings for information on critical resources assigned to meet future operational needs.
    - Transportation unit for current status information on transportation and support vehicle inventories.
    - Special instructions from the Planning Section Chief on status of the disaster.
- Gather, post, and maintain resource status of transportation and support vehicles and personnel.
    - T-Cards (ICS Form-219).
    - T-Card racks.
    - Status Change Cards (ICS Form-210).
    - Print outs from the resource tracking computer system.

- Maintain master roster of all resources checked in at the incident.

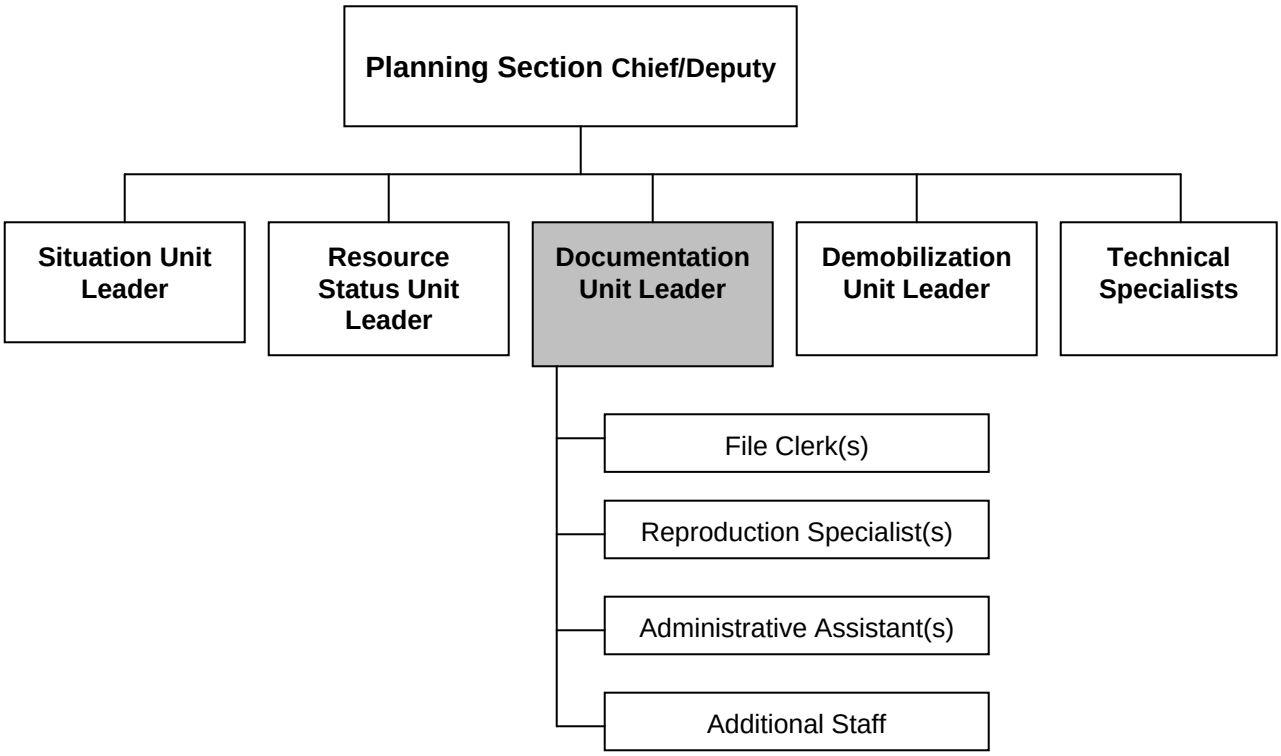
- o Respond to request for the following kinds of information:
- o Total number of IMT personnel on the incident.
- o Total number of personnel assigned to each section and/or unit.
- o Location of a specific tactical resource.

- ☐ Prepare Organization Assignment List (ICS Form-203) and Organization Chart (ICS Form-207).
  - o Obtain organization information and names of all IMT personnel which include:
  - o Incident Commander and command staff.
  - o Section Chiefs.
  - o Branch Directors.
  - o Group Supervisors.
  - o Unit Leaders.
  - o Support Personnel.
  - o Receive changes to organization staffing.
  - o The Organization Chart (ICS Form-207) will be part of the Incident Action Plan.
- ☐ Prepare appropriate parts of Division/Group Assignment Lists (ICS Form-204).
  - o The Division/Group Assignment Lists should be prepared prior to or for each operational period and should be attached to the Incident Action Plan.
  - o Division/Group Assignment List should contain the following information:
  - o The branch number and division/group name and /or letter.
  - o Identification (designator) of single resources assigned to the division/group to include name of leader and number of personnel.
  - o A statement of the control objectives assigned to the group.
  - o Any special instructions (e.g., safety message (ICS Form-223).
- ☐ Provide resource summary information to Situation Unit as requested.
- ☐ Receive order to demobilize Resources Unit.
- ☐ Dismantle and store Resource Unit displays.
- ☐ List expendable supplies that need replenishing, and file with Supply Unit Leader.
- ☐ Maintain Unit Log (ICS Form-214).

Documentation Unit Leader Position Description

The Documentation Unit Leader is primarily responsible for maintaining accurate and complete IMT files, providing duplication services for IMT personnel, and packing and storing original incident files for legal, analytical, and historical purposes. The Documentation Unit Leader reports to the Planning Section Chief and supervises unit staff as assigned.

ICS FORMS PREPARED:	ICS-214, 307
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



Documentation Unit Leader Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Planning Section Chief.
- ☐ Establish work areas.
  - o Ensure adequate clerical support in place for shorthand, duplication, and to assist in the documentation process.
- ☐ Establish and organize incident files.
  - o To facilitate the establishment and maintenance of the EOC files, the following file headings are suggested:
    - ♦ Incident Briefings.
    - ♦ Incident Action Plan (include all original attachments to the Action Plan).
    - ♦ Situation Status.
    - ♦ Unit Logs.
    - ♦ Check-in Lists.
  - o Each official form or report will be filed and the information in the EOC files will be sequenced chronologically. Forms to be filed are:
    - ♦ Incident Action Plan.
    - ♦ Organization Chart (ICS Form-207).
    - ♦ Group Assignment Lists (ICS Form-204).
    - ♦ Incident Communications Plan (ICS Form-205).
    - ♦ Medical Plan (ICS Form-206).
    - ♦ Topographic map or charts.
    - ♦ Incident Status Summary (ICS Form-209).
    - ♦ Check-in List (ICS Form-211).
    - ♦ Unit Logs (ICS Form-214).
    - ♦ Support Vehicle Inventory (ICS Form-218).
    - ♦ Air Operations Summary Worksheet (ICS Form-220).
  - o In addition, the following information should be obtained from the indicated sources:
    - ♦ Estimate of incident expenditures for the previous 24 hour period, total costs to date, and projected total costs from the Finance Section Chief.
    - ♦ Information about resources threatened or lost.
    - ♦ Equipment maintenance records from Transportation Air Support Units.
    - ♦ Pilot and Aircraft records from Air Operations.
  - o All documentation to be filed should be originals, including the Unit Logs. Polaroid photographs and videos can be utilized through the Situation

Unit to document EOC maps, display boards, and damage assessment surveys performed in the field.

- o Review data for completeness and accuracy, and correct as appropriate. Store files in a convenient, secure location.

- ☐ Establish duplication service, and respond to requests.
- ☐ Retain and file duplicate copies of official forms and reports.
- ☐ Accept and file reports and forms submitted to unit by incident organizations.
- ☐ Check the accuracy and completeness of records submitted for files.
- ☐ Correct errors or omissions by contacting appropriate IMT units.
- ☐ Provide duplicates of forms and reports to authorized requesters.
- ☐ Prepare incident documentation for Planning Section Chief when requested.
- ☐ Maintain, retain, and store incident files for after incident use.
- ☐ Maintain Unit Log (ICS Form-214).

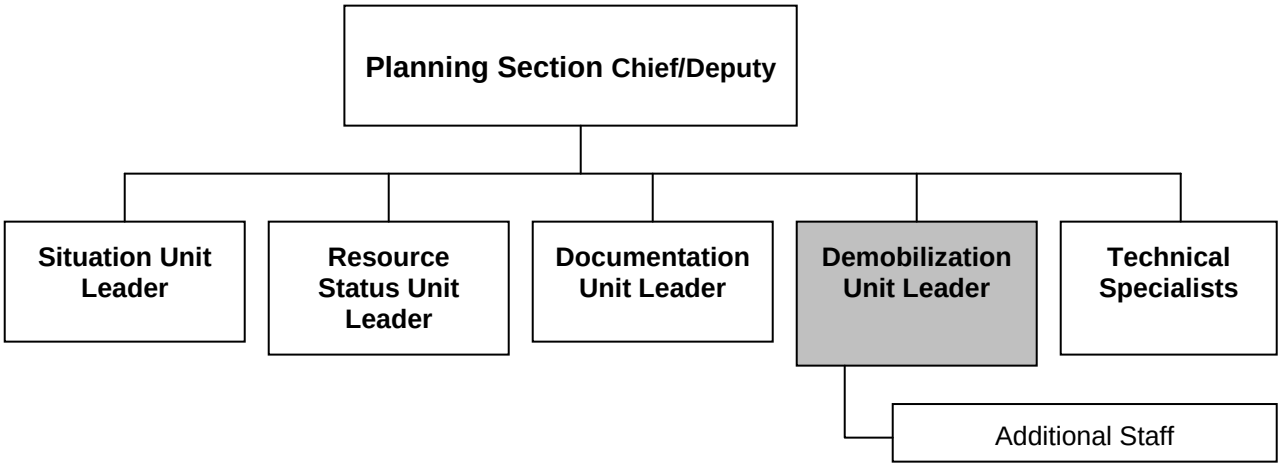
Demobilization Unit Leader Position Description

The demobilization of the resources and personnel from a major incident is a team effort involving all elements of the Incident Management Team. The Demobilization Unit is formed when a major incident occurs, both to develop the Demobilization Plan and to coordinate and support the implementation of that plan throughout the IMT.

Several units of the IMT, primarily the Logistics Section, will be responsible for assisting in the demobilization effort. It is desirable that these units also participate in the preparation of the plan. The Demobilization Unit Leader is responsible for the preparation of the Demobilization Plan and assisting sections/units in ensuring that an orderly, safe, and cost effective demobilization of personnel and equipment is accomplished. The Demobilization Plan will be incorporated in the long term planning process. Individual agencies and organizations involved in the incident response may have additional procedures to follow for demobilization.

The Demobilization Unit Leader reports to the Planning Section Chief and may supervise unit staff, as assigned.

ICS FORMS PREPARED:	ICS-214, 307
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



Demobilization Unit Leader Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Planning Section Chief.
- ☐ Review incident resource records (Initial Briefing Form, ICS Form-201; Check-in List, ICS Form-211 and T-cards, ICS Form-219) to determine probable size of demobilization effort.
- ☐ Assess and fill unit needs for additional personnel, work space, and supplies.
- ☐ Obtain Incident Commander's objectives, priorities, and constraints on demobilization.
- ☐ Meet with agency representatives to determine:
    - Agencies not requiring formal demobilization.
    - Personal rest and safety needs.
    - Coordination procedures with cooperating assisting agencies.
- ☐ Be aware of Operations Section's ongoing resource needs.
- ☐ Obtain identification and description of surplus resources, and probable release times.
- ☐ Determine finance, supply, and other incident check-out stops.
- ☐ Evaluate incident logistics and transportation capabilities to support the demobilization effort.
- ☐ Establish communications link with appropriate off-incident facilities.
- ☐ Prepare Demobilization Plan including the following sections:
    - GENERAL - Discussion of demobilization procedure.
    - RESPONSIBILITIES - Specific implementation responsibilities and activities.
    - RELEASE PRIORITY - According to agency and kind and type of resources.
    - RELEASE PROCEDURES - Detailed steps and process to be followed.
    - DIRECTORIES - Maps, telephone numbers, instructions, and other needed items.
- ☐ Obtain approval of Demobilization Plan from Planning Section Chief.
- ☐ Distribute plan to each processing point on and off incident.
- ☐ Ensure that all sections-units understand their responsibilities within the Demobilization Plan.
- ☐ Monitor implementation of Demobilization Plan.

- Assist in the coordination of Demobilization Plan.
- Brief Planning Section Chief on progress of demobilization.
- Complete all records prior to departure.
- Maintain Unit Log (ICS Form-214).

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SECTION 5: LOGISTICS SECTION

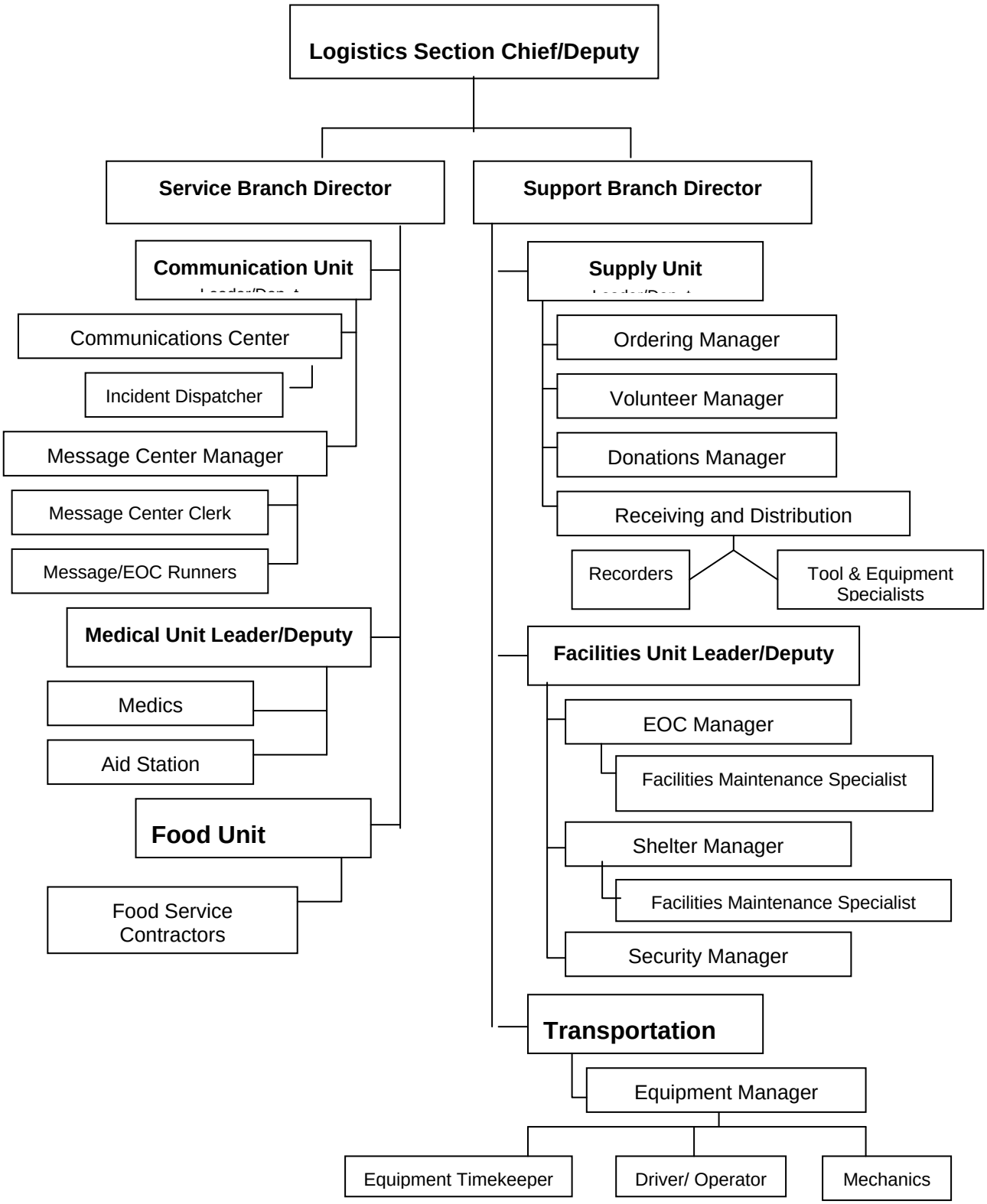
The Logistics Section is responsible for obtaining and delivering resources requested by the IMT as well as providing all service and support functions for the incident. Approval to order and allocate resources is the responsibility of the Incident Commander unless that authority has been delegated to the Logistics Section Chief. The Logistics Section Chief is a member of the General Staff and reports directly to the Incident Commander. The Section Chief's primary responsibilities include activation of the Logistics Section and participation in the development and implementation of priorities and objectives for the Incident Action Plan. The Logistics Section Chief may have a Deputy as a relief or to manage projects requiring special attention.

The Logistics Section is comprised of two major branches: Service and Support, each of which contains several units. Each branch is led by a Branch Director, who supervises the Unit Leaders operating within each branch. Activation of Service and Support units will vary with each incident, according to specific logistical needs.

Position descriptions and checklists for Branch Directors and Unit Leaders are provided in this section. For position descriptions and checklists for other Logistics Section positions, refer to NIIMS Field Operations Guide (ICS-420).

All ICS Forms are located in Appendix D.

Logistics Section Organization



Resource Ordering

One of the most important duties performed by the Logistics Section is the procurement and delivery of critical resources. Critical resource needs arise when demand exceeds supply of any item used in disaster response operations. A critical resource shortage could significantly impact or jeopardize the response organization's ability to accomplish the incident objectives. The success or failure of the Logistics Section will, in part, hinge on its ability to efficiently receive, process, and deliver requested resources.

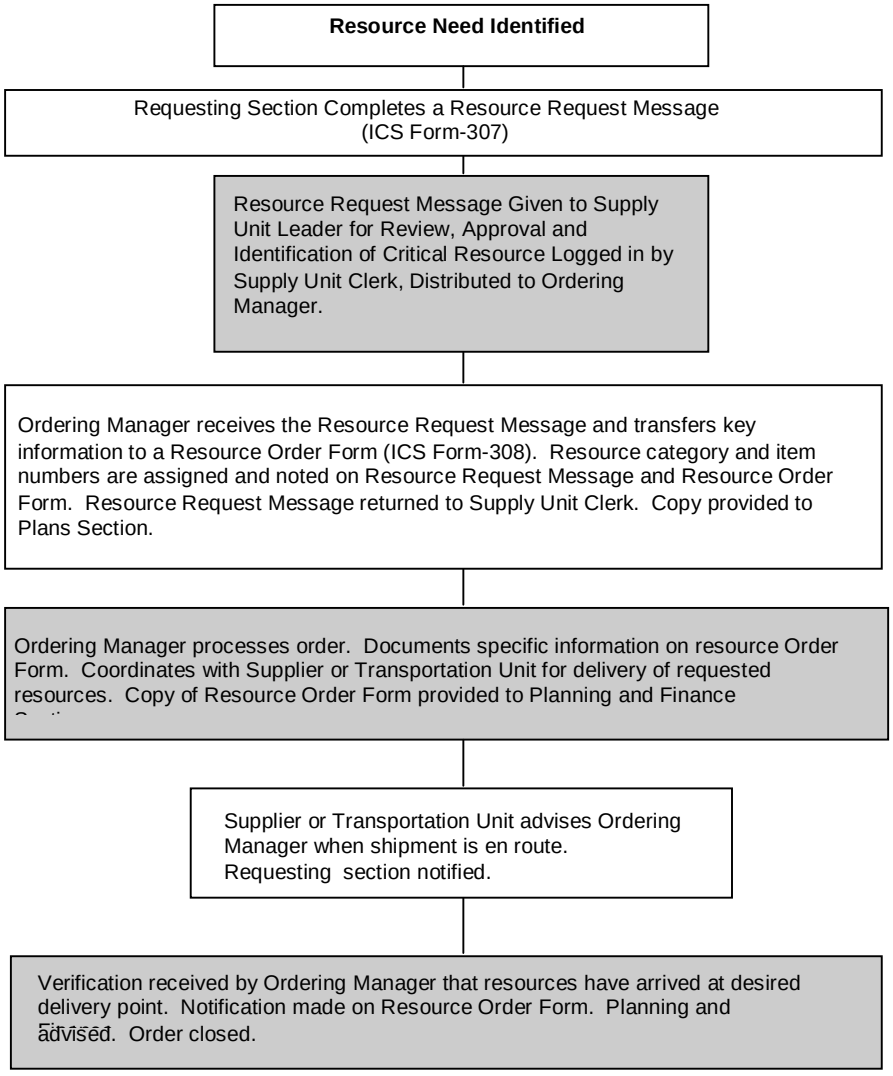
To assist the Logistics Section, an ordering process has been developed to clarify responsibilities, streamline flow of information, and provide necessary documentation.

Two ordering forms will be used for this purpose. The first is the Resource Request Message (ICS Form-307). Unit Leaders, operations personnel, Section Chiefs, communications center personnel, and others use the Resource Request Message to request resources from the Supply Unit Leader. Because the resource request will be forwarded to an Ordering Manager within the Supply Unit, it is imperative that information necessary to process the request be documented in a consistent format.

The Resource Order Form (ICS Form-308) documents all processing activities performed by the Ordering Manager within the Supply Unit. This form is used to order resources. Resources are organized into the following five categories:

- Personnel
- Equipment
- Supplies
- Aircraft
- Facilities

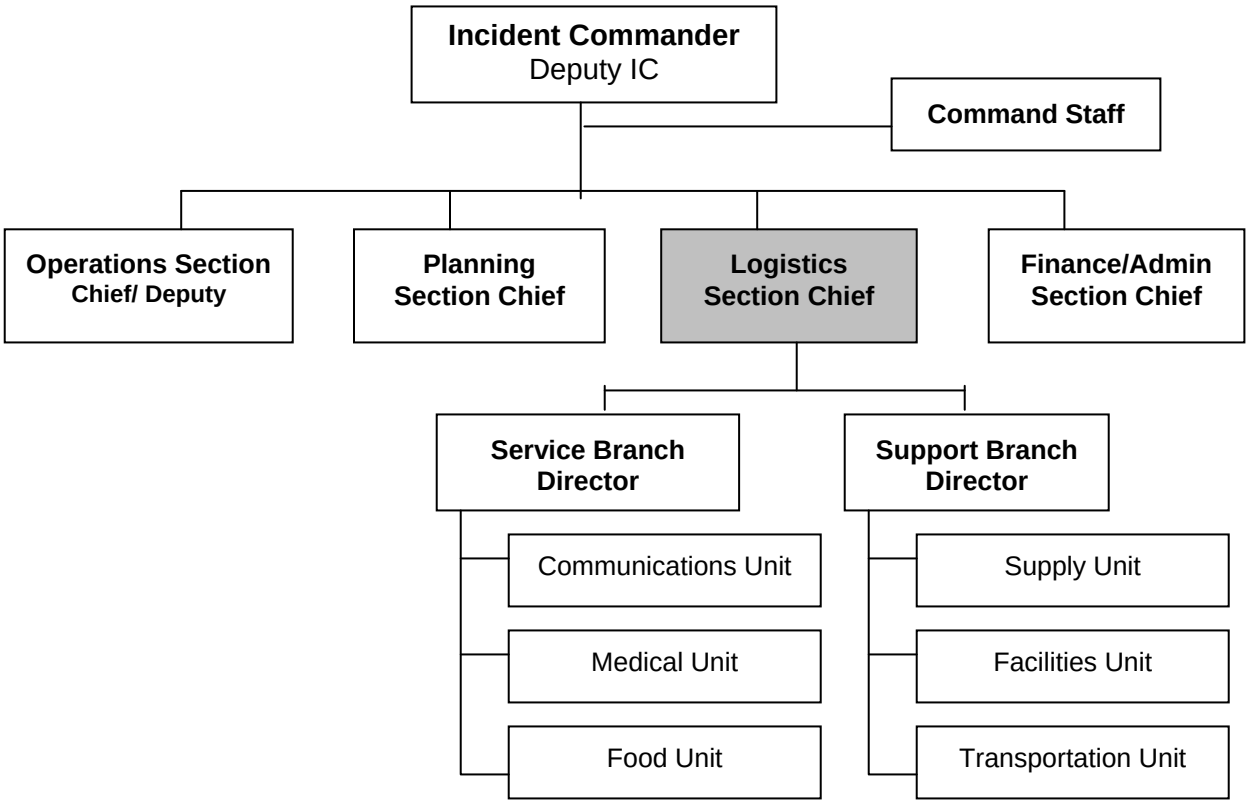
EOC RESOURCE ORDERING FLOW



Logistics Section Chief Position Description

The Logistics Section Chief, a member of the general staff, is responsible for providing facilities, services, and materials in support of the incident. The Logistics Section Chief participates in the development and implementation of the Incident Action Plan and activates and supervises the branches and units within the Logistic Section, which include the Service and Support Branches and the Supply, Facilities, Transportation, Communications, Medical, and Food Units. The Logistics Chief reports directly to the Incident Commander.

ICS FORMS PREPARED:	ICS-214, 307, 308
ICS FORMS REVIEWED:	ICS-205, 206, 308
ICS FORMS APPROVED:	N/A



Logistics Section Chief Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Incident Commander.
  - o Review Situation Status Report (ICS Form-209).
- ☐ Plan organization of Logistic Section.
  - o Determine from the Incident Commander's briefing which units should be activated.
  - o Anticipate the need for a Deputy Logistics Section Chief.
  - o Review existing Logistic Section Unit staffing. Identify needed or surplus personnel in consultation with Unit Leaders.
  - o Coordinate Unit involvement:
    - ♦ Evaluate Unit Leaders performance on an on-going basis, replace if necessary.
    - ♦ Ensure horizontal communication is taking place with other functional units.
    - ♦ Resolve problems early; involve other section chiefs if appropriate.
    - ♦ Keep Resource Status Unit advised on ordered items and ETA's.
- ☐ Assign work locations and preliminary work tasks to section personnel.
  - o Assemble and brief Logistics Section:
    - ♦ Provide summary of the disaster situation.
    - ♦ Provide summary of the kind and extent of logistics support the IMT may be asked to provide.
    - ♦ Provide Unit Leaders with position checklist of duties and responsibilities.
    - ♦ Provide Unit Leaders with assignments and specific actions, which require immediate attention.
  - o Instruct Unit Leaders to identify functional needs for their respective units. These should be reviewed and approved by the Logistics Section Chief before orders are placed.
- ☐ Notify Resources Unit of Logistics Section units activated including names and locations of assigned personnel.
- ☐ Assemble and brief Branch Directors and Unit Leaders.
- ☐ Participate in preparation of Incident Action Plan.
  - o Attend planning meetings.
  - o Provide input on current service and support capabilities.
  - o Identify types of resources that are in low supply and may require allocation.

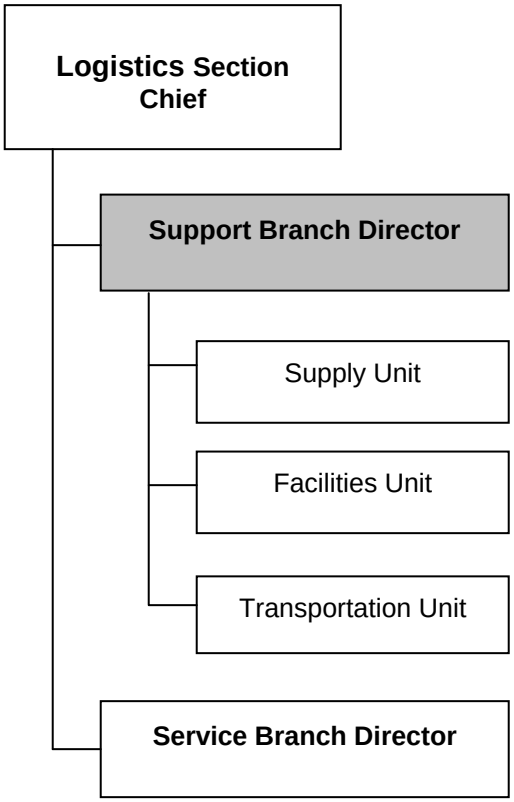
- o Prepare the Logistics Section assignment for the next operational period based on the operational objectives generated at the planning meeting.
- o Identify potential future operational needs to anticipate logistical requirements.

- ☐ Identify service and support requirements for planned and expected operations.
- ☐ Provide input to and review Communications Plan (ICS Form-205), Medical Plan (ICS Form-206), and transportation plan.
- ☐ Coordinate and process requests for additional resources.
  - o Coordinate requests for resources which are not available on a local or regional basis.
  - o Eliminate duplication in requests for additional resources.
  - o Establish a flow for requests, both internal and external. Ensure adequate information is included with request. Provide confirmation/denial of requests and ETA's.
- ☐ Review Incident Action Plan and estimate section needs for next operational period.
- ☐ Ensure incident Communications Plan (ICS Form-205) is prepared.
- ☐ Advise on current service and support capabilities.
- ☐ Prepare service and support elements of the Incident Action Plan.
- ☐ Estimate future service and support requirements.
- ☐ Receive demobilization plan from Planning Section.
- ☐ Recommend release of unit resources in conformity with demobilization plan.
- ☐ Ensure general welfare and safety of Logistics Section personnel.
- ☐ Maintain Unit Log (ICS Form-214).

Support Branch Director Position Description

The Support Branch Director, when activated, is under the direction of the Logistics Section Chief, and is responsible for development and implementation of logistics plans in support of the Incident Action Plan. The Support Branch Director supervises the operations of the Supply, Facilities, and Transportation units.

ICS FORMS PREPARED:	ICS-214
ICS FORMS REVIEWED:	N/A
ICS FORMS APPROVED:	N/A



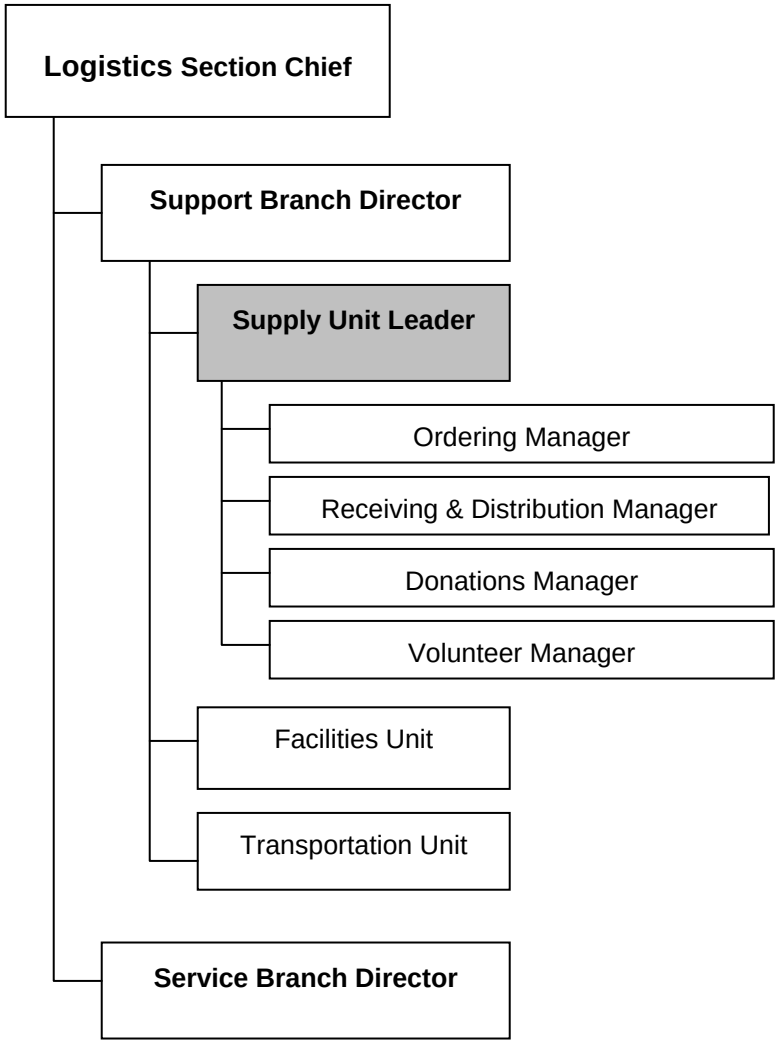
Support Branch Director Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Logistics Section Chief.
- ☐ Obtain work materials from Logistic Section kit.
- ☐ Identify support branch personnel dispatched to the incident.
- ☐ Determine initial support operations in coordination with Logistics Section Chief and Service Branch Director.
- ☐ Maintain monitoring of assigned units work progress, and inform Logistics Section Chief of activities.
- ☐ Resolve problems associated with requests from Operations Section.
- ☐ Maintain Unit Log (ICS-214).

Supply Unit Leader Position Description

The Supply Unit Leader is responsible for ordering and coordinating delivery, either through the IMT Transportation Unit or contract carrier, resources which are needed by the IMT. In response to a disaster emergency in which the IMT requests significant numbers and types of resources, the Supply Unit is delineated into specialized ordering desks for personnel, equipment, supplies, and facilities. The Supply Unit Leader reports directly to the Logistics Section Chief if the Support Branch Director position is not activated. The Unit Leader supervises the Ordering Manager, Receiving and Distribution Manager, Donations Manager, and additional unit staff as assigned.

ICS FORMS PREPARED:	**ICS-214, 307, 308**
ICS FORMS REVIEWED:	**ICS-307, 308**
ICS FORMS APPROVED:	**ICS-307**



Supply Unit Leader Responsibilities and Duties

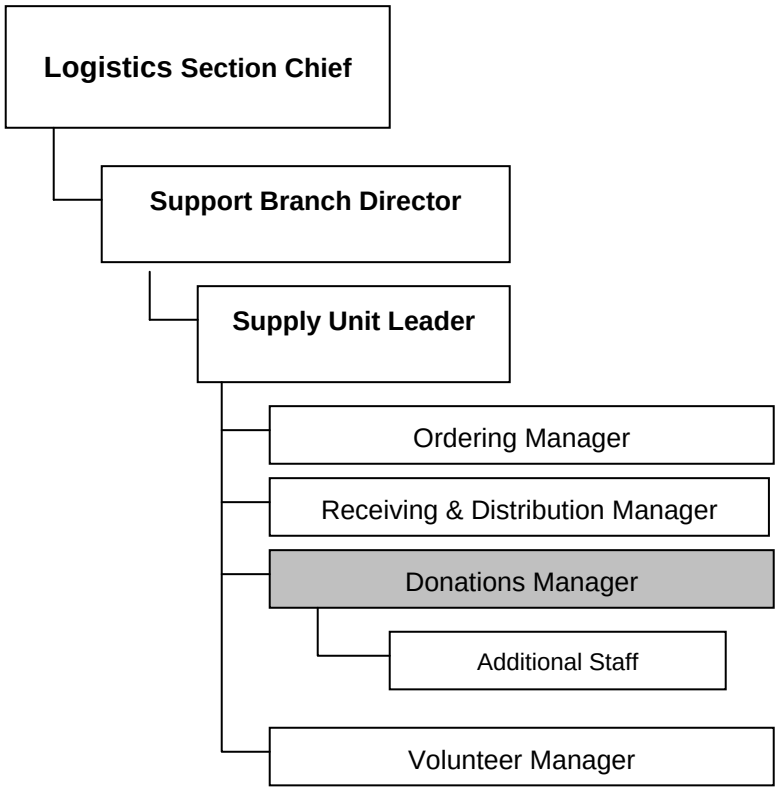
- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Logistics Section Chief or Support Branch Director if activated.
- ☐ Activate unit and determine personnel and staffing needs.
    - o Consider whether 24-hour per day staffing is required.
    - o Scope of work will dictate the number and type of ordering managers to activate.
    - o Obtain from Facilities Unit information about Supply Unit facilities, such as location, space, access, security, and protection.
- ☐ Assign duties to Supply Unit personnel.
- ☐ Participate in Logistics Section/Support Branch planning activities.
    - o As requested by the Logistic Section Chief or Support Branch Director if activated, attend Logistic Section planning meeting.
    - o Provide information and advice concerning supply activities as requested.
- ☐ Provide kits to Planning, Logistics, and Finance Sections.
- ☐ Determine the type and amount of supplies en route.
    - o Contact the Resource Status Unit to obtain a listing of resources and supplies ordered (personnel, equipment, aircraft, supplies, etc.).
    - o Establish clearly defined time when the Supply Unit will assume responsibility for all ordering. Coordinate with the Resource Status Unit.
    - o Create a list that specifies where critical equipment, supplies, and transportation means are available.
- ☐ Arrange for receiving ordered supplies.
    - o Activate designated warehousing facilities and determine additional storage needs for arriving supplies:
        - ♦ Amount of space needed.
        - ♦ Access requirements.
        - ♦ Safety and security needs.
    - o Select a location for receiving supplies in consultation with Facilities Unit and Finance Section Chief.
- ☐ Review Incident Action Plan for information on operations of supply unit.
- ☐ Develop and implement safety and security requirements.
- ☐ Order, receive, distribute, and store supplies and equipment**.**
- ☐ Receive and respond to requests for personnel, supplies and equipment.
- ☐ Maintain inventory of supplies and equipment.
- ☐ Service reusable equipment.

- ☐ Demobilize Supply Unit.
- ☐ Submit reports to the Logistics Section Chief or Support Branch Director if activated.
- ☐ Maintain Unit Log (ICS Form-214).

Donations Manager Position Description

The Donations Manager is responsible receiving, sorting, cataloging and distribution of all donated goods. The Donations Manager reports to the Supply Unit Leader and supervises donations staff as activated.

ICS FORMS PREPARED:	ICS-214, 307, 308
ICS FORMS REVIEWED:	N/A
ICS FORMS APPROVED:	N/A



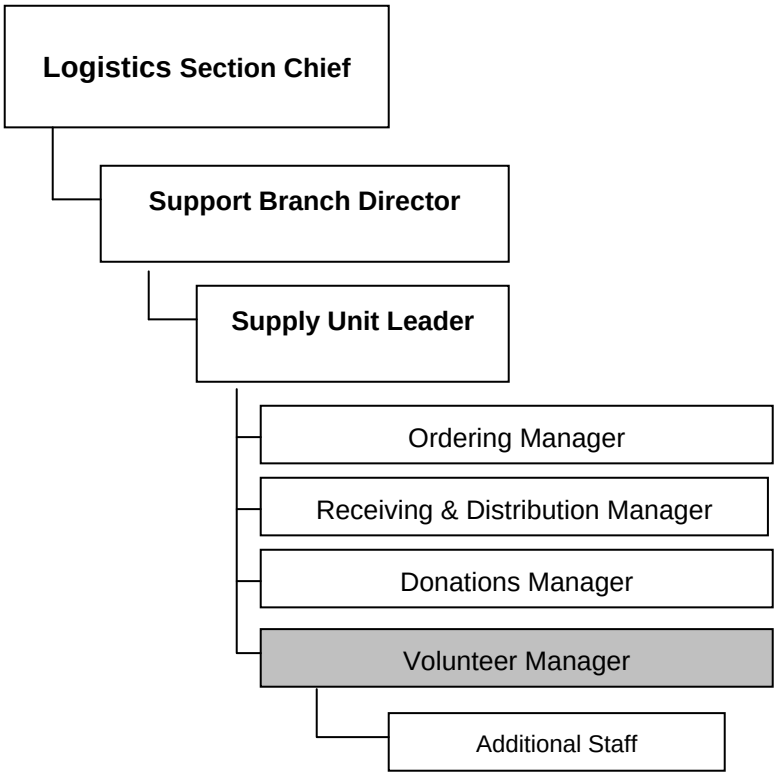
Donations Manager Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Logistics Chief or Supply Unit Leader if activated.
- ☐ Order required personnel to operate donations area.
- ☐ Secure suitable facilities, such as warehouses, to operate donations area.
- ☐ Designate “points of arrival” for donated goods and services.
- ☐ Organize physical layout of donations area.
- ☐ Establish procedures for operating donations area.
- ☐ Establish procedures for receiving donated goods.
- ☐ Set up filing/tracking system for receiving and distribution of donated goods.
- ☐ Maintain inventory of donated goods.
- ☐ Develop security requirements for donation area.
- ☐ Match offers of goods and services to needs (whether those of the Incident Management Team or those of the larger jurisdictional area).
- ☐ Work through the Public Information Officer to ensure that offers of goods and services are appropriate to the needs of the Incident Management Team and/or the jurisdictional area.
- ☐ Ensure that distribution efforts are coordinated with the Logistics Section and other involved agencies.
- ☐ Submit necessary reports/records to Supply Unit Leader or Logistics Section Chief.
- ☐ Notify Supply Unit Leader or Logistics Section Chief of donated goods received.
- ☐ Demobilize goods, facilities, and organization.
- ☐ Maintain Unit Log (ICS Form-214).

Volunteer Manager Position Description

The Volunteer Manager is responsible for the management of the Volunteer Referral Center for recruitment, identification, training and placement of volunteers during a disaster emergency. The Volunteer Manager reports to the Supply Unit Manager and oversees the volunteer referral center staff, as assigned.

ICS FORMS PREPARED:	ICS-214, 307, 308
ICS FORMS REVIEWED:	N/A
ICS FORMS APPROVED:	N/A



Volunteer Manager Responsibilities and Duties

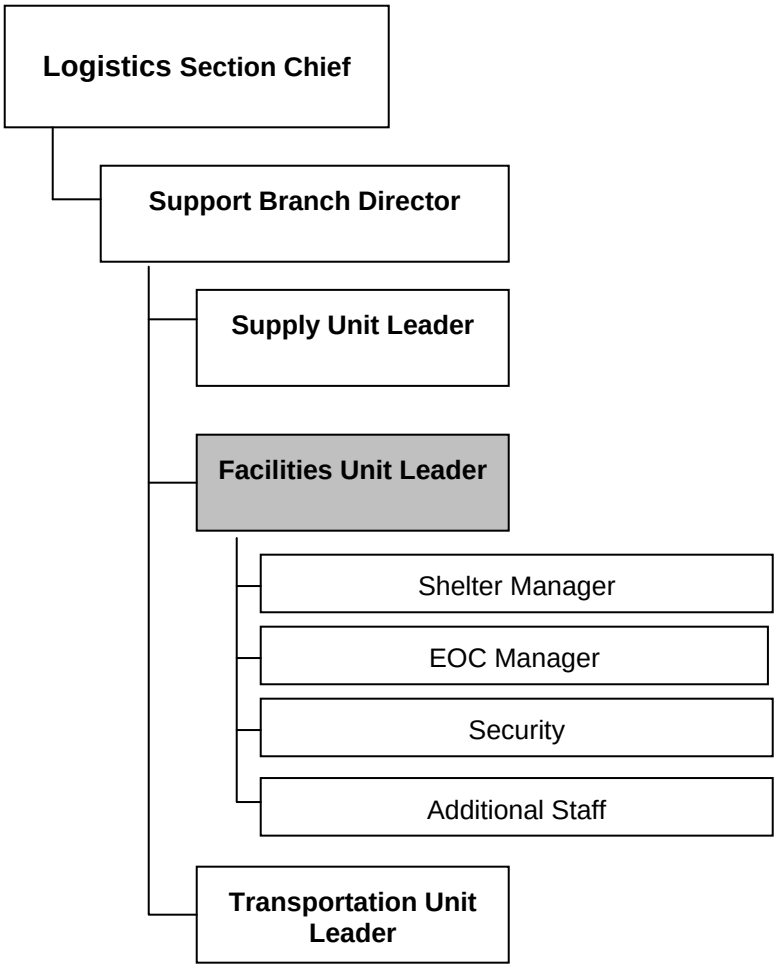
- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Logistics Section Chief or Planning Section Chief.
- ☐ Secure a suitable facility to operate the Volunteer Referral Center.
- ☐ Establish and manage the Volunteer Referral Center to include registration, orientation, agency requests, recruitment, training and referrals.
- ☐ Order required personnel to operate Volunteer Referral Center.
- ☐ Organize physical layout of the Volunteer Referral Center.
- ☐ Establish procedures for operating Volunteer Referral Center.
- ☐ In coordination with the Communications Unit Leader, establish a communications system at the Volunteer Referral Center to include “800” number, faxes, phones and a link to the EOC if not co-located.
- ☐ Coordinate with the Public Information Officer to provide notification to the media as the types of volunteer jobs available and procedures.
- ☐ Provide safety training as necessary for all volunteers to ensure the volunteers are properly equipped and comply with identified practices.
- ☐ Coordinate with emergency assistance agencies and social service agencies to provide additional volunteers as needed and to coordinate referrals.
- ☐ Set up filing/tracking system for record keeping of volunteers, hours worked, and their assigned activities.
- ☐ Provide volunteer recognition.
- ☐ Submit necessary reports/records to Planning Section Chief or Logistics Sections Chief.
- ☐ Demobilize goods, facilities and organization.
- ☐ Maintain Unit Log (ICS Form-214).

Facilities Unit Leader Position Description

The Facilities Unit Leader is responsible for activation of incident facilities (e.g., EOC, shelters, etc.). Each facility is assigned a manager who reports to the Facilities Unit Leader and is responsible for managing the operations of that facility. The basic functions or activities are to provide security service, facility maintenance, and basic comforts in a safe and healthy environment. Close liaison must be maintained with the Food Unit Leader, who is responsible for providing food for all incident related facilities.

The Facilities Unit Leader reports directly to the Logistics Section Chief if the Support Branch Director position is not activated, and supervises the EOC Manager, Shelter Manager, Security Manager, and additional staff as activated.

ICS FORMS PREPARED:	ICS-214, 307
ICS FORMS REVIEWED:	N/A
ICS FORMS APPROVED:	N/A



Facilities Unit Leader Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from the Logistics Section Chief or Support Branch Director if activated.
- ☐ Receive a copy of the Incident Action Plan.
- ☐ Participate in Logistic Section and/or Support Branch planning activities.
- ☐ Determine requirements for each facility to be established.
    - o Review the Incident Action Plan and Logistics section planning instructions to determine expected duration and scope of the incident and estimate number and types of facilities required.
    - o Identify potential facilities, locations, and layouts.
    - o Identify agency and contractor capabilities to provide facilities and services.
- ☐ Prepare layouts of incident facilities.
    - o Determine services to be established at each facility. EOC services should include sanitation; sleeping; showers; Supply Unit; Medical Unit; incident Communication Center.
    - o In coordination with other Unit Leaders, determine the following requirements for each facility location: space; specific location; access; lighting; security; safety; and environment protection.
    - o Plan facility layouts in accordance with above requirements.
- ☐ Notify Unit Leaders of facility layout.
- ☐ Activate incident facilities.
    - o Assemble EOC, shelter, and other facility personnel.
    - o Confirm arrival of personnel. Obtain additional personnel as required.
    - o Give assignments.
    - o Verify that all assembled equipment is serviceable.
    - o Develop and implement EOC, shelter, and other facility site security systems.
    - o Notify Logistics Section Chief or Support Branch Director if activated, when facilities are operational.
- ☐ Provide EOC and Shelter Managers.
- ☐ Obtain personnel to operate facilities.
- ☐ Provide sleeping facilities.
- ☐ Provide security services.
    - o Determine areas where security must be provided.

- Determine and request the number and type of personnel needed to provide security services.
- Request assistance from law enforcement agencies as required.

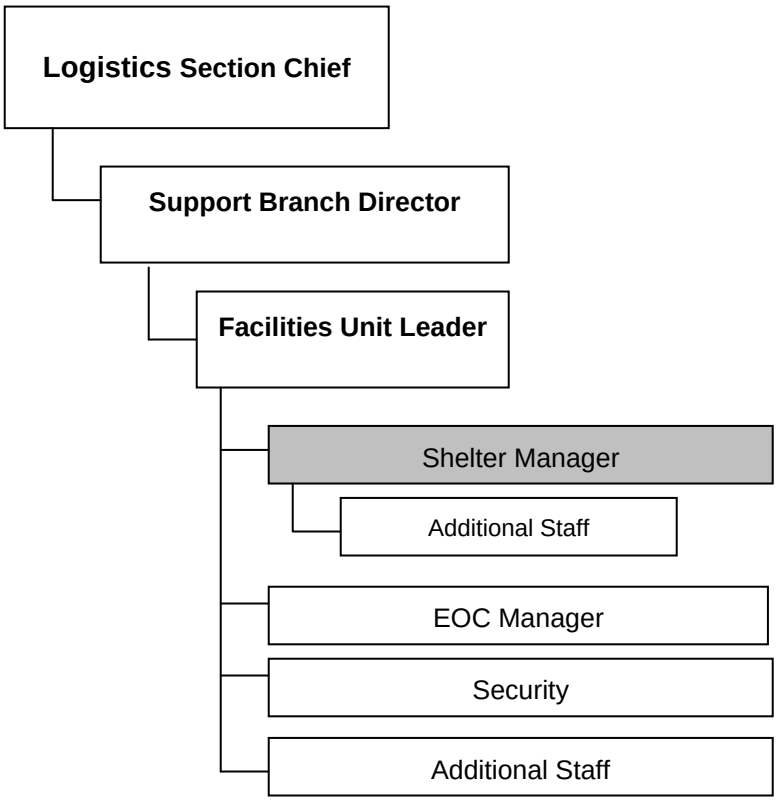
- Provide facility maintenance services, sanitation, lighting, and clean-up.
- Demobilize shelters and EOC Facilities.
  - Review demobilization plan to determine scheduling for reduction of incident operations.
  - Identify reduced requirements for incident facilities and Facilities Unit activities.
  - Modify unit planning based on reductions in personnel services.
  - Demobilize facilities following the reduction schedule.
- Maintain Facilities Unit records.
- Maintain Unit Log (ICS Form-214).

Shelter Manager Position Description

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

The Shelter Manager reports directly to the Facilities Unit Leader (if activated) or the Logistics Section Chief if the Support Branch Director position is not activated. The Shelter Manager oversees unit staff, as assigned.

ICS FORMS PREPARED:	ICS-214, 307
ICS FORMS REVIEWED:	N/A
ICS FORMS APPROVED:	N/A



Shelter Manager Responsibilities and Duties

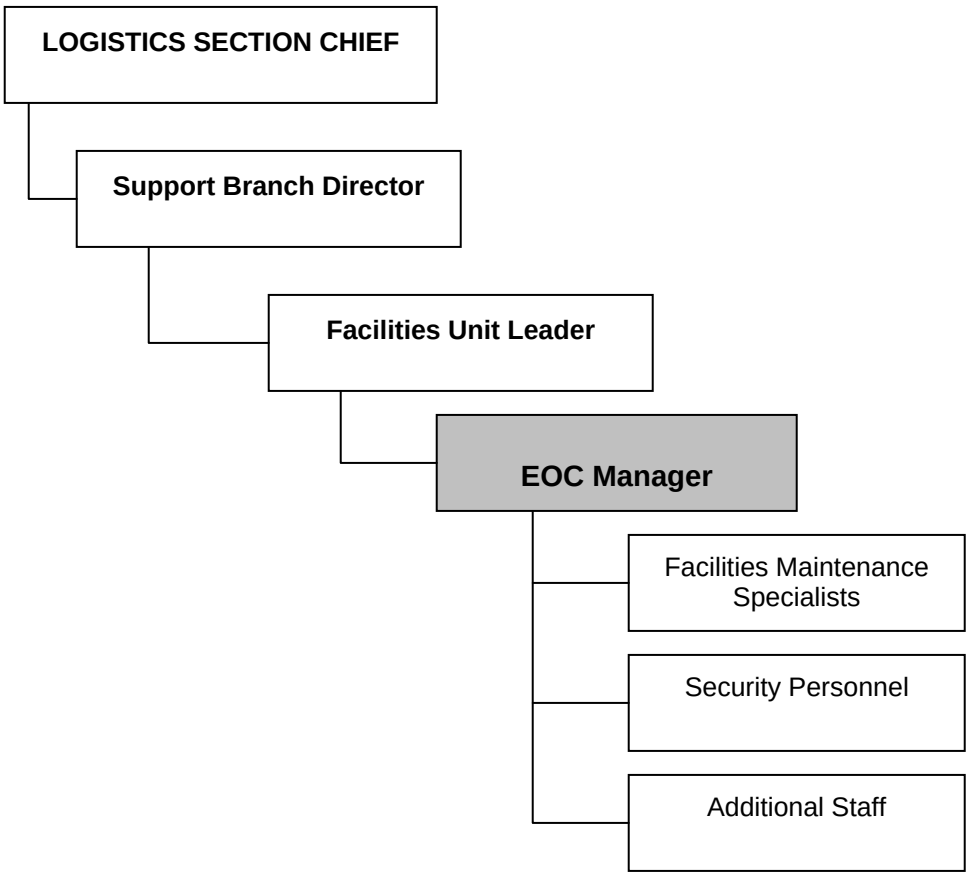
- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Facilities Unit Leader.
- ☐ Determine or establish:
    - Numbers of personnel assigned to shelter.
    - Special requirements or restrictions on facilities or operations.
- ☐ Establish and maintain contact with the EOC.
- ☐ Determine personnel support requirements.
- ☐ Call up shelter staff and activate the building. Activate pet shelters as needed.
- ☐ Arrange the building for operation, and inventory supplies and equipment. Prepare rooms for receiving people and for other purposes.
- ☐ Obtain necessary equipment and supplies.
- ☐ Make feeding arrangements. Begin feeding beverages and snacks as soon as shelter opens, and begin regular meal service as soon as possible.
- ☐ Ensure that all sanitation, shower, and sleeping facilities are set up and properly functioning.
- ☐ Make sleeping arrangements (male/female, Incident personnel, etc.).
- ☐ Provide direct supervision for all facility maintenance and security services.
- ☐ Ensure that strict compliance is made with all applicable safety regulations.
- ☐ Ensure that all shelter to EOC communications are centrally coordinated.
- ☐ Ensure that all shelter to EOC transportation scheduling is coordinated.
- ☐ Provide overall coordination of all shelter activities to ensure that all assigned units operate effectively and cooperatively in meeting incident objectives.
- ☐ Demobilize facilities in accordance with Incident Demobilization Plan.
- ☐ Maintain Unit Log (ICS Form 214).

In American Red Cross contracted shelters, the Shelter Manager will follow Red Cross plans and procedures. A description of the American Red Cross' role in shelter management is included in Volume 2, Section 8 of this plan.

EOC Manager Position Description

The EOC Manager is responsible for ensuring that appropriate facility management, security, and sanitation services are provided at the EOC. The EOC Manager reports to the Facilities Unit Leader under the Logistics Section Chief. Facilities maintenance specialists, security personnel, and other support staff report to the EOC Manager.

ICS FORMS PREPARED:	**ICS-214, 307**
ICS FORMS REVIEWED:	**N/A**
ICS FORMS APPROVED:	**N/A**



EOC Manager Responsibilities And Duties

- ☐ Immediately begin a Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefings from Facilities Unit Leader (if activated) or Logistics Chief.
- ☐ Determine personnel support requirements for the EOC facility.
    - o Identify additional personnel required for establishing, operating, and demobilizing the EOC.
    - o Request additional personnel from Facilities Unit Leader. Request should include:
    - o Number of personnel needed.
    - o Qualifications
    - o Reporting location
    - o Reporting time
    - o Release any excess personnel.
- ☐ Obtain necessary equipment and supplies.
    - o Determine EOC requirements.
    - o Review the incident action plan and logistics section instructions to determine the expected duration and scope of incident.
    - o Review any agency pre-plans to identify applicable facilities, locations, and layouts.
- ☐ Plan layout of EOC facility.
    - o Determine services to be established at the EOC.
        - ♦ Kitchen, feeding area.
        - ♦ Sanitation
        - ♦ Sleeping
        - ♦ Showers
        - ♦ Supplies
        - ♦ Medical
        - ♦ Communications Center
        - ♦ Message Center
    - o Determine the following requirements for the EOC.
        - ♦ Space
        - ♦ Specific location
        - ♦ Access
        - ♦ Lighting
        - ♦ Security
        - ♦ Safety

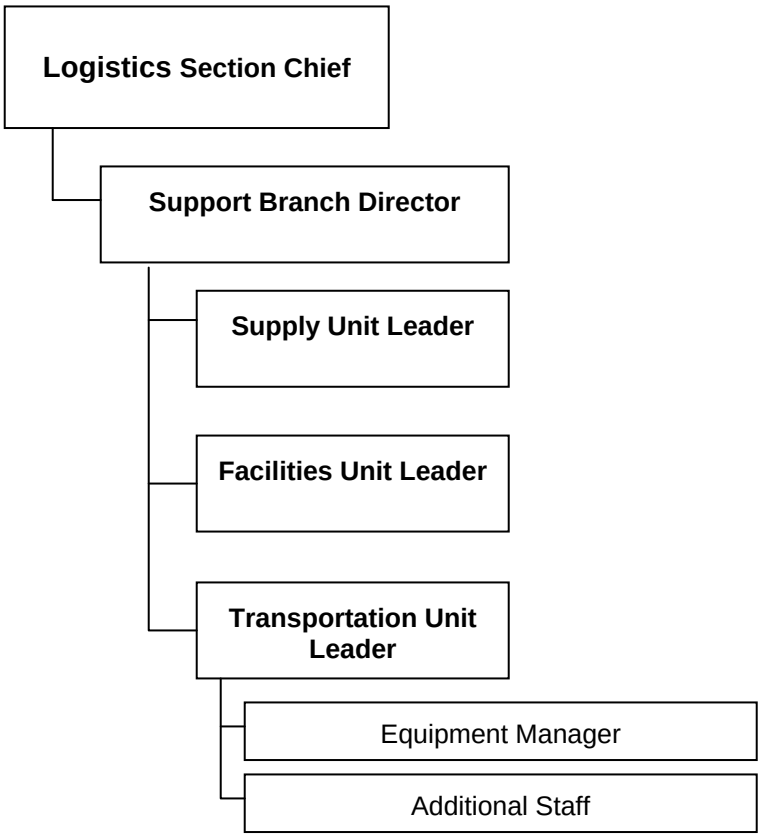
- Plan EOC layout in accordance with the requirements listed on the previous page.

- When using an established facility, use pre-planned layout.
  - Notify Facilities Unit Leader of established layout.
- Ensure that all facilities and equipment are set up and properly functioning.
- Make sleeping area assignments.
- Ensure strict compliance with all applicable safety regulations.
- Ensure that all facility maintenance services are provided.
  - Determine the types of maintenance services required, such as sanitation showers, policing, lighting, and safety.
  - Determine and request the number and type of personnel needed to perform maintenance services.
- Provide Security Services.
  - Determine areas within the EOC where security must be provided.
  - Determine and request the number and type of personnel needed to provide security services.
- Demobilize facilities in accordance with incident demobilization plan.
  - Review demobilization plan to determine scheduling for reduction of incident operations.
  - Identify reduced requirements for EOC.
  - Modify EOC planning based on reductions in personnel services.
  - Demobilize the EOC following the reduction schedule.
- Maintain Unit Log (ICS Form-214).

Transportation Unit Leader

The Transportation Unit Leader is responsible for providing ground transportation of personnel, supplies, food, and equipment to incident sites; providing fueling, service, maintenance, and repair of vehicles and equipment; collecting and recording information about the use of rented equipment and services provided; and implementing the incident transportation plan. The Transportation Unit Leader reports directly to the Logistics Section Chief if the Support Branch Director position is not activated, and supervises the Equipment Manager and additional staff, as activated.

ICS FORMS PREPARED:	ICS-214, 218, 307
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



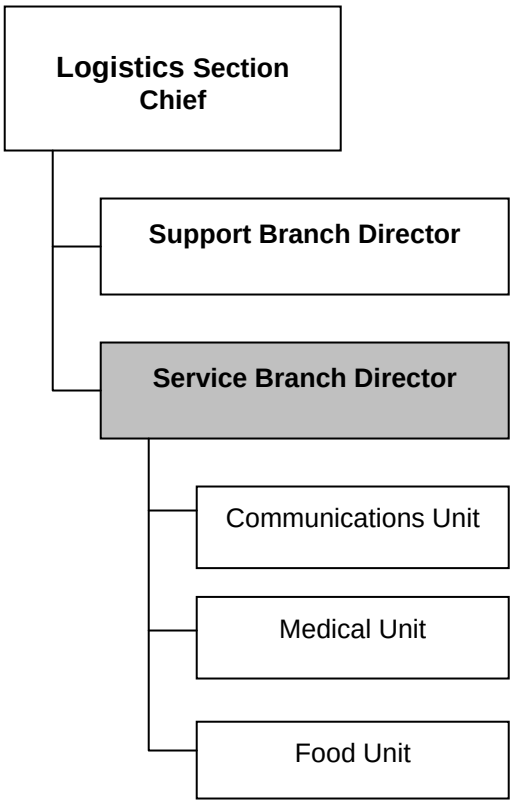
Transportation Unit Leader Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Logistics Section Chief or Support Branch Director if activated.
- ☐ Participate in support branch and for Logistic Section planning meetings.
- ☐ Implement transportation plan developed by the Planning Section.
    - o Review the transportation plan to determine activities, equipment, and transportation personnel required.
    - o Obtain needed personnel by submitting request to the Supply Unit.
    - o Coordinate and direct efforts of ground transportation.
- ☐ Support out-of-service resources.
- ☐ Notify Resources Status Unit of all changes on support and transportation vehicles.
- ☐ Arrange for and activate fueling, maintenance, and repair of ground transportation resources.
    - o Identify routine fueling and maintenance activities to be preplanned and scheduled.
- ☐ Maintain inventory of support and transportation vehicles (ICS Form -218).
- ☐ Provide transportation services.
    - o Review the Incident Action Plan for transportation requirements (types of vehicles or vessels) and when they will be required.
    - o Review inventory to determine availability of needed vehicles-vessels.
    - o Request additional vehicles/vessels from Supply Unit as required; giving type, time needed and reporting location.
    - o Schedule use of support vehicles/vessels.
- ☐ Requisition maintenance and repair supplies such as fuel and spare parts.
- ☐ Maintain incident records.
- ☐ Submit reports to Logistics Section Chief or Support Branch Director as instructed.
- ☐ Maintain Unit Log (ICS Form-214).

Service Branch Director Position Description

The Service Branch Director, when activated, is under the direction of the Logistics Section Chief, and is responsible for the management of all service activities at the incident. The Service Branch Director supervises the operations of the Communications, Medical, and Food Units. The Service Branch Director supervises the Communications, Medical and Food Unit Leaders and additional staff as assigned.

ICS FORMS PREPARED:	ICS-214
ICS FORMS REVIEWED:	ICS-205, 206
ICS FORMS APPROVED:	N/A



Service Branch Director Responsibilities and Duties

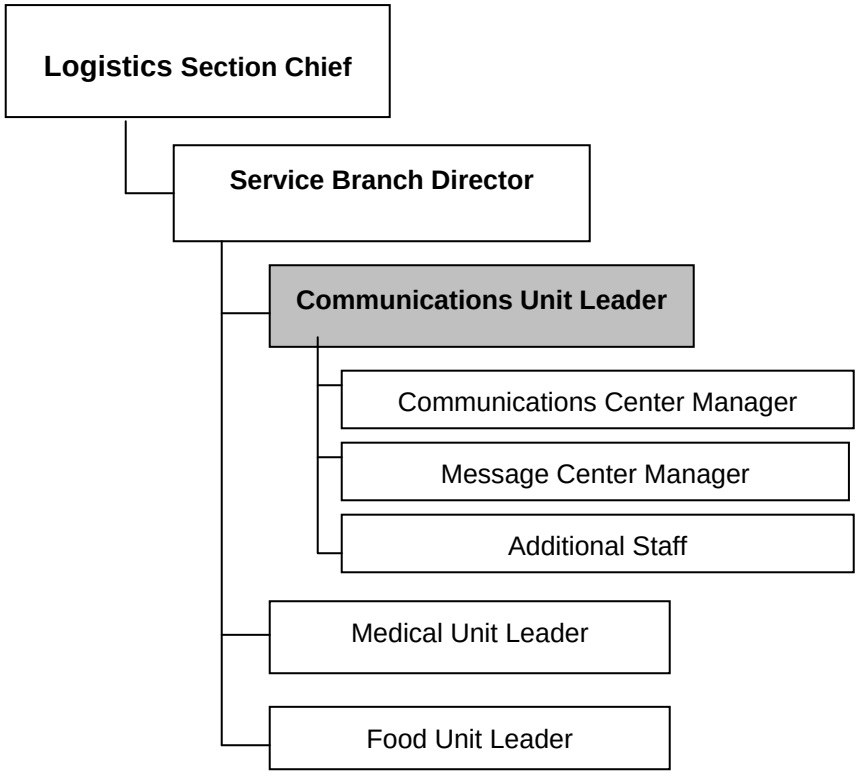
- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Logistic Section chief.
- ☐ Obtain working materials from Logistics Section kit.
- ☐ Determine level of service required to support operations.
- ☐ Confirm dispatch of branch personnel.
- ☐ Participate in planning meetings of Logistic Section personnel.
- ☐ Review Incident Action Plan.
- ☐ Organize and prepare assignments for Service Branch personnel.
- ☐ Coordinate activities of branch units.
- ☐ Inform Logistics Section Chief of branch activities.
- ☐ Resolve Service Branch problems.
- ☐ Maintain Unit Log (ICS Form-214).

Communications Unit Leader Position Description

The Communications Unit Leader prepares plans for setting up and operating communications at the EOC, orders supplemental communications equipment, activates the telephone system, develops a radio communications plan for each operations period, sets up and operates the EOC message center, and if co-located in the EOC, sets up and operates the incident dispatchers in a communications center.

The EOC message center receives, records, and routes situation and administrative information. Runners are responsible for distributing hard copy material to personnel in the EOC. Communications technicians verify that incident communications radio and telephone systems are operable, maintain access to an inventory of communications equipment, and test and repair communications equipment which is deployed at the EOC. The Communications Unit Leader reports directly to the Logistics Section Chief if the Service Branch Director position is not activated, and supervises the Communications Center Manager, Message Center Manager, Incident Dispatcher and additional staff as assigned.

ICS FORMS PREPARED:	**ICS-205, 214, 216, 217, 307**
ICS FORMS REVIEWED:	**Incident Action Plan**
ICS FORMS APPROVED:	**N/A**



Communications Unit Leader Responsibilities and Duties

- Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- Obtain briefing from Logistics Section Chief or Service Branch Director.
    - Determine what immediate needs exist on a priority basis for equipment.
- Determine unit personnel needs.
    - Order and verify ETA of Communications Unit personnel.
    - Assign Communications Unit personnel to operator positions (communications center, message center), runners, as well as incident dispatchers.
- Advise on communications capabilities and/or limitations.
- Prepare and implement Incident Radio Communications Plan (ICS Form-205).
    - Attend logistics planning meeting.
    - Review Incident Action Plan objectives to determine the feasibility of providing the required communications support.
    - Inform the appropriate IMT personnel of communication deficiencies. Develop plan for correcting deficiencies.
    - List radio channel and frequency for each affected jurisdiction (ICS Form-217).
    - Prepare radio requirement worksheet, (ICS Form-216).
- Ensure the EOC Communications Center and Message Center are established.
    - Establish the Message Center and verify that there are appropriate supplies.
    - Notify EOC personnel that the Message Center is in operation, including the identification of and restrictions on radio frequencies, phone & fax lines, etc.
- Set up the telephone and public address systems.
    - Request assistance from City/Borough personnel as needed.
    - Develop a telephone communications plan for the EOC to include the following;
    - Determine specific organizational elements to be assigned telephones.
    - Determine all locations to be serviced by telephones such as message center, press and public information locations, EOC sections, etc.
    - Determine number of incoming telephone trunks currently in service.
    - Determine whether additional trunk lines are necessary and order them.
    - Determine which telephone trunks should be used by what personnel and for what purpose. Assign specific telephone numbers for incoming calls

and report these numbers to off-site parties (local jurisdictions, agencies, etc.).

- Establish locations for installation of additional telephone trunks and handsets and placement of fax machines and computer terminals.
- Identify any additional communications equipment required to implement the telephone communications plan. Request additional equipment from supply unit.
- Establish and post specific procedures for use of EOC telephone equipment.

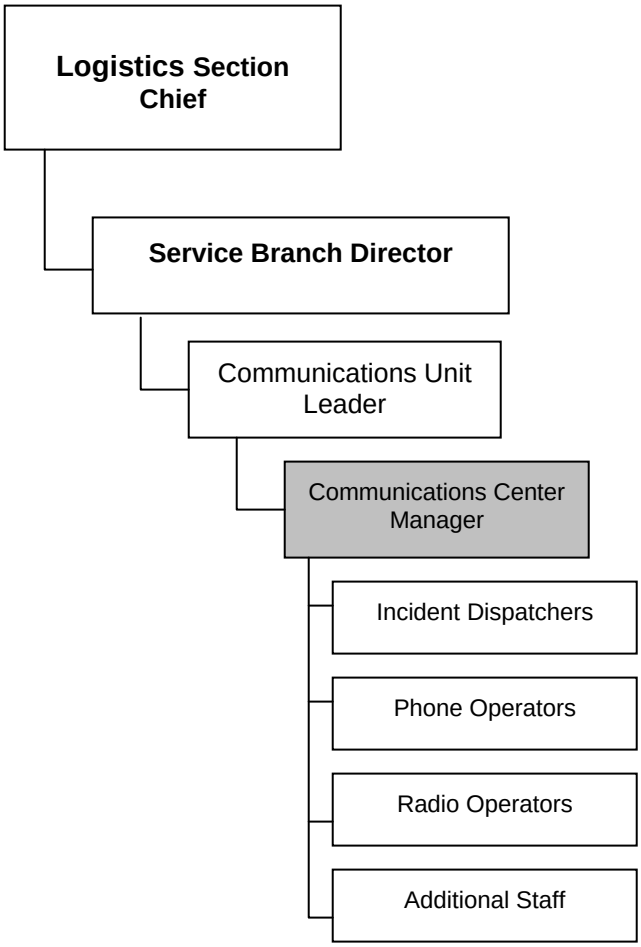
- Establish appropriate communications distribution and maintenance locations within the EOC, shelters, others.
- Ensure communications systems are installed and tested.
- Assess the feasibility of computer-based (e-mail and internet) communications and set up as appropriate.
- Ensure an equipment accountability system is established.
  - Inventory communications equipment at incident. Inventory should contain the following information:
    - Equipment type.
    - Make and model.
    - Serial or property number.
    - Condition of equipment (operable or inoperable).
    - Record inventory information of equipment assigned to communications unit.
- Ensure personal portable radio equipment from cache is distributed per Incident Radio Plan, (ICS Form-205).
- Provide technical information as required on:
  - Adequacy of communications systems currently in operation.
  - Geographic limitations on communications systems.
  - Equipment capabilities.
  - Amount and types of equipment available.
  - Anticipated problems in use of communications equipment.
- Supervise Communications Unit activities.
- Maintain records on all communications equipment as appropriate.
  - Maintain inventory of assigned equipment.
  - Identification of assigned equipment.
  - Assignment to an individual.
  - Provide security for un-issued radios.
- Ensure equipment is tested and repaired.

- Recover equipment from relieved or released units.
- Maintain Unit Log (ICS Form-214).

Communications Center Manager Position Description

The Communications Center Manager, part of the Communications Unit, is responsible for receiving and transmitting messages between various communication points and the EOC. These messages may be transmitted and received via telephone, fax-machine, various types of radios, Teletype and telex machines, and other. The Communications Center Manager reports to the Communications Unit Leader. The Incident Dispatchers, Phone Operators, Radio Operators, and additional staff work under the direction of the Communications Center Manager.

ICS FORMS PREPARED:	ICS-214, 307
ICS FORMS REVIEWED:	ICS-205, 216, 217, Incident Action Plan
ICS FORMS APPROVED:	N/A



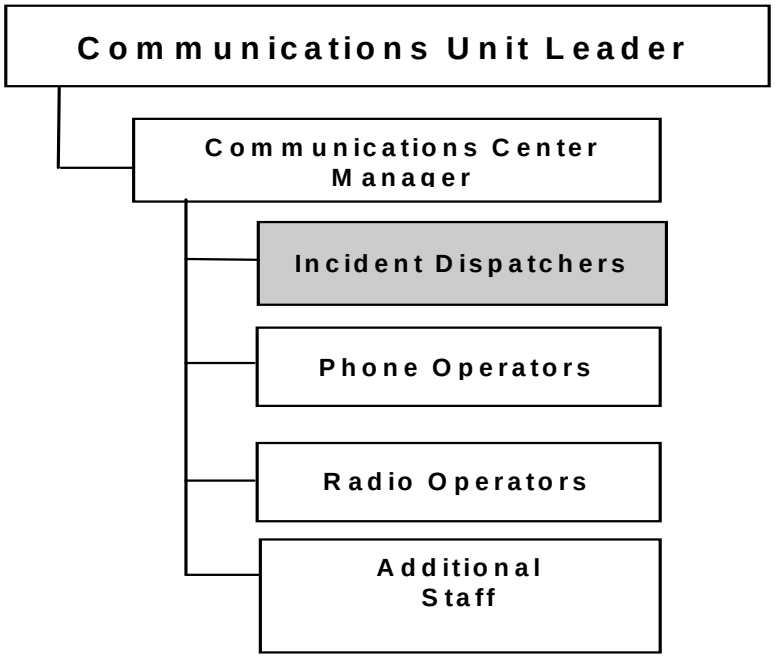
Communications Center Manager Responsibilities and Duties

- ☐ Immediately begin a Unit Log (ICS Form – 214) and maintain throughout
- ☐ Obtain briefing from Communications Unit Leader.
- ☐ Establish the Communications Center.
    - o Verify that appropriate equipment and supplies are assembled.
    - o Establish the appropriate location for the communications center.
    - o Facilitate establishment of a message center within the communications center.
- ☐ Determine communications center personnel staffing requirements.
    - o Adequate number of incident dispatchers.
    - o Adequate number of radio operators.
    - o Adequate number of phone operators.
    - o Adequate number of helpers.
- ☐ Assign duties to communications center personnel.
- ☐ Route any check-in data received in communications center from off-site check-in locations to the resource status unit.
- ☐ Establish routing procedure for messages received at the Comms Center.
- ☐ Establish message routing procedures to distribute resource status change information to the message center.
- ☐ Notify EOC personnel that the Communications Center is in operation, including the identification of and restrictions of radio frequencies, phone lines, and fax lines currently in use.
- ☐ Oversee communications center operations and maintain direct supervision of center personnel by:
    - o Periodically checking work performance tasks of center personnel.
    - o Coordinating activities of center personnel.
    - o Identifying and resolving problems.
    - o Establishing priorities.
    - o Ensuring personnel are maintaining close coordination with each other and message center personnel.
- ☐ Maintain message log for all messages received and transmitted by the center.
- ☐ Maintain Unit Log (ICS Form-214).

Incident Dispatcher Position Description

The Incident Dispatcher is responsible for receiving and transmitting messages between communication points and the EOC, and for providing dispatch services as necessary. The Incident Dispatcher reports to the Communications Center Manager.

ICS FORMS PREPARED:	ICS-213, 214, 307
ICS FORMS REVIEWED:	ICS-205, 216, 217, Incident Action Plan
ICS FORMS APPROVED:	N/A



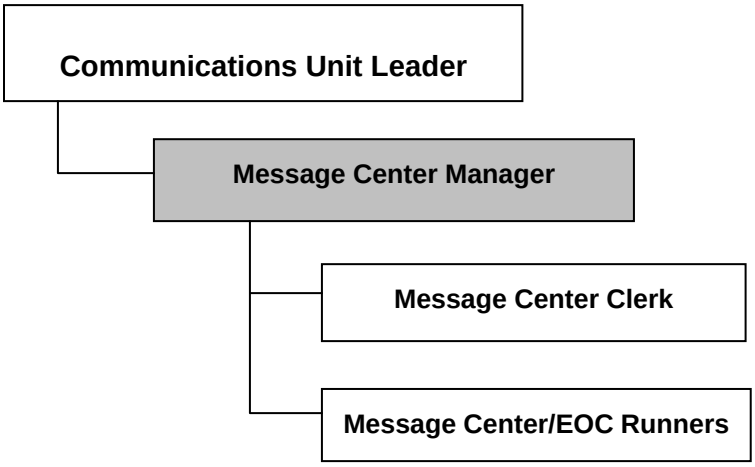
Incident Dispatcher Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from the Communication Center Manager.
- ☐ Determine the following information:
    - o Location of communications center.
    - o Communication center procedures.
    - o Frequencies in use and assignments.
    - o Radio nets currently established or to be established.
    - o Equipment status.
- ☐ Determine the following information:
    - o Communication capabilities, limitations, and restrictions.
    - o Message center routing procedures.
- ☐ Determine personnel staffing requirements.
- ☐ Review frequency assignments and radio designator.
- ☐ Obtain and review incident organization chart (ICS Form-207), Incident Communications Plan (ICS Form-205), Radio Assignment Worksheet (ICS Form-217), and Incident Action Plan.
- ☐ Assist in setting up communications center.
- ☐ Receive and transmit messages within and external to the incident. Document hard copy messages on message form (ICS Form-213) and forward to Message Center Manager for distribution.
- ☐ Maintain message log of transmissions.
- ☐ Request servicing of any inoperable or marginal equipment through the Communication Center Manager.
- ☐ Provide briefing to relief dispatch personnel on the following information.
    - o Current communications status and activity.
    - o Current equipment status.
    - o Any unusual communications situations.

Message Center Manager Position Description

The Message Center Manager, part of the Communications Unit, is responsible for receiving, recording, and routing information about resources allocated to the incident, resources status, situation status, tactical, and administrative information. The Message Center Manager is also responsible for collecting and routing all hard copy General Message Forms (ICS Form-213) to the appropriate individuals and/or functional sections. The Message Center Manager reports to the Communications Unit Leader. The Message Center Manager directs the Message Center Clerks and EOC Runners.

ICS FORMS PREPARED:	ICS-213, 214, 307
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



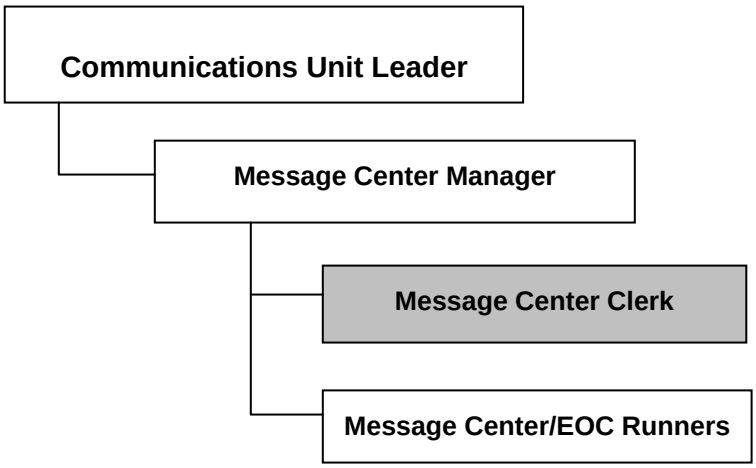
Message Center Manager Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing(s) from Communications Unit Leader.
- ☐ Establish the Message Center.
    - o Verify that there are appropriate supplies.
    - o Select a location for the immediately adjacent to communications center.
- ☐ Determine message center personnel staffing requirements.
    - o Adequate number of message clerks.
    - o Adequate number of EOC runners.
- ☐ Assign duties to message center personnel.
- ☐ Record available check-in data for off-site check-in locations.
- ☐ Establish message routing procedures to distribute General Message Forms (ICS Form-213) received from Communication Center that cannot be handled directly by radio or telephone. SEE MESSAGE FORM ROUTING FLOW CHART.
- ☐ Establish message board for display of notices and undelivered messages.
- ☐ Establish message routing procedures to distribute resource status-change cards to resource status unit.
- ☐ Notify EOC personnel that the Message Center is in operation, including the identification of and restrictions to communications lines currently in use.
- ☐ Oversee message center operations and supervise personnel by:
    - o Periodically checking work performance tasks of message center personnel.
    - o Establishing priorities and coordinating activities of message center personnel.
    - o Identifying and resolving problems.
    - o Ensuring personnel maintain close coordination with each other.
- ☐ Maintain master message log with control numbers for all general message forms (ICS Form-213) utilized.
- ☐ Maintain a master file of all general message forms (ICS Form-213) used for distribution to Documentation Unit for final packet.
- ☐ Maintain Unit Log (ICS Form-214).

Message Center Clerk Position Description

The Message Center Clerk, part of the Communication Unit, is responsible for receiving, logging, assigning control numbers, routing, tracking, and filing all General Message Forms (ICS Form-213) used in the EOC. The message center clerk reports to the messenger center manager.

ICS FORMS PREPARED:	ICS-213, 307
ICS FORMS REVIEWED:	N/A
ICS FORMS APPROVED:	N/A



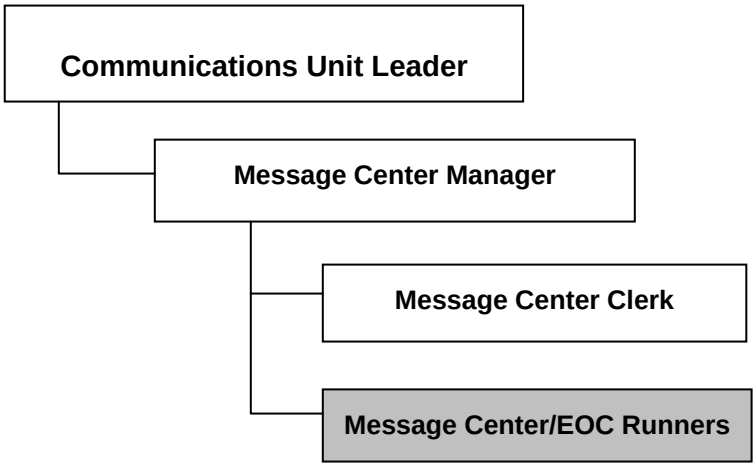
Message Center Clerk Responsibilities and Duties

- ☐ Obtain briefing(s) from Message Center Manager.
- ☐ Determine the proper message form routing procedure.
- ☐ Process all general message forms (ICS Form-213) by:
    - o Receive message form from communication center operators and/or individuals and functional sections.
    - o Assign message control number to all message forms.
    - o Log in all message forms.
- ☐ Forward message forms to appropriate individuals and/or sections.
- ☐ Maintain master file for all utilized message forms.
- ☐ Route master copy of message forms to Documentation Unit for inclusion into final incident packet.
- ☐ Perform other duties as assigned by Message Center Manager.

EOC Runner Position Description

The EOC Runner, part of the Message Center, is responsible for delivering general message forms (ICS Form-213) to the appropriate individual and/or functional section. The EOC Runner reports to the Message Center Manager.

ICS FORMS PREPARED:	N/A
ICS FORMS REVIEWED:	N/A
ICS FORMS APPROVED:	N/A



EOC Runner Responsibilities And Duties

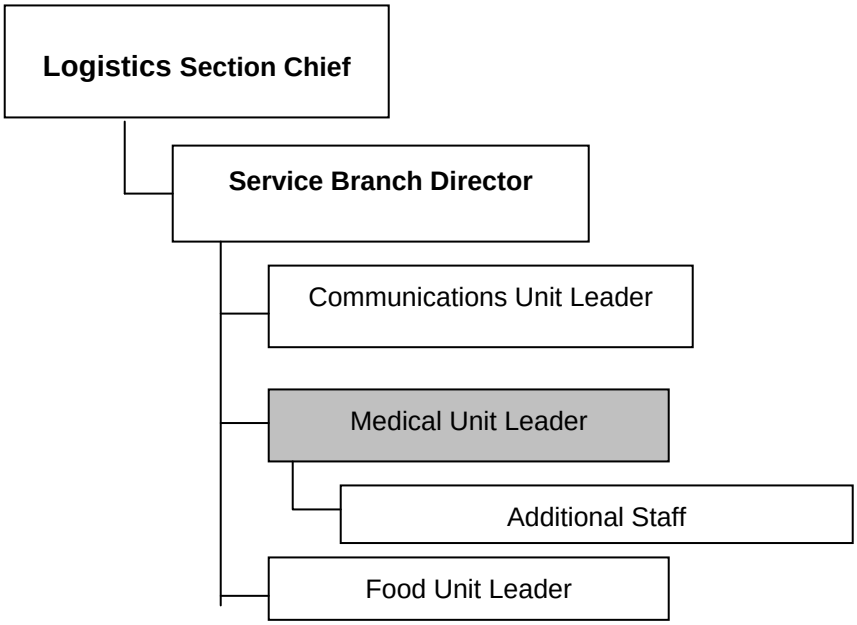
- Obtain briefing(s) from the Message Center Manager.
- Deliver general message forms (ICS Form-213) to the appropriate individual and/or functional section(s).
- Routinely pick-up message forms (ICS Form-213) from individuals and/or sections for delivery to the message center.
- Perform other duties as assigned by Message Center Manager.

Medical Unit Leader Position Description

The Medical Unit Leader is responsible for the development of the Incident Medical Plan (ICS Form-206), obtaining medical aid and transportation for injured and ill IMT personnel, and preparation of reports and records. Depending on the number and location of IMT personnel, the Medical Unit Leader may develop a staff to assist. The Medical Unit Leader will provide aid stations at the EOC, shelters, and major operations sites as necessary.

The Medical Unit Leader reports directly to the Logistics Section Chief if the Service Branch Director position is not activated, and supervises incident medical personnel and unit staff as assigned.

ICS FORMS PREPARED:	ICS-206, 214, 307
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



Medical Unit Leader Responsibilities And Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Logistics Section Chief or Service Branch Director if activated.
- ☐ Participate in Logistic Section and/or Service Branch planning activities.
- ☐ Determine level of emergency medical activities performed prior to activation of the Medical Unit.
    - o Obtain information on any injuries which occurred during initial response operations.
- ☐ Activate Medical Unit.
    - o Determine expected scope and location of response operations by reviewing Incident Action Plan and Logistics Section instructions.
    - o Determine Medical Unit activities required to support response operations considering:
    - o Number and location of aid stations.
    - o Number and location of stand-by ambulances, helicopters, and medical personnel to assign to the incident.
    - o Special medical problems, e.g., hypothermia, dehydration, noxious fume inhalation, frostbite, etc.
    - o Medical supplies needed.
    - o Seek input from medical consultants and local EMS officials.
    - o Inventory current medical supplies.
    - o Request additional medical personnel through the Supply Unit.
    - o Order additional supplies from the Supply Unit.
    - o Establish aid stations.
    - o Establish procedures for requesting ambulance service.
- ☐ Prepare the Incident Medical Plan (ICS Form-206).
    - o Identify medical aid stations to be located at the EOC and other work locations.
    - o Identify and assign helicopters and other medical transportation available.
    - o Identify IMT personnel who should be notified in the event of any medical emergency.
    - o Prepare specific instructions for personnel to use in requesting medical aid.
    - o Request Safety Officer and Communications Unit Leader review and approve the Medical Plan.
- ☐ Prepare procedures for major medical emergency.

- In planning for a major medical emergency must consider the following:
- Hospital locations including those with special units, e.g., burn centers, etc.
- Persons and phone numbers of hospital contacts.
- Helicopter landing facilities at above locations.
- Locations of incident medical personnel to transport to scene.
- Special equipment.
- Available ground and air resources for medical evacuation.
- Which medical transportation sources are available in state?
- Determine the specific procedures for handling a major medical emergency.
- Establish procedures with the communications unit for requesting clear command frequency for declaring a major medical emergency.

☐ Declare major medical emergency as appropriate.

☐ Respond to requests for medical aid.

- Receive normal requests for aid from the EOC Communications Center dispatchers or by personal contact. Obtain the following information:
- Location of problem.
- Type of problem.
- Magnitude of the problem.
- Determine appropriate action.
- Provide first aid at pre-established aid station;
- Provide first aid at work location;
- Provide transportation to a medical facility; or
- Provide on-scene ALS care.

☐ Respond to requests for medical transportation.

☐ Respond to requests for medical supplies.

- Receive requests for medical supplies (e.g., cold, medicine, eye drops, aspirin, etc.)
- Seek advice from medical consultant if request involves prescription medicine.
- Determine if request item is in Medical Unit inventory.
- Provide item if available. If item is not in the inventory, either order item through the supply unit, or give alternative instructions.

☐ Submit reports as directed.

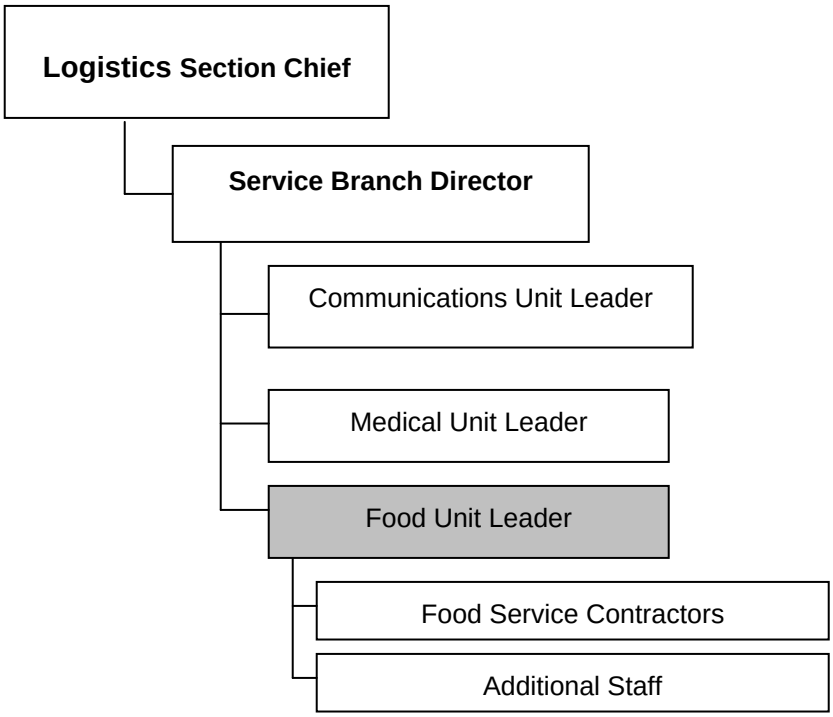
☐ Maintain Unit Log (ICS Form-214).

Food Unit Leader Position Description

The Food Unit Leader is responsible for determining feeding requirements at all facilities involved in the incident response, approving planned menus developed by the food service contractors, and verifying that they provide potable water, and that they serve healthful food in a safe manner.

The Food Unit Leader reports directly to the Logistics Section Chief if the Service Branch Director position is not activated, and supervises food contractors and unit staff, as assigned.

ICS FORMS PREPARED:	ICS-214, 307
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



Food Unit Leader Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Logistics Section Chief or Service Branch Director if activated.
- ☐ Determine location of working assignments, and number of personnel assigned to EOC, shelters, and other facilities.
    - o Establish locations for fixed feedings.
    - o Establish expected number of personnel to be fed at each location.
    - o Determine probable duration of the need for food services.
- ☐ Determine method of feeding to best fit each situation.
    - o Determine operational periods and establish feeding schedules.
    - o Consider food service contractor's supply availability and turn-around times.
    - o Establish whether helicopter or vehicle support will be available for remote sites.
    - o Consider use of prepared meals for site operations.
    - o Determine delivery times and availability of transportation.
    - o Develop plan for feeding personnel in remote sites in the event of supply problems or inclement weather.
- ☐ Activate contracts and agreements to obtain necessary equipment and supplies to provide food catering service facilities.
    - o Verify that all meals are appealing and nutritious.
    - o Monitor food service to determine if changes need to be made in menus, food handling, cooking, and/or feeding areas.
    - o Monitor weather conditions so that an adequate supply of liquids can be maintained.
    - o Verify that feeding areas are kept clean and neat.
    - o Obtain feedback from other personnel on adequacy of food service and obtain suggestions for changes that could improve overall service.
- ☐ Obtain necessary equipment and supplies to operate food service facilities at EOC, shelters, and other facilities.
- ☐ Set up Food Unit equipment.
- ☐ Verify menus to ensure incident personnel of well-balanced meals.
- ☐ Ensure that sufficient potable water is available to meet all incident needs.
- ☐ Maintain casual meal invoicing and documentation process.
- ☐ Ensure that all appropriate health and safety measures are taken.
    - o Verify that the contractors meet requirements for health and safety.

- Make sanitation requirements know to the Facilities Unit Leader.
- Establish security requirements for kitchen and eating areas.
- Coordinate with Safety Officer and Facility Unit Leader.

- Supervise cooks and other Food Unit personnel.
- Keep inventory of food on hand, and check in food orders.
- Provide Supply Unit Leader with food supply orders.
- Demobilize Food Unit in accordance with Incident Demobilization Plan.
  - Determine future feeding requirements (by meal) using demobilization plan.
  - Review demobilization feeding plan with Logistics Section Chief.
  - Establish schedule with Facilities Unit Leader for demobilization of food service contractor and feeding areas.
  - Complete evaluation for food contractor services.
  - Monitor clean-up and policing of kitchen and feeding areas.
- Maintain Unit Log (ICS Form-214).

In American Red Cross contracted shelters, the Food Unit Leader will also follow Red Cross plans and procedures. A description of the American Red Cross' role in shelter management is included in Volume 2, Section 8 of this plan.

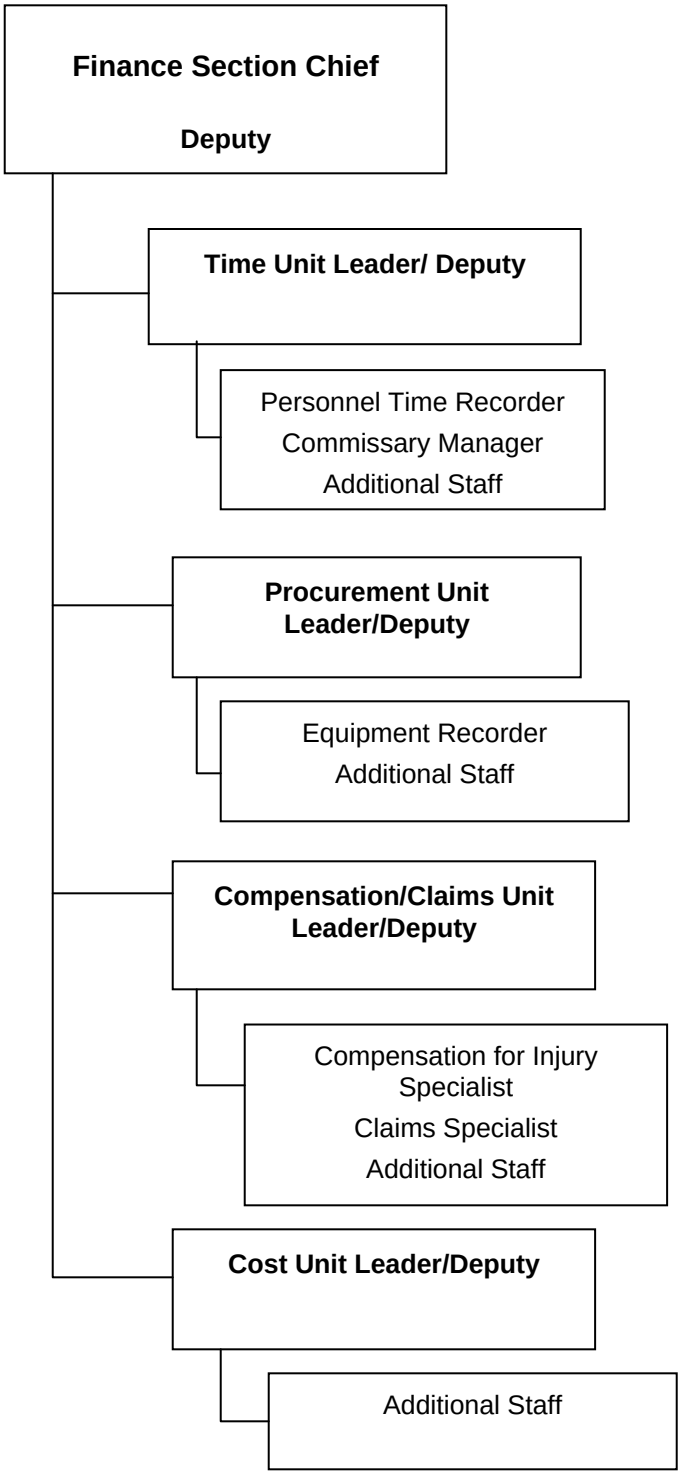
SECTION 6: FINANCE/ADMINISTRATION SECTION

The Finance/Administration Section (sometimes referred to as the Finance Section) is responsible for providing accounting functions, including maintaining an audit trail, billing, invoice payments, and documentation of labor, materials, and services used during incident activities. The Finance Section Chief, a member of the general staff, is responsible for all financial and cost analysis aspects of the incident and for supervising Unit Leaders within the Finance Section. The Finance Section includes the Time, Procurement, Compensation/Claims, and Cost Units.

Position description and checklists for each unit are provided in this section. For position descriptions and checklists for other Finance Section positions, refer to NIIMS Field Operations Guide (ICS-420).

All ICS Forms are located in Appendix D.

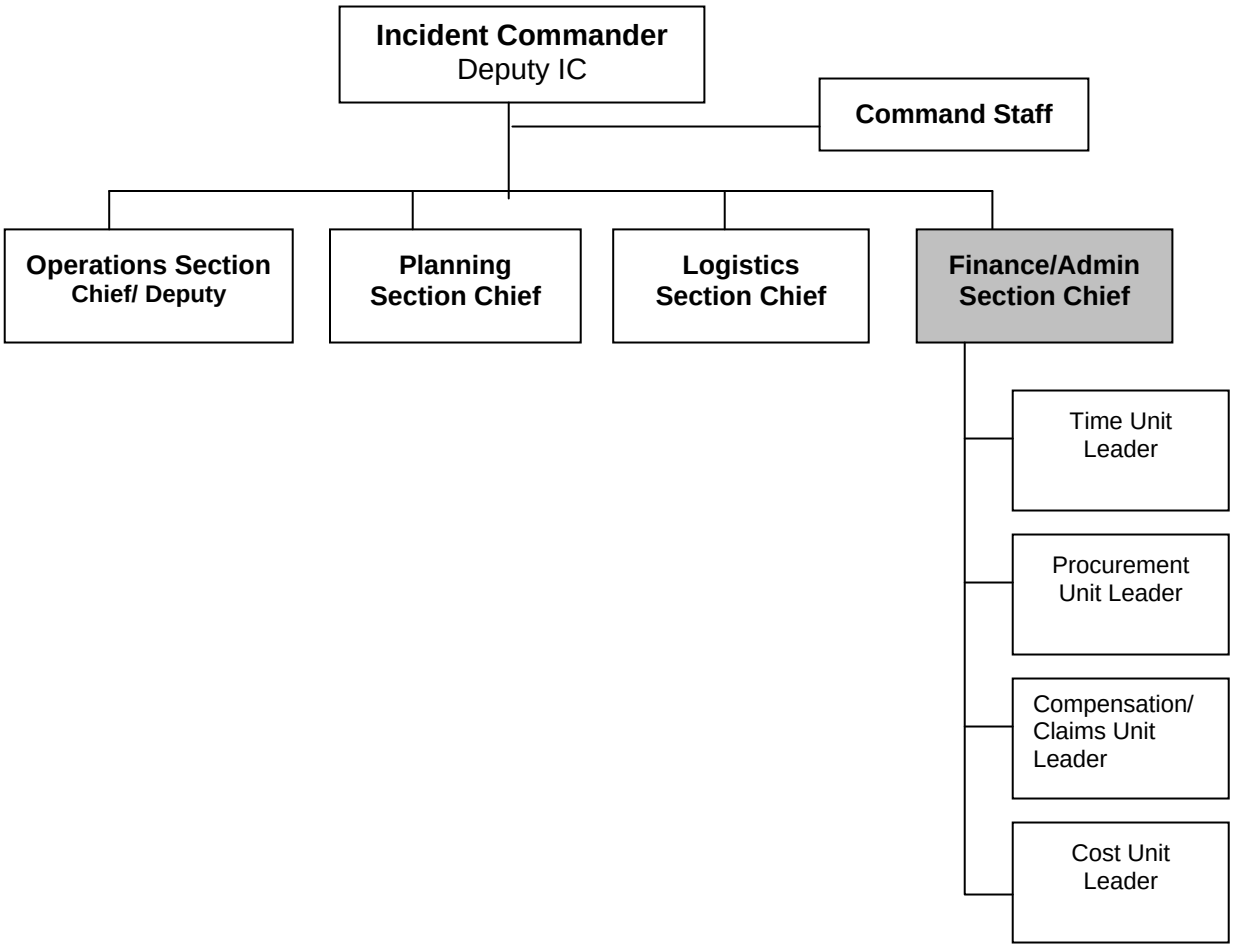
Finance/Administration Section Organization



Finance Section Chief Position Description

The Finance Section Chief, a member of the general staff, is responsible for all financial and cost analysis aspects of the incident and for supervising members of the finance section. The Finance Section Chief reports directly to the Incident Commander, and supervises the Time, Procurement, Compensation/Claims, and Cost Unit Leaders and additional staff as assigned.

ICS FORMS PREPARED:	ICS-214, 307
ICS FORMS REVIEWED:	Incident Action Plan, ICS-308
ICS FORMS APPROVED:	N/A



Finance Section Chief Responsibilities and Duties

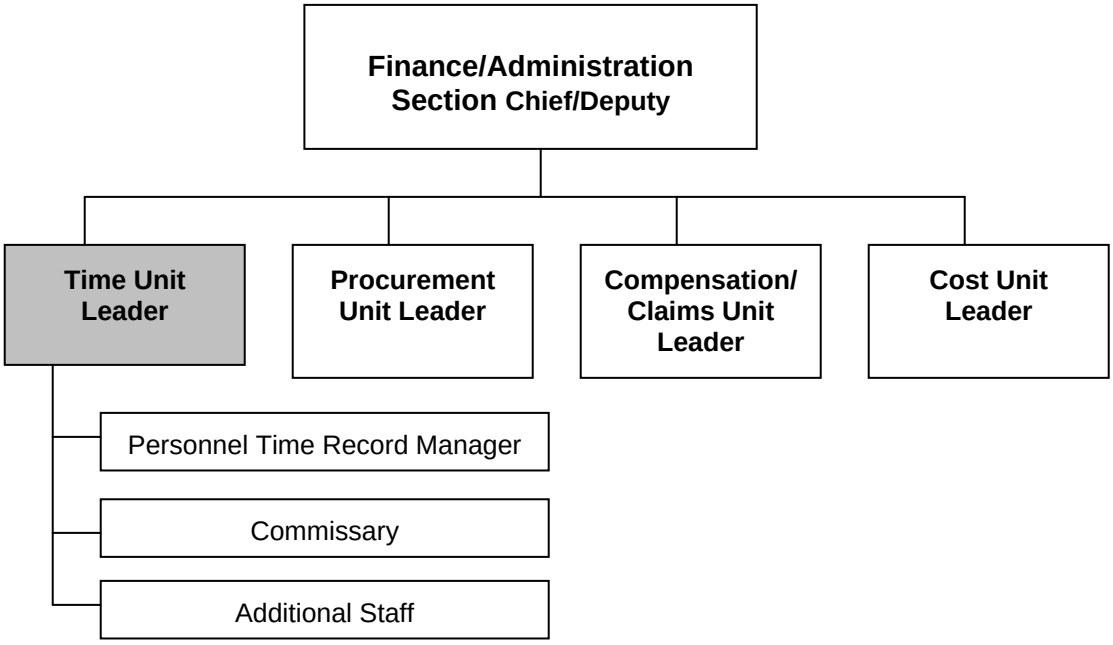
- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Incident Commander.
- ☐ Obtain work materials from finance kit.
- ☐ Attend briefing with responsible agencies to gather information.
- ☐ Attend planning meeting to gather information.
- ☐ Identify and order supplies and support needs for Finance Section.
    - o Arrange for personnel to support finance section unit level operation.
    - o Arrange for equipment, facilities, and supplies necessary to support finance operations.
    - o Request copies of all response related agreements activated.
- ☐ Develop an operating plan for finance function.
    - o Consider size and complexity of incident.
    - o Implement applicable financial guidelines and policies.
    - o Consider personnel assignments and work loads.
- ☐ Prepare work objectives for subordinates, brief staff, make assignments, and evaluate performance.
- ☐ Determine need for commissary operation.
- ☐ Inform Incident Commander and general staff when section is fully operational.
- ☐ Meet with assisting/cooperating agency representatives as required.
- ☐ Provide input to planning sessions on finance & cost analysis matters.
    - o Provide cost analysis data on incident operations as required.
    - o Provide financial summary on labor, materials, and services.
    - o Prepare forecasts on costs to complete operations.
    - o Provide accounting functions as directed including auditing and documenting breakdown of hours and rates for:
        - ♦ Labor, equipment, materials, and services used for labor
        - ♦ Equipment rentals (aircraft, boats, heavy equipment, etc.)
        - ♦ Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space.
- ☐ Brief agency's administrative personnel on all incident-related business management issues needing attention, and follow up prior to leaving incident.
- ☐ Maintain daily contact with agencies administrative headquarters on finance matters.
- ☐ Ensure that all personnel time records are transmitted to home agencies according to policy.

- Participate in all demobilization planning.
- Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- Brief agency's administrative personnel on all incident-related business management issues needing attention and follow-up prior to leaving incident.
- Maintain Unit Log (ICS Form-214).

Time Unit Leader Position Description

The Time Unit Leader is responsible for maintaining employee time records and preparing time-related documents, as well as for administering financial matters arising from serious injuries and deaths that occur in conjunction with incident operations. The Time Unit Leader reports directly to the Finance Section Chief. The number of personnel needed to perform the major activities within the Time Unit will be dictated largely by the size of the IMT operational effort. The Time Unit Leader supervises the Personnel Time Record Manager, Commissary Manager and additional staff as assigned.

ICS FORMS PREPARED:	ICS-214, 307
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



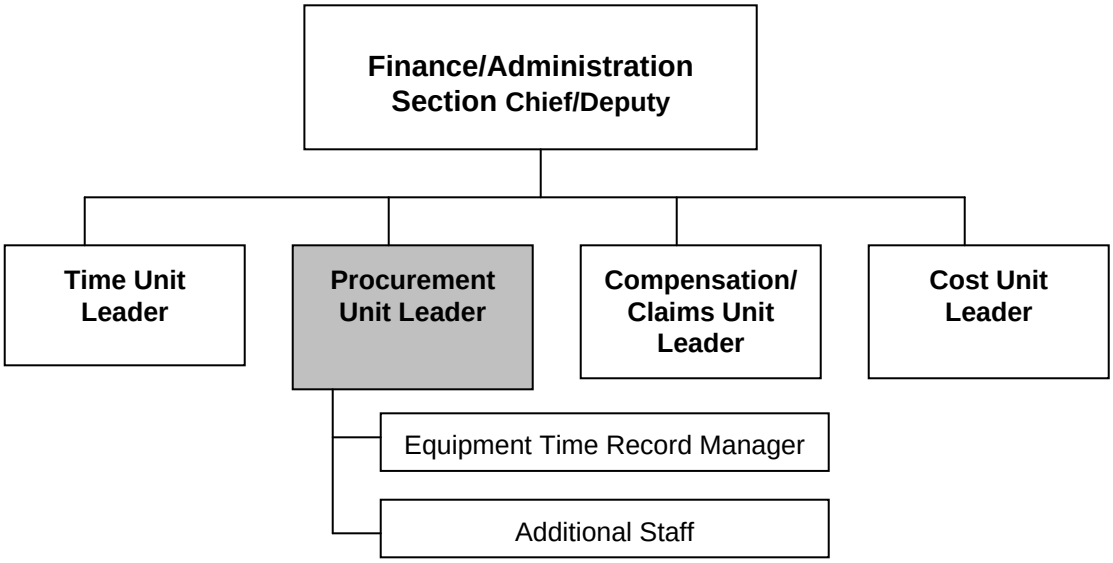
Time Unit Leader Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from the Finance Section Chief.
- ☐ Determine incident requirements for time recording function.
- ☐ Establish contact with appropriate agency personnel representatives.
- ☐ Organize and establish Time Unit.
    - o Set up work areas, make assignments and brief staff on policies.
    - o Establish unit objectives, make assignments, and evaluate performance.
- ☐ Ensure that daily personnel time recording documents are prepared and ensure compliance with time policy.
    - o Determine audit schedule for review and provide estimate of daily response and contractor personnel to the Finance Section Chief.
    - o Establish and maintain a list of personnel within the first operational period.
    - o Coordinate with the Planning Section to obtain a list of personnel on the IMT.
    - o Initiate, gather, or update personnel time reports for each operational period.
    - o Verify all personnel identification information on time report. Ensure time sheets are signed and approved.
- ☐ Establish commissary operation as required.
- ☐ Submit cost estimate data forms to cost unit as required.
    - o Review reports for accuracy and legibility. Verify that information is correct.
    - o Obtain necessary signatures and approvals.
    - o Organize and direct recording of equipment time.
    - o Coordinate equipment use information with Transportation and Supply Units.
- ☐ Provide for records security.
- ☐ Ensure that all records are current or complete prior to demobilization.
- ☐ Release time reports from assisting agencies to the respective agency representatives prior to demobilization.
- ☐ Brief Finance Section Chief on current problems, recommendations, outstanding issues, and follow-up requirements.
- ☐ Maintain Unit Log (ICS Form-214).

Procurement Unit Leader Position Description

The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendor contracts. The unit is also responsible for maintaining equipment time records. The Procurement Unit Leader reports directly to the Finance Section Chief and supervises the Equipment Time Recorder and additional staff as assigned.

ICS FORMS PREPARED:	ICS-214, 307
ICS FORMS REVIEWED:	Incident Action Plan, ICS-308
ICS FORMS APPROVED:	N/A



Procurement Unit Leader Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Finance Section Chief.
- ☐ Contact appropriate Unit Leaders on incident needs and any special procedures.
    - o Advise Unit Leaders on procurement procedures.
    - o Determine whether any special requirements or problems exist.
    - o Coordinate all required paperwork with Logistics Section, Supply Unit.
    - o Obtain listing of activated contracts/agreements.
- ☐ Coordinate with local jurisdictions on plans and supply sources.
- ☐ Develop incident procurement plan.
    - o Ensure that plan meets requirements for the Incident.
    - o Ensure that plan has complete listing of vendors/suppliers and phone numbers.
    - o Assemble copies of activated contracts-agreements.
    - o Establish approval authority with Supply Unit Leader.
- ☐ Provide completed plan to Supply Unit (Ordering Manager) to implement.
    - o Maintain ample amount of purchase orders.
- ☐ Prepare and sign contracts and use agreements as needed.
- ☐ Establish contracts with supply vendors as required.
    - o Establish local procurement plan.
    - o Develop and administer a cash account.
    - o Determine whether additional vendor-service agreements may be necessary, based on the extent of disaster response operations.
- ☐ Interpret contracts-agreements, and resolve claims or disputes within delegated authority.
- ☐ Coordinate with compensation-claim procedures for handling claims.
- ☐ Finalize all agreements and contracts.
- ☐ Coordinate use of imprest funds as required.
- ☐ Organize and direct equipment time recording function.
- ☐ Complete final processing and send documents for payment.
- ☐ Maintain final incident receiving documents:
    - o Obtain copies of all vendor invoices.
    - o Verify that all equipment time records are complete.
    - o Maintain comprehensive audit trail for all procurement documents.

- o Verify all invoices:
  - ♦ Check completeness of all data entries on vendor invoices.
  - ♦ Compare invoices against procurement documents.
  - ♦ Assure that only authorized personnel initiate orders.

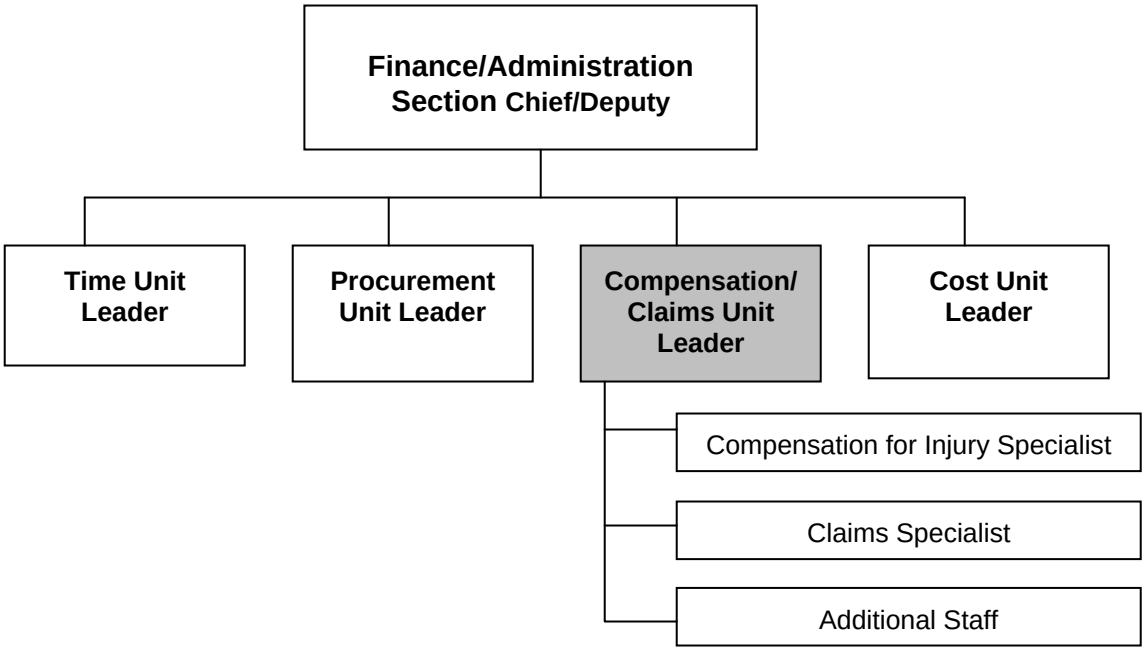
- Coordinate cost data in contracts with Cost Unit Leader.
  - o Provide daily summary estimates of total expenditures for equipment and supplies purchased or rented for incident response efforts.

- Maintain Unit Log (ICS Form-214).

Compensation-Claims Unit Leader Position Description

The Compensation-Claims Unit Leader is responsible for the overall management and direction of all compensation for injury specialists and claims specialists assigned to the incident. The Compensation/Claims Unit Leader reports directly to the Finance Section Chief and supervises the Compensation for Injury Specialist, the Claims Specialist, and additional staff as assigned.

ICS FORMS PREPARED:	ICS-214, 307
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



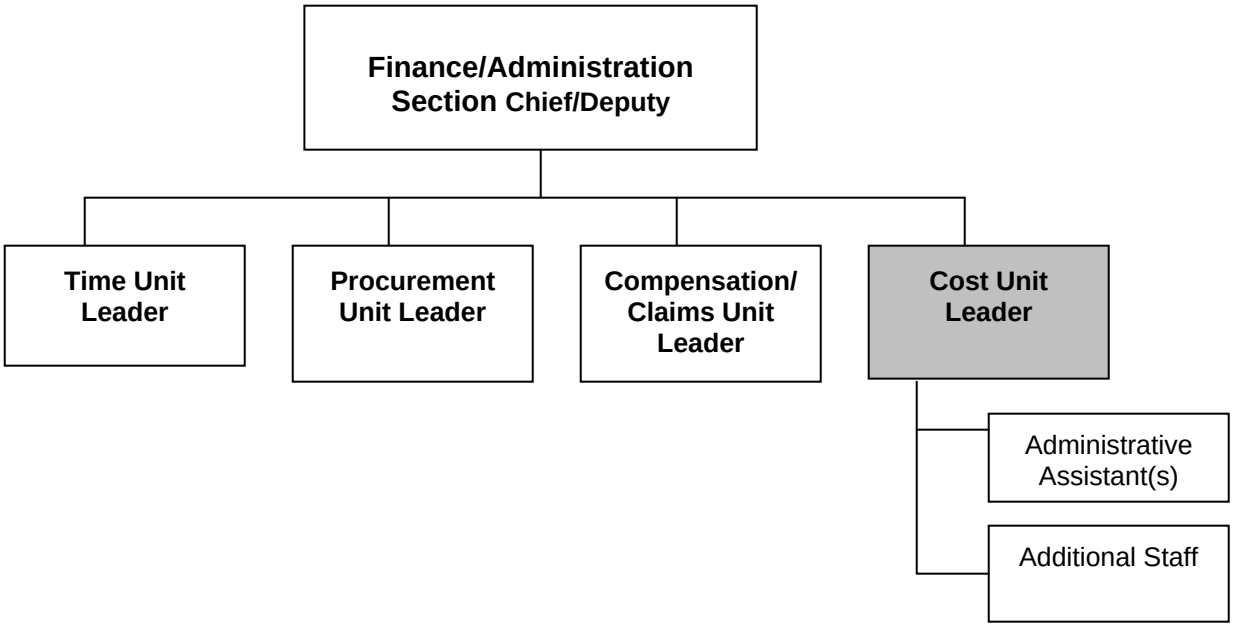
Compensation-Claims Unit Leader Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Finance Section Chief.
- ☐ Establish contact with incident Safety Officer and Liaison Officer or Agency Representatives.
- ☐ Determine the need for compensation for injury and claim Specialists. Activate injury and claims Specialists, and other personnel as needed.
- ☐ Establish compensation for injury work area with the medical unit whenever feasible.
- ☐ Obtain a copy of the incident Medical Plan (ICS Form-206).
- ☐ Ensure that compensation for injury and claims Specialists have adequate workspace and supplies.
- ☐ Brief compensation/claims specialists on incident activity.
- ☐ Coordinate with Procurement Unit on procedure for handling claims.
- ☐ Periodically review all logs and forms produced by compensation claims Specialists to ensure:
    - Work is complete.
    - Entries are accurate and timely.
    - Work complies with agency requirements and policies.
- ☐ Keep Finance Section Chief briefed on unit status and activity.
- ☐ Obtain Demobilization Plan and ensure that compensation for injury and claims specialist are adequately briefed on Demobilization Plan.
- ☐ Ensure that all compensation for injury and claims logs and forms are up to date, and routed to the proper agency for post-incident processing prior to demobilization.
- ☐ Demobilize unit in accordance with Demobilization Plan.
- ☐ Maintain Unit Log (ICS Form-214).

Cost Unit Leader Position Description

The Cost Unit Leader is responsible for collecting all cost data, performing cost effectiveness analysis of incident operations, providing cost estimates and cost saving recommendations for the IMT. The Cost Unit Leader reports directly to the Finance Section Chief and supervises administrative assistants and additional staff as assigned.

ICS FORMS PREPARED:	ICS-214, 307
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



Cost Unit Leader Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from the Finance Section Chief.
    - o Consider magnitude of situation:
    - o Organize and establish Cost Unit.
    - o Set up work areas and make assignments.
    - o Brief staff on policy and operation procedures.
- ☐ Coordinate with agency headquarters on cost reporting procedures.
- ☐ Obtain and record all cost data, to include:
    - o Personnel check-in at the incident.
    - o Transportation equipment.
    - o Cost data on mobilization, logistics, and demobilization.
- ☐ Prepare incident cost summaries.
    - o Cost estimates are to be calculated daily prior to meeting.
    - o Cost estimates should reflect actual IMT cost to date.
    - o Maintain cumulative IMT cost records.
    - o Compile daily cost estimate into cumulative record.
    - o Replace all estimated data with actual cost information when known.
- ☐ Prepare resources-use cost estimates for planning.
- ☐ Make recommendations for cost savings to Finance Section Chief.
- ☐ Maintain cumulative incident cost records.
- ☐ Ensure that all cost documents are accurately prepared.
    - o All records should be legible, comprehensive, and accurate.
    - o Records should conform to agency standards.
- ☐ Complete all records prior to demobilization.
    - o Prior to demobilization, ensure that all documentation is as complete as possible.
    - o Properly document all follow-up action.
- ☐ Maintain Unit Log (ICS Form-214).

SECTION 7: INCIDENT ACTION PLAN

Development of the Incident Action Plan

The Incident Command System emphasizes orderly and systematic planning both before and during a response to a disaster emergency. To guide the incident response and ensure that a sufficient level of planning is maintained throughout the response, the Incident Action Plan (IAP) is prepared by the Planning Section Chief with input from the appropriate sections and units of the Incident Management Team. The IAP is written at the outset of the response and revised continually throughout.

Incidents vary in their types, complexity, size, and requirements for detailed and written plans. In an initial response for an incident that is readily controlled, a written plan may not be necessary. Larger, more complex incidents will require an Incident Action Plan to coordinate activities. The level of detail required in an Incident Action Plan will likewise vary according to the size and complexity of the response.

For any size incident in which an IAP is prepared, the plan must be accurate and completely transmit the information generated during the planning process. The plan should be prepared and distributed prior to the Operations Shift Briefing, and a revised plan should be prepared for each operational period.

To facilitate the development of an Incident Action Plan in an orderly and systematic manner, a planning process has been developed as part of the Incident Command System. This section explains the planning process required to develop an Incident Action Plan. An IAP can be developed quickly and effectively by following the steps described in this section.

Responsibilities of the Incident Commander and General Staff

The Planning Section Chief maintains primary responsibility for development of the Incident Action Plan, with the input and oversight of the Incident Commander. The Operations, Logistics, and Finance Section Chiefs also input into the IAP development process. The Incident Commander and general staff have the following specific responsibilities associated with the development of the Incident Action Plan. The IC and each of the Section Chiefs should review these responsibilities, listed on the following page, prior to the initial planning meeting.

Incident Commander

- Provide general incident objectives and strategy.
- Provide direction or overall management and strategy.
- Approve the completed Incident Action Plan by signature.

Planning Section Chief

- Conduct the planning meeting and operation shift briefing.

- ☐ Coordinate preparation of the Incident Action Plan.

Operations Section Chief

- ☐ Determine resource requirements.
- ☐ Determine division boundaries.
- ☐ Determine tactics.
- ☐ Determine division/group work assignments for Operations personnel.

Logistics Section Chief

- ☐ Establish the procedure for off-incident resource ordering.
- ☐ Ensure that resource ordering procedures are developed and made known to appropriate agency dispatch centers.
- ☐ Ensure that the Logistics Section can support the Incident Action Plan.

Finance Section Chief

- ☐ Provide cost implications of incident objectives as required.
- ☐ Ensure that the Incident Action Plan is within the financial limits established by the Incident Commander.

The Planning Cycle

Incident Action Plan development involves four major phases:

1. Set Incident Objectives
2. Conduct Tactics Meeting
3. Conduct Planning Meeting
4. Finalize, Approve and Implement the Incident Action Plan

Phase 1: Set Incident Objectives

The incident commander sets incident objectives. The incident objectives are not limited to a single operational period but will consider the total incident situation.

The Incident Commander begins by establishing the general strategy to be used and identifying major policy, legal, or fiscal constraints to accomplishing the objectives and appropriate contingency considerations. Before finalizing the incident goals and objectives, the Incident Commander should provide a draft copy to the Operations Section Chief, who should ensure that the incident goals and objectives are clear and realistic. Once this has been accomplished, the incident goals and objectives are written on ICS Form-202 and delivered to the Operations Section Chief, Planning Section Chief, the Public Information Officer, and the Liaison Officer so they will know what the strategy for the next shift is. The Planning Section Chief then uses the incident goals to prepare for the tactics meeting.

Guidelines For Incident Commander On Setting Goals And Objectives

Setting or re-affirming goals and objectives at the beginning of each shift is a top priority duty of the Incident Commander.

- Goals and objectives must be clearly stated and measurable so the IMT can determine how much was accomplished during the current operations shift.
- Goals and objectives must be attainable given the people, equipment, and supplies available during that operations shift.
- Goals and objectives must be broad and flexible enough for the Operations Section Chief to achieve them the best way possible.

Phase 2: Conduct Tactics Meeting

Upon initial completion the Incident Briefing Form (ICS Form-201) and/or Incident Status Summary Form (ICS Form-209) are reviewed by the Planning Section Chief, Incident Commander, Operations Section Chief and other appropriate IMT members. The Incident Commander will update the initial objectives, if warranted. Upon review, the Planning Section Chief will provide alternatives and strategies to discuss during the tactics meeting. The tactics meeting is scheduled and conducted by the Planning Section Chief, and the length of the meeting is usually held to 30-45 minutes.

At the tactics meeting, the Operations Section Chief provides direction on how resources will be deployed to accomplish the incident objectives. This blueprint of tactical deployment for the next operational shift will be developed and revised before the planning meeting where formal deployment of resources and work assignments will be determined. The Operations Section Chief normally determines control line locations and establishes Division/Branch boundaries for geographical division assignments for the next operational period. These lines will be plotted on the incident map. After determining divisional boundaries, specific work assignments for each division/group will be developed for the next operational period.

Tactics must be specific and within the boundaries set by the Incident Commander's general control objectives (strategies). Following the tactics meeting, the Operations Section Chief completes the Operational Planning Worksheet (ICS Form-215) with assistance from the Resource Status Unit Leader. This form should be completed at least one hour prior to the planning meeting.

At this time, the Operations Section Chief may consider the need for any alternative or back-up tactics and have these noted on the Incident Objectives (ICS Form-202) and Division/Group Assignment List (ICS Form-204).

Phase 3: Conduct the Planning Meeting

Pre-meeting:

In preparation for the planning meeting, the Planning Section Chief should:

- ☐ Establish the operational planning period (Consult with Incident Commander).

- ☐ Determine planning meeting participants (Consult with Incident Commander). Note: Only key personnel should attend the planning meeting to facilitate an orderly and brief exchange of information.
- ☐ Establish and post the location and time for the planning meeting. Meeting area should be free from distractions.
- ☐ Ensure that planning maps, forms, resource and situation status are available and up-to-date.
    - Use large sketch maps or charts for planning and briefing.
    - Display the Planning Matrix (ICS Form-215).
    - Have the Resource Status Unit prepare a current resource inventory.
    - Have the Situation Status Unit update displays and summarize current intelligence gathered.

During the meeting:

The Planning Section Chief is responsible for conducting the planning meeting and ensuring that the flow of information is brief and to the point. Most of the groundwork for the plan should have been done by all parties involved prior to the meeting. This prevents the group from diverging from the subject at hand.

- ☐ Brief on current situation and resource status.
    - The Planning Section Chief and/or Resources and Situation Unit Leaders should provide a briefing on the current situation and resource status. Information for this briefing may come from any of the following sources:
        - Initial response (Incident Commander)
        - Incident Briefing Form (ICS Form-201).
        - Field observations.
        - Operations reporting.
        - Resource and situation reports.
- ☐ Specify resources needed by Divisions-Groups.
    - The Operations Section Chief, after specifying tactics for each division or group, and in conjunction with the Planning Section Chief, determines the resource needs by group to accomplish the work assignment. The resource needs will be recorded on the Planning Matrix.
    - The Planning Section Chief should also ensure that the Air Operations Summary (ICS Form-220) is being developed by the Operations Section Chief or Air Operations Branch Director as appropriate. The Air Operations Summary Worksheet (ICS Form-220) brings together in one place all tactical and logistical air assignments with information on kinds and numbers of resources required, as well as reporting locations, and designation of resources assigned.
- ☐ Specify operations facilities and reporting facilities.
    - The Operations Section Chief, in conjunction with the Logistics Section Chief and the Planning Section Chief, will specify any operations and/or

reporting facilities needed to accomplish the work assignments. These will normally be staging areas, shelters, etc.

- Place resource and personnel orders.
  - The Planning Section Chief should identify resource needs based on the needs provided by the Operations Section Chief and resource data available from the Resource Status Unit. Using the Planning Matrix (ICS Form-215), it will be possible to determine how many of the resources required for the next operational period are already available at the incident or en route.
  - By matching resource needs with those resources available for the operational period, the resources that must be ordered can be determined. With this new assessment, new resource orders can be put together and shown to the Incident Commander for his/her approval, and then ordered through normal dispatch channels by the Logistics Section.
  - Make sure that a system of confirming resource orders and their ETA's are established with logistics to enable the Resource Status Unit to complete the Division-Group Assignment Lists.
- Consider Communications, Medical, Safety, and Transportation Plan requirements.
  - The Incident Action Plan will normally consist of the Incident Objectives (ICS Form-202), Division/Group Assignment List (ICS Form-204), Organizational Assignment List (ICS Form-203), an Incident Map (ICS Form-225), Communications Plan (ICS Form-205), a Medical Plan (ICS Form-206), a Transportation Plan, an Air Operations Summary (ICS Form-220), a Safety Message (ICS Form-223), and an Environmental Plan if appropriate.
  - The Planning Section Chief must determine the need for these attachments to any written Incident Action plan and ensure that they are prepared by the appropriate units.

See also "How to Conduct a Planning Meeting," this section.

Phase 4: Finalize, Approve, and Implement Incident Action Plan

The Planning Section Chief is responsible for seeing that the Incident Action Plan is complete and accurate. The following steps may assist the Planning Chief in finalizing the IAP.

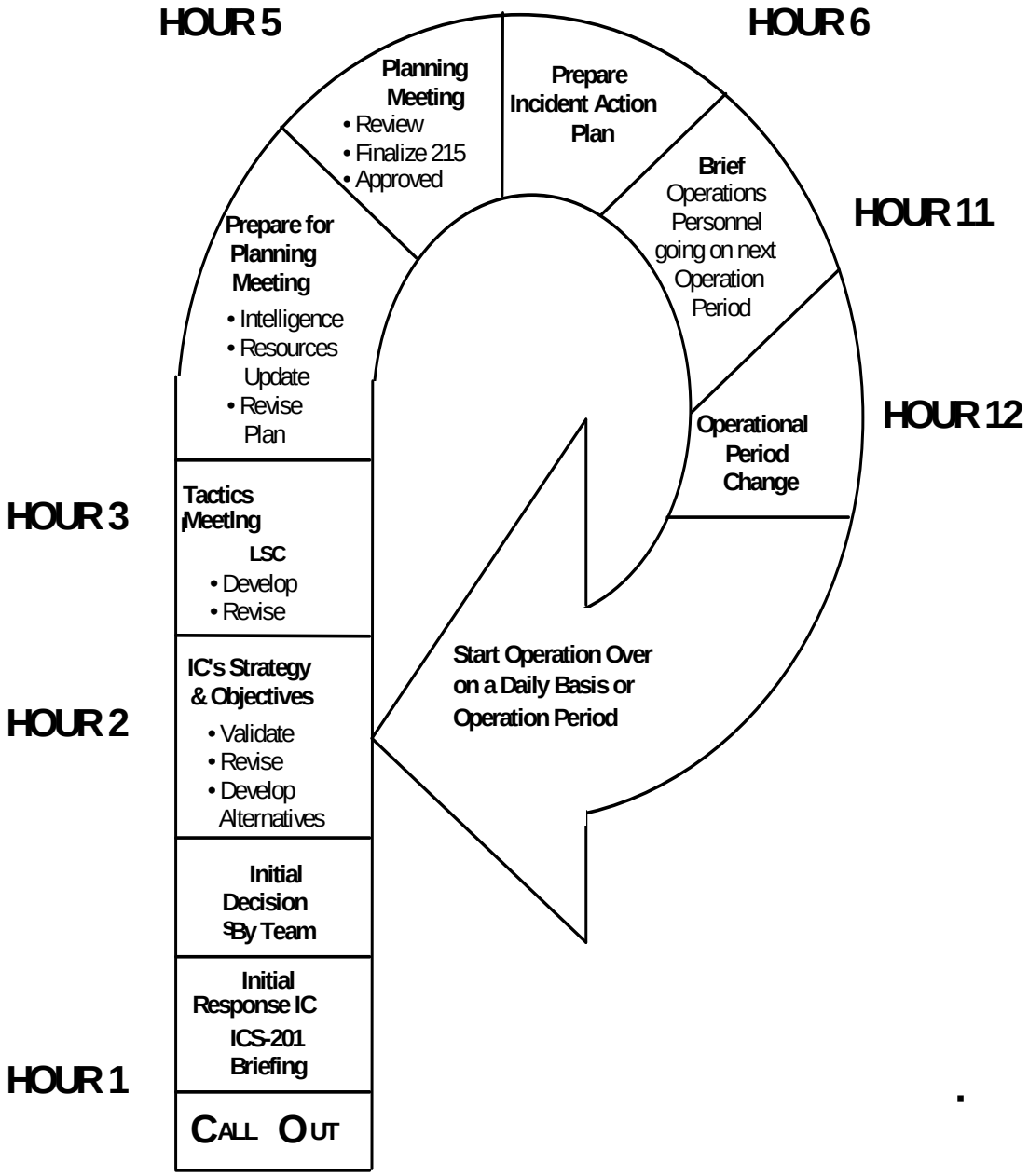
- Set a time when Incident Action Plan attachments are to be completed.
- Obtain plan attachments and review for completeness and approvals.
- Obtain Incident Commander approval of complete plan package.
- Prepare for operations shift briefing.

Operations Shift Briefing

The Planning Section Chief will conduct the operations shift brief and present the Incident Action plan to the General Staff.

- In preparation for the briefing:
  - Determine the number of Incident Action Plans required.
  - Arrange for Documentation Unit to reproduce plan.
  - Review Incident Action Plan to ensure it is up-to-date and complete prior to distribution.
- Select operations shift briefing location.
  - Ensure that space is large enough to accommodate personnel and quiet.
  - Set up display map.
- Attend the operation shift briefing.
  - Hand out the Incident Action Plan to appropriate incident personnel.
  - Briefly summarize current incident status. Orient to display map.
  - Read and explain current weather report.
  - Provide any missing data, and ask/answer questions.
- Finalize operational plans and prepare agency-specific reports.
  - Document any changes to the Incident Action Plan made during the briefing.
  - Revise Incident Status Summary (ICS Form-209).
  - Prepare agency specific forms and reports.
  - Set up procedure to debrief operational personnel.
  - Revise resource status board to show current shift status.
  - Submit all forms, reports, plans, and miscellaneous written information to Documentation Unit for filing.

EOC Daily Flow of Events



NOTE: The cycle above assumes two daily 12-hour shifts; but can be adjusted to operational shifts of any duration.

Incident Action Plan Components

Section	Prepared By	Provides
Action Plan Cover Page (ICS Form-200)	Resource Status Unit Leader	Incident Name, Time- Date plan is valid.
Incident Objectives (ICS Form-202)	Incident Commander	Overall objectives for the incident.
Organization Assignment List (ICS Form-203)	Resource Status Unit Leader	Organization of the incident by position.
Division/Group Assignment List (ICS Form-204)	Operations Section Chief with Resource Status Unit Leader	Location of assignments. Operational personnel assigned. Nature of operation. Special instructions. Group communications summary.
Incident Radio Communications Plan (ICS Form-205)	Communications Unit Leader	Basic radio channel utilization and assignments.
Medical Plan (ICS Form-206)	Medical Unit Leader	Medical aid stations. Ambulance services. Hospitals. Emergency procedures.
Transportation Plan	Transportation Unit Leader	Vehicle assignments. Aircraft transportation assignments. Pick-up and drop- off points and times. Personnel transport assignments.
Air Operations Summary (ICS Form-220)	Air Operations Director	Air operations needs for the incident. Assignment of Aircraft. Management of the Aircraft.
Health and Safety Message (ICS Form-223)	Safety Officer	Advisory of major hazards and risks associated with the incident. Safety procedures and policy.
Environmental Plan	Environmental Unit Leader	Environmental issues and priorities for mitigating environmental impacts.
Incident Map (ICS Form-225)	Situation Status Unit Leader	Map of Incident.

Incident Radio Communications Plan Development

The preparation of the Incident Radio Communications Plan (ICS Form-205) is accomplished by the Communications Unit Leader, in the sequence of steps as described:

1. Attend planning meeting.

The Communications Unit Leader can provide specific information regarding communications capabilities which will have an impact on the preparation of the Incident Action Plan. The Communications Unit Leader should attend the initial briefing and the incident planning meetings to gain knowledge about the overall incident management strategy and to access the Incident Action Plan for the next operational period. Knowledge of the action plan and overall incident strategy will assist the Communications Unit in determining the location of repeaters, coverage patterns, potential distribution points for personnel portable radios, etc.

2. Obtain Division-Group Assignment Lists (ICS Form-204).

Division/Group Assignment Lists (ICS Form-204) are prepared at the planning meeting to indicate the specific allocation of personnel and equipment for each line division or group. The division assignment list will indicate the identification and type of resource, leader, and number of personnel assigned and has space available to provide specific radio channel assignments for the division/group. The Communications Unit Leader will complete applicable portions of the division assignment lists after radio frequency planning is completed.

3. Determine radio requirements; use ICS Form-216, as necessary.

The personal portable radio requirements for each division/group and branch can only be accurately decided after the specific resource assignments are made and designated on the division assignment lists. A Radio Requirements Worksheet (ICS Form-216) allows for a tabulation of information taken from the Division/Group Assignment Lists. It provides space to list all units assigned to each division/group, and thus show total incident radio needs for the operational period. On smaller incidents, the number of radios required may be determined directly from the Division/Group Assignment Lists without making out this worksheet. If resources from other agencies are assigned into a branch/division/group which is made up mostly of resources from one agency, it will be necessary to supply those resources with radios to ensure their ability to function properly.

4. Establish required radio nets.

The determination of required radio nets is best accomplished in the incident planning meeting. The decision on the number of nets is determined by:

- Number of resources assigned.
- Special tactical requirements.
- Size of air program.
- Terrain considerations.

- Logistics support requirements.
- Repeater availability.

The following nets may be utilized:

- **Command Net** - General staff, command staff, branch directors, division-group supervisors, and air operations.
- **Support Net** - Used from division level up to make requests for logistic needs and to change status of assigned, available, and out of service resources.
- **Ground to Air** - A special channel, which may be established for tactical ground to air coordination.
- **Tactical Nets** - To be established around branch or division-group organizations. Provide a separate tactical frequency for each line division/group, if possible. The minimum should be a separate tactical frequency for each branch. Tactical resources of one agency should be placed within the same division or branch where possible to avoid problems of frequency incompatibility.

5. Develop Radio and Frequency Assignment Worksheet, (ICS Form-217).

List frequencies to be used on the Radio Frequency Assignment Worksheet (ICS Form-217). All frequencies available to the incident should be listed. Major agency frequencies assigned for this incident should be added in the space provided at the bottom of the worksheet.

Establish channel/frequency functional assignments considering the numbers of radios needed and the number of nets required. Use the following guidelines:

- Command and support nets which tie the incident line organizations with command, general staff, and EOC elements may require repeaters. Use only frequencies that have repeater capability for this purpose.
- If only one repeater frequency is available, it should be designated as command, and support requests from line branches-divisions-groups to the EOC, will be made over the command frequency.

Designate functional assignments in appropriate column. Allocate radios to organizational units. Place a number in the appropriate row/column intersection to indicate assignment of a radio and radio frequency to that unit or resource. Indicate the actual number of radios required as derived from radio requirements worksheet. Use the following as guidelines:

- Normally, operations personnel should be required to monitor no more than the command and assigned tactical frequencies at any time. If the radios lack a scanning capability, these should be on separate radios.
- There is no requirement for routine monitoring of the support net by operations personnel.
- If you find operations personnel are required to have three radios, try to adjust downward where possible. This is one of the advantages of this particular

worksheet (ICS Form-217), in that it allows you to see over the entire radio plan /user plan.

- After all designated organizational units are covered by cache or agency owned personal portable or mobile radios, total columns to determine the total number of radios any organizational unit will be required to have.
- To determine total number of users of a specific frequency, total the rows. The users may be classed in two categories, passive, (i.e., those who will normally only be monitoring the frequency), and active, (i.e., those who will be active transmitters on the channel).

6. Prepare Incident Radio Communications Plan (ICS Form-205) for inclusion in the incident action plan.

When satisfied with frequency assignments and radio allocations to incident units, prepare the Incident Radio Communications Plan (ICS Form-205). This summary will indicate the assigned use for all frequencies for the next operational period. Submit the Incident Radio Communications Plan to the Service Branch Director/Logistics Section Chief for review, then to the Planning Section Chief for inclusion into the Incident Action Plan.

7. Complete radio frequency portion of Division/Group Assignment Lists, (ICS Form-204)

Indicate on the Division/Group Assignment Lists (ICS Form-204), channel assignments in the location provided using the information from the worksheet. It may be necessary on the Division/Group Assignment Lists to provide instructions on radio distribution and other specific instructions.

See Communications Unit Leader position description and check-list, Logistics Section (7), This Volume as well as Volume Two, Emergency Operations Guide, Section 5, Communications, for additional direction on developing a total incident communications plan including other forms of communications (phone, fax, satellite, messenger, etc.).

Demobilization Plan Development

The demobilization plan should include the following sections:

1. General Information

Include orientation information and general discussion of the demobilization procedure to be followed. This may include overall situation information.

2. Responsibilities

This section establishes the responsibility for plan initiation and specific responsibility by name for various implementation activities. May include the responsibilities and procedures for payments, non-expendable supplies and equipment accountability, incident and facilities rehabilitation, performance rating requirements, agency dispatch, and demobilization center agreements, etc.

3. Release Priorities

Release priority for resources and personnel will be established based upon the following:

- Ongoing incident resource requirements.
- The Incident Commander and Section Chiefs will determine incident resources and personnel needs. Section Chiefs may have preferences based on special tasks to be completed, physical, or mechanical conditions, performance, etc.
- Contractors involved may also have requirements or needs that would influence release priorities.
- Off-incident requirements.
- Agency contractor representatives and dispatch centers should provide specific information on resource needs and available work assignments off the incident. Company representatives, under contract, can provide priorities for the release of their equipment.
- Safety needs of resources and rest needs of personnel.
- Technical specialist, crews, and finance section should provide information on previous assignments. The physical status of personnel and the mechanical condition of equipment is important in determining release priority.
- Cost and transportation considerations.
- Finance section and agency contractor representatives can provide costs of equipment and personnel under contract. In addition, the size and availability of aircraft, buses, and other transportation may affect priorities. Technical specialists, crews, and agency dispatch centers can provide information on grouping resources consistent with destinations, aircraft, and aircraft limitations.

4. Release Procedures

Establish list and order of checkout stops (may vary depending on kind of resource). Check-out stops should be in proper order and could include:

- Demobilization Unit - release checkout notice.
- Documentation Unit - turn-in of any incident related documentation.
- Medical Unit - injury records.
- Communications Unit - radios.
- Supply Unit - non-expendable equipment.
- Transportation Unit - transportation equipment, rental equipment, equipment inspection.
- Finance Section - personnel and equipment time recordings, claims, contract terms fulfilled.

5. Travel Restrictions

Include requirements for rest prior to travel, travel time, and/or distance limitations in one day, restrictions for heavy equipment movement, accountability procedures for tracking resources from the incident to their home base, and other guidance as provided by the Incident Commander and agencies.

Demobilization Plan Implementation

The demobilization unit must rely on a number of elements of the IMT to implement the demobilization plan. The responsibility of the demobilization unit leader is to coordinate and support these efforts to ensure an orderly and safe demobilization is carried out.

Resource Unit

The Resource Unit will identify and describe resources at the incident which are no longer required and provide that information to the Demobilization Unit. This information should include:

- Type of resource.
- Location(s).
- Names of supervisory personnel.
- Home locations and method of travel to the incident.
- Grouping of resources in accordance with demobilization plan priority listing.
- Most of the above information should be available on ICS Form-219 (T-Card) or from ICS Form-211 (Check-in List).

Supply Unit

The Supply Unit will prepare orders for release of particular resources and provide copies to the demobilization unit. Orders will reflect agreements with agency dispatch on:

- Specific resources involved.
- Destinations.
- Estimated departure time from incident.
- Route of travel - coordinate as necessary with Transportation Unit.
- Transportation - coordinate as necessary with Transportation Unit.
- ETA's
- Non-expendable equipment and initial checkout form.

Demobilization Unit

- Initiate checkout procedures.
- Obtain release orders from supply.
- Notify personnel of pending release.
- Provide resources ready for release with a copy of their orders and check-out form.
- Describe checkout procedures to involved personnel.

Documentation Unit

Obtain any incident related documents and initial checkout form.

Medical Unit

Finalize any injury reports and initial checkout form.

Communications Unit

Obtain radios and initial checkout form.

Transportation Unit

- Inspect contract and rental equipment.
- Inform as to the transportation mode and initial check-out form.
- Provide transportation as needed.
- Notify demobilization unit of ETD's and ETA's.

Finance Section

The Finance Section is responsible for processing of legal and financial matters and assuring checkout forms are complete.

- Collect checkout forms and ensure necessary initialing.
- Collect individual and crew performance ratings.
- Collect time records up to date.
- Ensure contract terms fulfilled.
- Ensure that “agency specific” requirements are being met.
- Ensure no claims action pending.

How To Conduct a Planning Meeting

Attendance

Incident Commander determines who is to attend. The command staff, general staff, Air Operations Director, Resource Status Unit Leader, Situation Status Unit Leader, Technical Specialists, and additional appropriate personnel should be in attendance. It is important that planning meetings involve only the required individuals, to facilitate timely completion.

Time and Place

Planning meetings should be held once per operational period, somewhere in the EOC. The Planning Section Chief or Deputy leads meetings.

Objectives

The objective of planning meetings is to identify all relevant information on the disaster emergency and to develop a course of action for incident management by accomplishing the following:

- Identify and solve problems.
- Define work assignments and responsibilities.
- Fine tune organization.
- Facilitate exchange of information between sections.
- Complete ICS Form-215, Planning Matrix.
- Collect information required to complete ICS Form-204, Division/Group Assignment List.
- Identify areas to concentrate intelligence gathering.
- Identify areas of responsibility.

Approach

Set time for the meeting and hold to it. The planning meeting should start 1-2 hours after the tactics meeting and should be completed within 45 minutes.

Get verbal presentations from all functions on accomplishments and problem areas. Operations Section Chief usually makes the first presentation and presentations from others follow such as Situation Status Unit Leader, Resource Status Unit Leader, and technical specialists. The Operations Section Chief then presents the tactical plan utilizing ICS Form-215. The Incident Commander, Planning Section Chief, and Operations Section Chief formulate the tactical plan at least one hour before the planning meeting.

The Incident Commander must give verbal approval of the plan of action (when the Incident Action Plan is finalized, the Incident Commander must sign and approve it). The original signed copy is filed with the documentation unit leader.

The Safety Officer sometimes makes a final presentation at the meeting to present observations for the day and recommendations. Close meeting on time.

Information Sharing

Planning Section Chief should conduct, facilitate, and control the meeting.

General Overview

Plan and present information gathered, such as:

- Maps and charts (incident location, affected areas).
- History (history of incident up to now, control status, etc.).
- Situation (damage, weather, life threat).
- Control actions now in effect, present methods, type, rate, and actions in progress.
- Resources: en route and available.
- Critical environmental/safety issues affecting emergency personnel.

Input from Logistics Section

Logistics should indicate whether the section can support the tactical plan as written. Focus on:

- Transportation available to mobilize resources identified in the tactical plan?
- Critical communications equipment and supply arrangements available?

Input from Finance Section

The Finance Section should identify financial management considerations and discuss purchase authority limits.

Input from Operations Section

Review actions in effect and report on progress.

General Information Considerations

The Planning Section should assimilate information from responsible command and general staff, addressing the following, as appropriate:

- Local problems.
- Specialized equipment.
- Manpower sources.
- Political considerations.
- Size and location of incident and its effects.
- Method of operation.

- How safety and medical concerns are handled, precautions, specific dangers.
- Critical resource assignments (e.g., personnel, equipment, communications, etc.).

How To Conduct an Operations Shift Briefing

Attendance:

Incident Commander helps determine who will attend. Generally, operations shift briefing is more widely attended than planning meeting, involving some or all of the following:

- Command Staff - Incident Commander/Unified Commanders, Public Information Officer, Liaison Officer, Safety Officer, Legal Officer
- Operations - Operations Section Chief, Air Operations Director, Division and Group Supervisors, Strike Team/Task Force Leaders
- Planning - Planning Section Chief, Unit Leaders, Weather Forecaster
- Logistics - Logistics Section Chief, Unit Leaders
- Finance - Finance Section Chief

Time and place:

Operations Shift Briefings should be held once per shift at the EOC. Briefings are led by the Planning Section Chief or Deputy and should run for no longer than one half hour.

Objectives:

The Operations Shift Briefing provides a regular forum for incident updates and exchange of information. Objectives include the following:

- Disseminate, exchange, and clarify information.
- Communicate safety concerns and weather updates.
- Review/revise incident and tactical objectives.
- Identify problem areas and solutions.
- Identify work progress and review previous shift's accomplishments.
- Identify additional resource needs.
- Distribute Incident Action Plan.

Approach:

- ☐ Planning Section Chief reviews the incident objectives and strategy as determined by the Incident Commander/Unified Command.
- ☐ Operations Section Chief reviews current actions and the last shift's accomplishments.
- ☐ Meteorologist forecasts weather conditions.
- ☐ Operations Section Chief presents Division/Group Assignments and Air Operations.
- ☐ Situation Unit Leader provides incident analysis.
- ☐ Logistics Section Chief gives updates.

- ☐ Safety Officer delivers safety message.
- ☐ Technical Specialist presentations.
- ☐ Finance Section Chief gives financial report.
- ☐ Public Information Officer gives media report.
- ☐ Liaison Officer provides update.
- ☐ Incident Commander gives Incident Action Plan approval and motivational remarks.

SECTION 8: ORGANIZING FOR SPECIAL INCIDENTS

This section contains organizational charts, position descriptions, and checklists specific to two types of special incidents: Hazardous Materials Releases and Multicasualty Incidents. For these types of incidents, this section should be used to supplement the ICS position descriptions in this plan.

For oil spills, the Kodiak Subarea Contingency Plan (KSCP) will be used as the local response guidance document. The KSCP contains oil spill-specific notification information, as well as checklists and ramp up procedures to guide an oil spill response in Kodiak. The Subarea plan also contains information regarding locally available oil spill response equipment and direction regarding the integration of the Kodiak Incident Management Team with other state and federal agencies and the responsible party.

Hazardous Materials Incidents

The hazardous materials incident organization is designed to provide supervision and control for the essential functions common to most hazmat incidents. Hazardous materials releases require enhanced control of the tactical operations and personnel/equipment mobilization to provide a greater degree of safety and reduce the probability of spreading contaminants.

Most Hazmat Incidents will involve multiple agencies and will generally be run using a Unified Command structure.

Hazardous material incidents will require the activation of a Hazardous Materials Branch/Group within the Operations Section. For most hazmat incidents, the primary response functions will be directed by the Hazardous Materials Group Supervisor, who may report either directly to the Operations Section Chief, or to the Hazmat Branch Director, if activated. All personnel and resources involved in the hazmat response will be supervised by one of the functional leaders or the Hazardous Materials Group Supervisor. The three functional positions within the Hazardous Materials Group are:

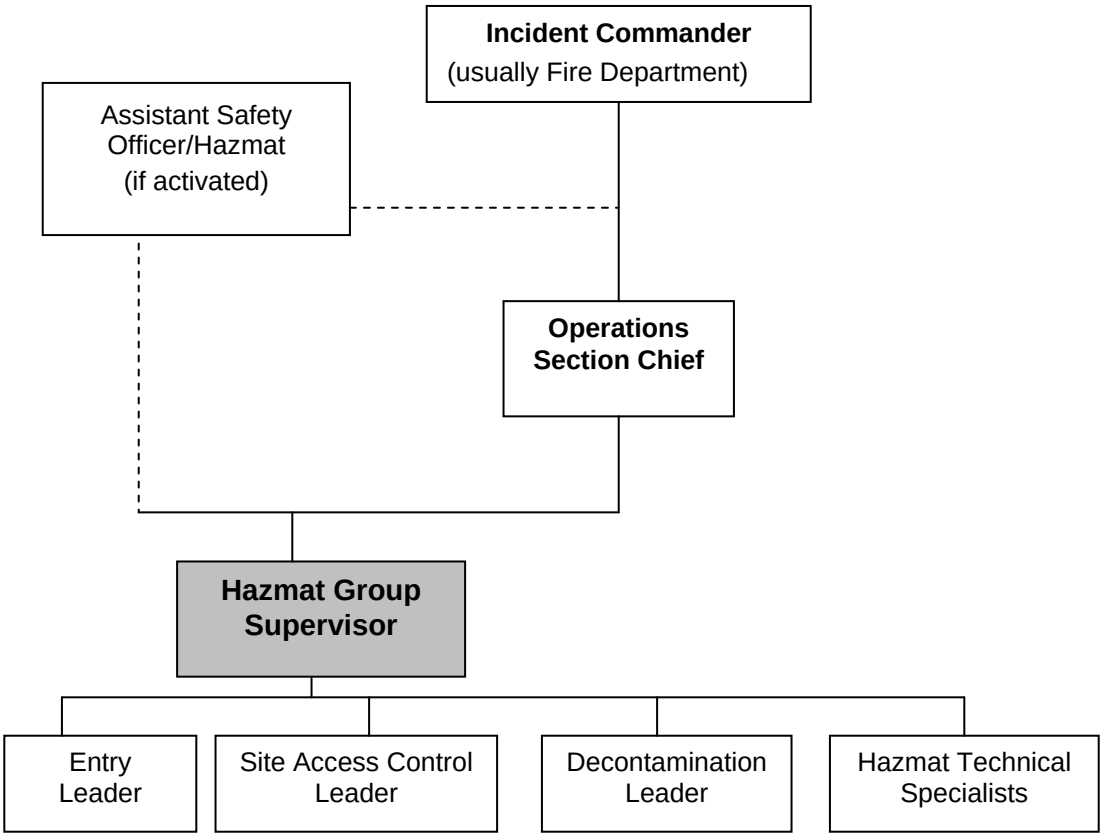
- **Entry Leader --** The Entry Leader supervises all personnel operating in the Hot Zone (that area immediately around a hazardous materials release area where contamination does or could occur. Special protection is required for all personnel while in this zone.) The Entry Leader has the responsibility to direct all tactics and control the positions and functions of all personnel in the Hot Zone.
- **Site Access Control Leader** -- The Site Access Control Leader controls all movement of personnel and equipment between the control zones and has the responsibility for isolating the Hot and Warm Zone and ensuring that citizens and personnel use proper access routes. (Warm Zone = that area between the Hot Zone and the Cold Zone which separates the contaminated area from the clean area and acts as a buffer to reduce contamination of the clean area. This zone contains the personnel decontamination station and may require a lesser degree of personnel protection then the Hot Zone.)
- **Decontamination Leader --** The Decontamination (Decon) Leader ensures all rescue victims, personnel, and equipment has been decontaminated before leaving the incident.

For a discussion of Hazmat tactical operations, refer to Volume 2, Section 12 of this plan.

Hazardous Materials Group Supervisor Position Description

The Hazmat Group Supervisor is responsible for the implementation of the phases of the Incident Action Plan dealing with the Hazmat Group operations. The Hazmat Group Supervisor is responsible for the assignment of resources within the Hazmat Group, reporting on the progress of control operations and the status of resources within the Group. The Hazmat Group Supervisor directs the overall operations of the Hazmat Group, and reports either directly to the Operations Section Chief, or to the Hazardous Materials Branch Director (if activated). The Group Supervisor oversees the Entry Leader, Site Access Control Leader, Decontamination Leader, and Hazmat Technical Specialist(s), as assigned.

ICS FORMS PREPARED:	ICS-214
ICS FORMS REVIEWED:	ICS-201, 209, 215, Incident Action Plan
ICS FORMS APPROVED:	N/A



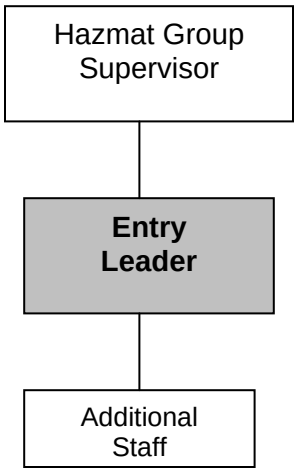
Hazardous Materials Group Supervisor Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from the Operations Section Chief or Hazmat Branch Director (if activated).
- ☐ Ensure the development of Control Zones and Access Control Points and the placement of appropriate control lines.
- ☐ Evaluate and recommend public protection action options to the Operations Chief or Branch Director (if activated).
- ☐ Ensure that current weather data and future weather predictions are obtained.
- ☐ Establish environmental monitoring of the hazard site for contaminants.
- ☐ Ensure that a Site Safety Plan is developed and implemented.
- ☐ Conduct safety meetings with the Hazmat Group.
- ☐ Participate, when requested, in the development of the Incident Action Plan. (Develop the Hazmat attachment to the Incident Action Plan).
- ☐ Ensure that nationally recommended safe operational procedures are followed.
- ☐ Ensure that the proper Personal Protective Equipment is selected and used.
- ☐ Ensure that appropriate agencies are notified through the Incident Commander.
- ☐ Maintain Unit Log (ICS-214).

Entry Leader Position Description

The Entry Leader is responsible for the overall operations of assigned personnel within the Hot Zone. The Entry Leader reports to the Hazmat Group Supervisor and supervises unit staff, as assigned.

ICS FORMS PREPARED:	ICS-214
ICS FORMS REVIEWED:	201, 202, Incident Action Plan
ICS FORMS APPROVED:	N/A



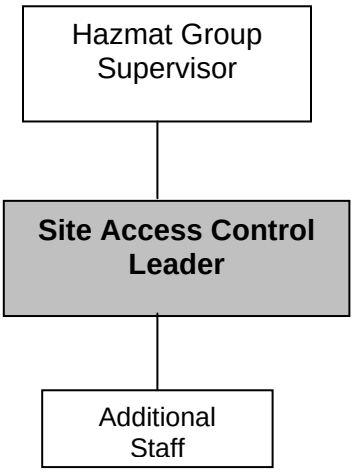
Entry Leader Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from the Hazmat Group Supervisor.
- ☐ Supervise entry of operations.
- ☐ Recommend actions to mitigate the situation within the Hot Zone.
- ☐ Carry out actions, as directed by the Hazmat Group Supervisor, to mitigate the hazardous materials release or threatened release.
- ☐ Maintain communications and coordinate operations with the Decontamination Leader.
- ☐ Maintain communications and coordinate operations with the Site Access Control Leader.
- ☐ Maintain communications and coordinate operations with Technical Specialist/Hazmat Reference.
- ☐ Maintain control of the movement of people and equipment within the Hot Zone, including contaminated victims.
- ☐ Direct rescue operations, as needed, in the Hot Zone.
- ☐ Maintain Unit Log (ICS-214).

Site Access Control Leader Position Description

The Site Access Control Leader is responsible for the control of the movement of all people and equipment through appropriate access routes at the hazard site and ensures that contaminants are controlled and records maintained. The Site Access Control Leader reports to the Hazmat Group Supervisor and supervises the unit staff, as assigned.

ICS FORMS PREPARED:	ICS-214
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



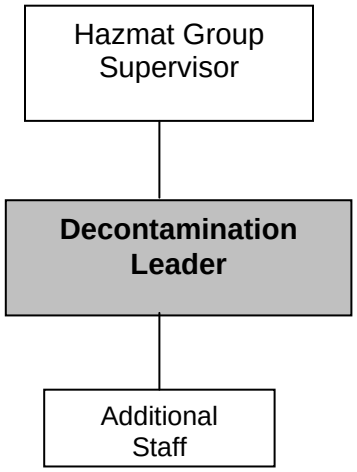
Site Access Control Leader Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from the Hazmat Group Supervisor.
- ☐ Organize and supervise assigned personnel to control access to the hazard site.
- ☐ Oversee the placement of the Hot Zone Control Line and the Warm Zone Control Line.
- ☐ Ensure that appropriate actions are taken to prevent the spread of contamination.
- ☐ Establish the Safe Refuge Area within the Warm Zone.
- ☐ Ensure that injured or exposed individuals are decontaminated prior to departure from the hazard site.
- ☐ Track persons passing through the Warm Zone Control Line to ensure that long term observations are provided.
- ☐ Coordinate with the Medical Group for proper separation and tracking of potentially contaminated individuals needing medical attention.
- ☐ Maintain observations of any changes in climatic conditions or other circumstances external to the hazard site.
- ☐ Maintain communications and coordinate operations with the Entry Leader.
- ☐ Maintain communications and coordinate operations with the Decontamination Leader.
- ☐ Maintain Unit Log (ICS-214).

Decontamination Leader Position Description

The Decontamination Leader is responsible for the operations of the decontamination element, providing decontamination as required by the Incident Action Plan. The Decon Leader reports to the Hazardous Materials Group Supervisor and supervises unit staff, as assigned.

ICS FORMS PREPARED:	ICS-214
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



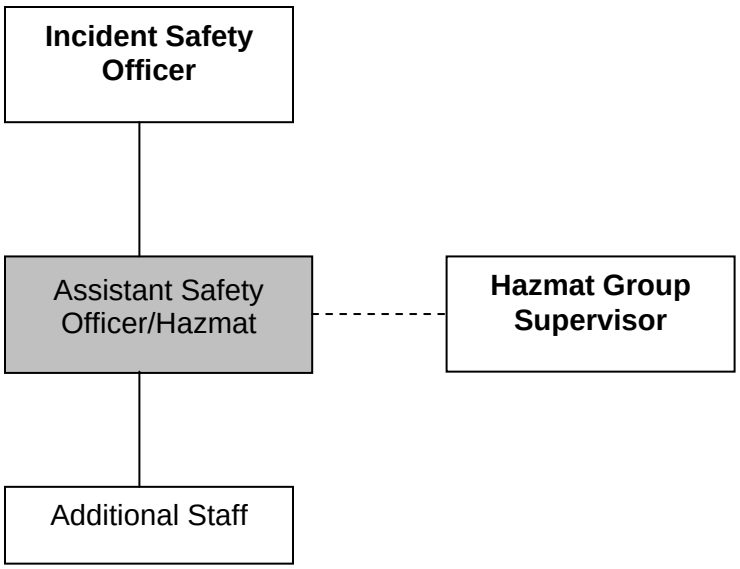
Decontamination Leader Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from the Hazmat Group Supervisor.
- ☐ Establish the Contamination Reduction Corridor(s).
- ☐ Identify contaminated people and equipment.
- ☐ Supervise the operations of the decontamination element in the process of decontaminating people and equipment.
- ☐ Maintain control of movement of people and equipment within the Warm Zone.
- ☐ Maintain communication and coordinate operations with the Entry Leader.
- ☐ Maintain communications and coordinate operations with the Site Access Control Leader.
- ☐ Coordinate the transfer of contaminated patients requiring medical attention (after decontamination) to the Medical Group.
- ☐ Coordinate handling, storage, and transfer of contaminates within the Warm Zone.
- ☐ Maintain Unit Log (ICS 214).

Assistant Safety Officer/Hazmat Position Description

The Assistant Safety Officer/Hazmat coordinates with the Hazmat Group Supervisor (or Hazmat Branch Director if activated). The Assistant Safety Officer - Hazmat coordinates safety related activities directly relating to the Hazmat Group operations as mandated by 29 CFR Part 1910.120 and Title 10 AAC, Article 10. This position advises the Hazmat Group Supervisor (or Hazmat Branch Director) on all aspects of health and safety and has the authority to stop or prevent unsafe acts. It is mandatory that an Assistant Safety Officer - Hazmat be appointed at all hazardous materials incidents. In a multi-activity incident, the Hazmat Safety Officer does not act as safety officer for the overall incident. The Hazmat Safety Officer reports to the Incident Safety Officer, and supervises unit staff, as assigned.

ICS FORMS PREPARED:	ICS-214, 223
ICS FORMS REVIEWED:	ICS-206, Incident Action Plan
ICS FORMS APPROVED:	N/A



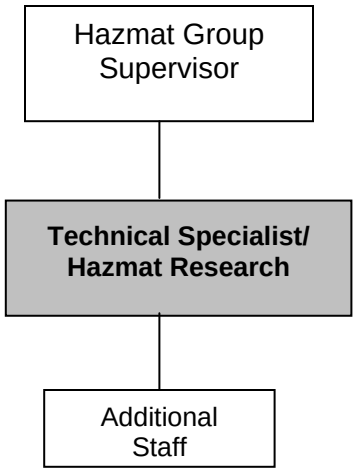
Assistant Safety Officer/Hazmat Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from the Incident Safety Officer.
- ☐ Obtain briefing from the Hazmat Group Supervisor.
- ☐ Participate in the preparation of and implements the Site Safety Plan.
- ☐ Advise the Hazmat Group Supervisor (or Hazmat Branch Director) on deviations from the Site Safety Plan or any dangerous situations.
- ☐ Maintain full authority to alter, suspend, or terminate any activity that may be judged to be unsafe.
- ☐ Ensure protection of the Hazmat Group Personnel from physical, environmental, and chemical hazards/exposures.
- ☐ Ensure provision of required emergency medical services for assigned personnel and coordinates with Medical Unit Leader.
- ☐ Ensure that medical related records for the Hazmat Group personnel are maintained.
- ☐ Maintain Unit Log (ICS-214).

Technical Specialist - Hazmat Reference Position Description

The Hazmat Technical Specialist reports to the Hazmat Group Supervisor (or Hazmat Branch Director if activated). This position provides technical information and assistance to the Hazmat Group using various reference sources such as computer data bases, technical journals, CHEMTREC, and phone contact with facility representatives. The Technical Specialist - Hazmat Reference may provide product identification using hazardous categorization tests and/or any other means of identifying unknown materials. The Specialist will supervise unit staff, as assigned.

ICS FORMS PREPARED:	N/A
ICS FORMS REVIEWED:	N/A
ICS FORMS APPROVED:	N/A



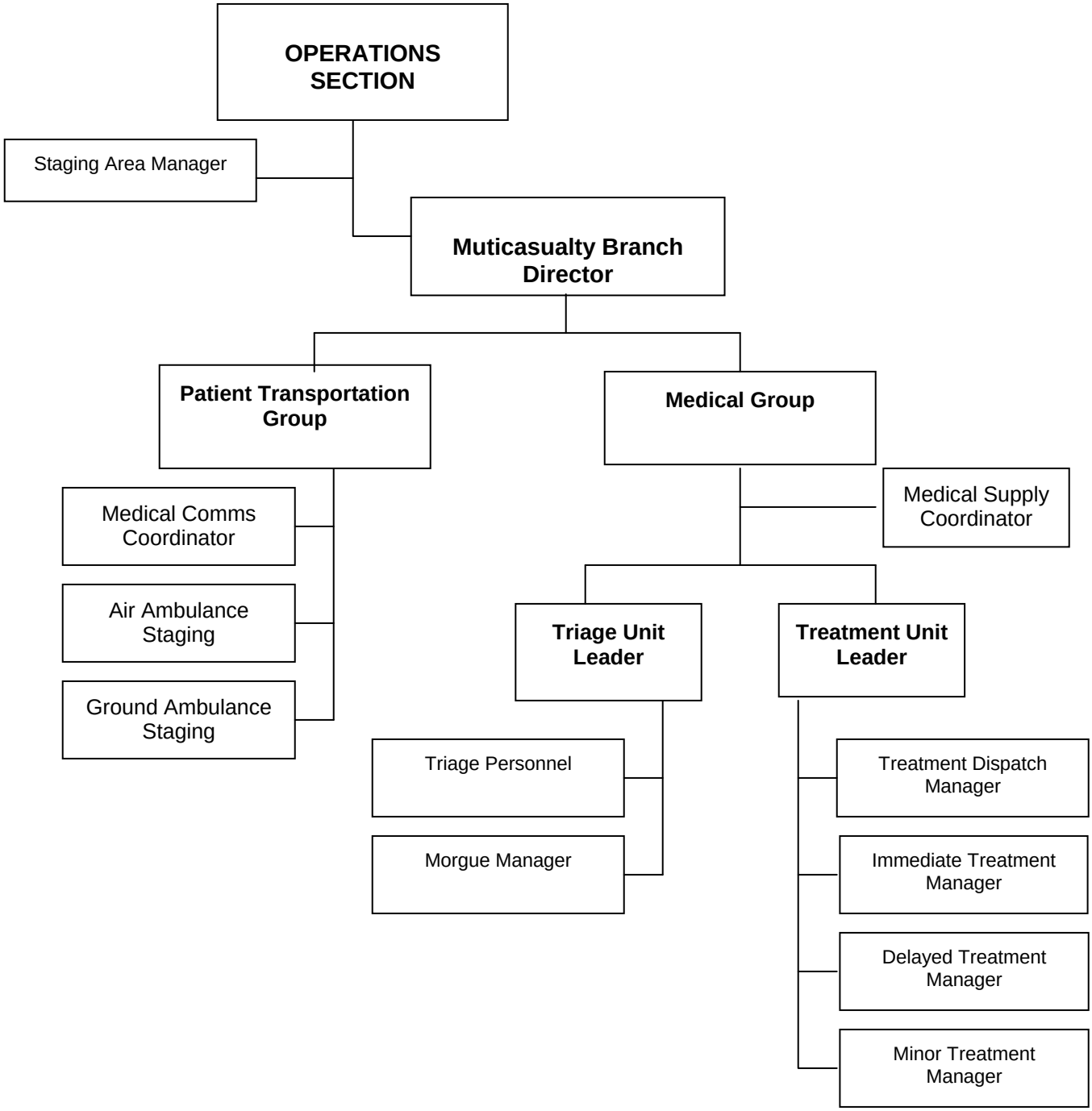
Technical Specialist - Hazmat Reference Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from the Hazmat Group Supervisor.
- ☐ Obtain briefing from the Planning Section Chief.
- ☐ Provide technical support to the Hazmat Group Supervisor.
- ☐ Maintain communications and coordinate operations with the Entry Leader.
- ☐ Provide and interpret environmental monitoring information.
- ☐ Provide analysis of hazardous material sample.
- ☐ Determine personal protective equipment compatibility to hazardous material.
- ☐ Provide technical information of the incident for documentation.
- ☐ Provide technical information management with public and private agencies, e.g., Poison Control Center, Tox Center, CHEMTREC, State Department of Environmental Conservation, National Response Team.
- ☐ Assist Planning Section with projecting the potential environmental effects of the release.
- ☐ Maintain Unit Log (ICS-214).

Multicasualty Incidents

This ICS organizational structure is designed to provide an organized response to multicasualty emergency medical incidents, establishing the systematic sharing of emergency medical resources in order to provide appropriate emergency medical service. For most multicasualty incidents in Kodiak, a Multicasualty Branch will be established in the Operations Sections, to provide for additional emergency medical organization within the Incident Command System. The Multicasualty Branch structure is designed to provide the Incident Commander with a basic expandable system for handling any number of patients in a multicasualty incident. One or more additional Medical Group/Divisions may be established under the Multicasualty Branch Director, if geographical or incident conditions warrant. The degree of implementation will depend upon the complexity of the incident. For Multicasualty Incidents, Medical Group and Patient Transportation Group position descriptions and position checklists, See Volume 2, Section 9, for additional discussion of Multicasualty Incidents.

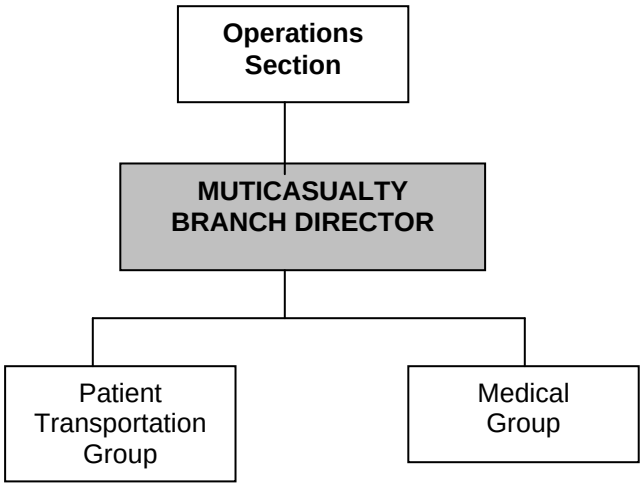
Multicasualty Incident Organizational Chart



Multicasualty Branch Director Position Description

The Multicasualty Branch Director reports to the Operations Section Chief and supervises the Patient Transportation and Medical Group Supervisors. The Multicasualty Branch Director is responsible for the implementation of the portion of the Incident Action Plan appropriate to the Branch.

ICS FORMS PREPARED:	ICS-214
ICS FORMS REVIEWED:	ICS-214, 215
ICS FORMS APPROVED:	N/A



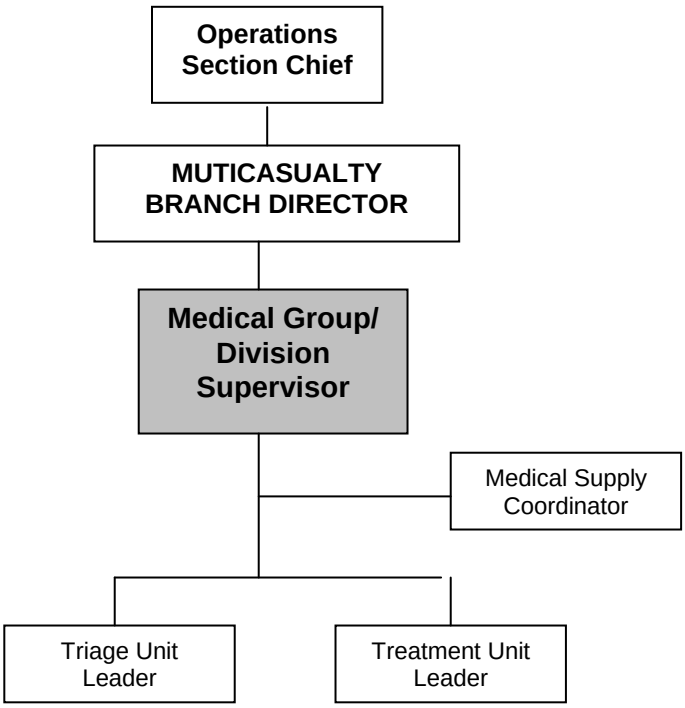
Multicasualty Branch Director Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from the Operations Section Chief.
- ☐ Review Group/Division Assignments for effectiveness of current operations and modify as needed.
- ☐ Provide input to Operations Section Chief for the Incident Action Plan.
- ☐ Supervise Branch activities.
- ☐ Report to Operations Section Chief on Branch activities.
- ☐ Maintain Unit Log (ICS-214).

Medical Group- Division Supervisor Position Description

The Medical Group-Division Supervisor reports to the Multicasualty Branch Director (or Operations Chief if Branch Director is not activated). The Medical Group-Division Supervisor is responsible for the implementation of the phases of the Incident Action Plan dealing with the Medical Group-Division operations. The Medical Group-Division Supervisor is responsible for the assignments of resources within the Medical Group-Division, reporting on the progress of treatment operations, and the status of resources within the Group-Division. The Medical Group-Division Supervisor directs the overall operations of the Medical Group-Division and supervises the Treatment and Triage Leaders, the Medical Supply Coordinator, and unit staff as assigned.

ICS FORMS PREPARED:	ICS-214
ICS FORMS REVIEWED:	ICS-201, 209, 215, Incident Action Plan
ICS FORMS APPROVED:	N/A



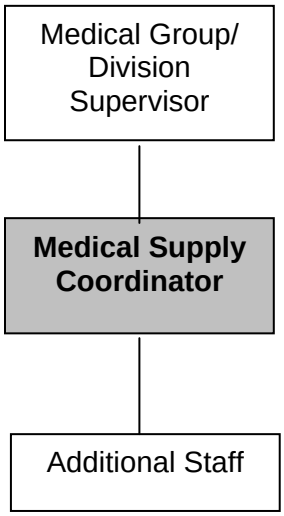
Medical Group - Division Supervisor Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from the Multicasualty Branch Director or Operations Section Chief.
- ☐ Participate in Multicasualty Branch-Operations Section planning activities.
- ☐ Establish Medical Group-Division with assigned personnel, request additional personnel and resources sufficient to handle the magnitude of the incident.
- ☐ Designate Unit Leaders and Treatment Area locations as appropriate.
- ☐ Isolate Morgue and Minor Treatment Areas from Immediate and Delayed Treatment Areas.
- ☐ Request law enforcement/coroner involvement as needed.
- ☐ Determine amounts and types of additional medical resources and supplies needed to handle the magnitude of the incident (medical caches, ambulances, helicopter and other methods of patient transportation).
- ☐ Establish communications and coordination with Patient Transportation Group Supervisor.
- ☐ Ensure activation of hospital, EMS, and health agencies notification systems.
- ☐ Direct and/or supervise on-scene personnel from agencies such as Coroner's Office, Red Cross, law enforcement, ambulance companies, and hospital personnel that are assigned to the Medical Group-Division.
- ☐ Ensure proper security, traffic control, and access for the medical Group-Division areas.
- ☐ Direct medically trained personnel to the appropriate Unit Leader.
- ☐ Maintains Unit Log (ICS-214).

Medical Supply Coordinator Position Description

The Medical Supply Coordinator is responsible for the acquisition and control of appropriate medical equipment and supplies from units assigned to the Medical Group. The Coordinator reports to the Medial Group/Division Supervisor, and oversees unit staff as assigned.

ICS FORMS PREPARED:	ICS-214, 307
ICS FORMS REVIEWED:	N/A
ICS FORMS APPROVED:	N/A



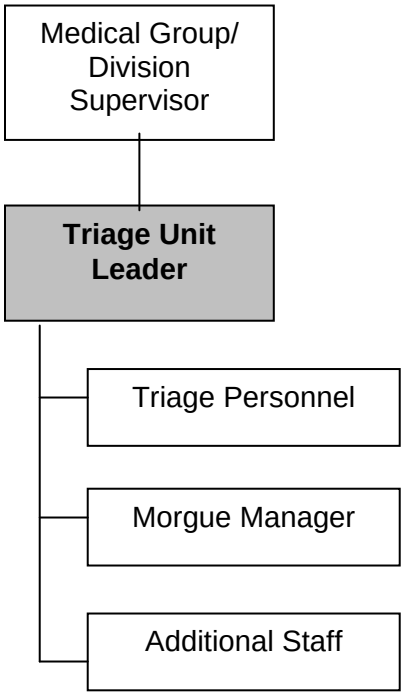
Medical Supply Coordinator Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Medical Group-Division Supervisor.
- ☐ Acquire, distribute, and maintain status of medical equipment and supplies within the Medical Group-Division.
- ☐ Coordinate with Supply Unit Leader in Logistics Section, if activated.
- ☐ Request additional medical supplies as needed.
- ☐ Distribute medical supplies to Treatment and Triage Units.
- ☐ Maintain Unit Log (ICS-214).

Triage Unit Leader Position Description

The Triage Unit Leader is responsible for providing triage management and movement of patients from the triage area. The Triage Leader reports to the Medical Group/Division Supervisor and oversees Triage Personnel, the Morgue Manager, and additional unit staff as assigned.

ICS FORMS PREPARED:	ICS-214
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



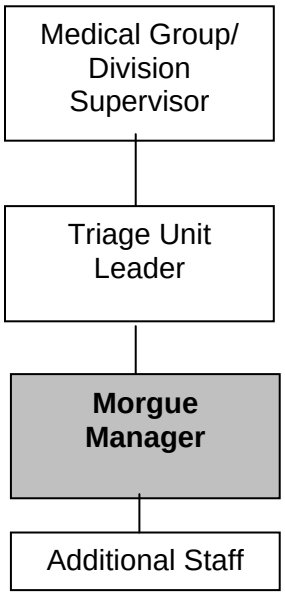
Triage Unit Leader Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from the Medical Group-Division Supervisor.
- ☐ Develop organization sufficient to handle assignment.
- ☐ Inform Medical Group-Division Supervisor of resource needs.
- ☐ Implement triage process.
- ☐ Coordinate movement of patients from the Triage Area to the appropriate Treatment Area.
- ☐ Give periodic status reports to Medical Group-Division Supervisor.
- ☐ Maintain security and control of the Triage Area.
- ☐ Establish Morgue.
- ☐ Maintain Unit Log (ICS-214).

Morgue Manager Position Description

The Morgue Manager is responsible for Morgue Area activities until relieved of that responsibility by the Coroner. The Morgue Manager reports to the Triage Unit Leader and supervises unit staff, as assigned.

ICS FORMS PREPARED:	N/A
ICS FORMS REVIEWED:	N/A
ICS FORMS APPROVED:	N/A



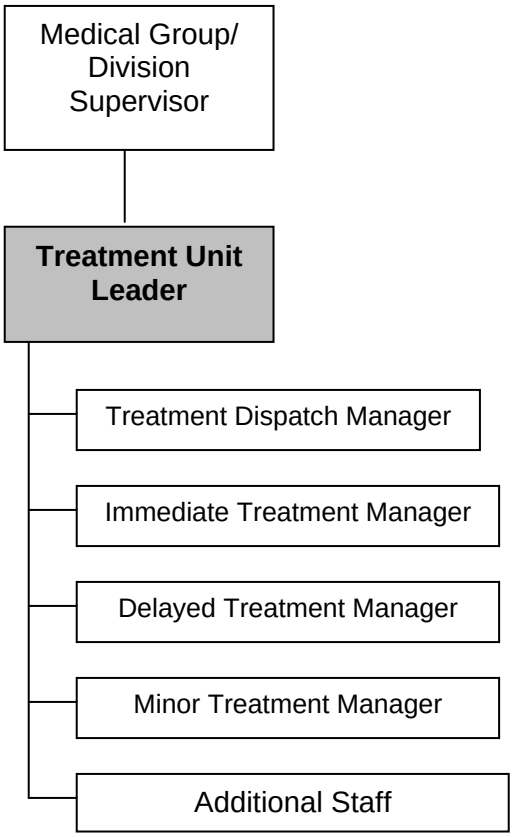
Morgue Manager Responsibilities and Duties

- ☐ Obtain briefing from Triage Unit Leader.
- ☐ Assess resource/supply needs and orders as needed.
- ☐ Establish on/off incident morgue location if necessary.
- ☐ Coordinate all Morgue Area Activities.
- ☐ Keep Morgue Area off limits to all but authorized personnel.
- ☐ Coordinate with law enforcement officials and assists the Coroner as necessary.
- ☐ Keep identity of deceased persons confidential.
- ☐ Maintain appropriate records.

Treatment Unit Leader Position Description

The Treatment Unit Leader reports to the Medical Group-Division Supervisor. The Treatment Unit Leader is responsible for the treatment, preparation for transport, coordination of patient treatment in the Treatment Areas, and directing the movement of patients to loading locations. The Treatment Unit Leader supervises the Treatment Dispatch, Immediate Treatment, Delayed Treatment, and Minor Treatment Managers, and additional unit staff as assigned.

ICS FORMS PREPARED:	ICS-214
ICS FORMS REVIEWED:	Incident Action Plan
ICS FORMS APPROVED:	N/A



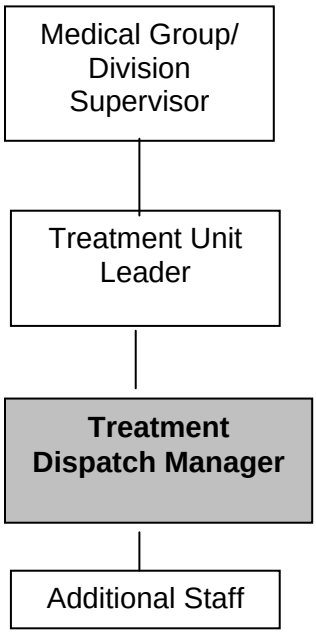
Treatment Unit Leader Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from Medical Group-Division Supervisor.
- ☐ Develop organization sufficient to handle assignment.
- ☐ Direct and supervise Treatment Dispatch, Immediate, Delayed, and Minor Treatment Areas.
- ☐ Request sufficient medical supplies as necessary.
- ☐ Establish communications and coordination with Patient Transportation Group.
- ☐ Ensure continual triage of patients throughout Treatment Areas.
- ☐ Direct the movement of patients to ambulance loading areas.
- ☐ Give periodic status reports to the Medical Group/Division Supervisor.
- ☐ Maintain Unit Log (ICS-214).

Treatment Dispatch Manager Position Description

The Treatment Dispatch Manager is responsible for coordinating with the Patient Transportation Group and the transportation of patients out of the Treatment Area. The Treatment Dispatch Manager reports to the Treatment Unit Leader and supervises unit staff as assigned.

ICS FORMS PREPARED:	N/A
ICS FORMS REVIEWED:	N/A
ICS FORMS APPROVED:	N/A



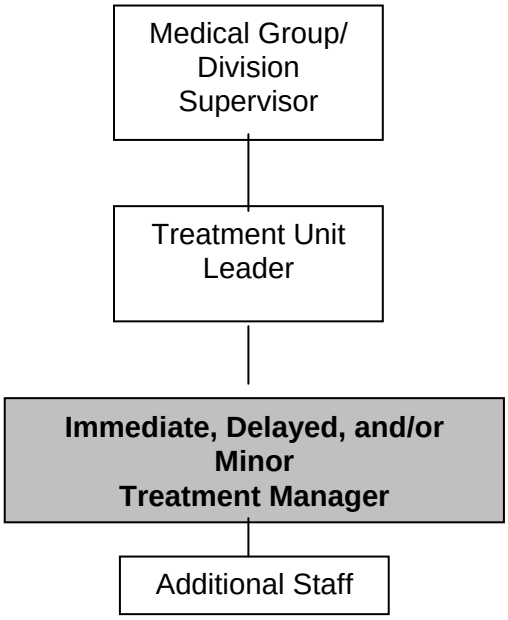
Treatment Dispatch Manager Responsibilities and Duties

- ☐ Obtain briefing from the Treatment Unit Leader.
- ☐ Establish communications with the Immediate, Delayed, and Minor Treatment Managers.
- ☐ Establish communications with the Patient Transportation Group.
- ☐ Verify that patients are prioritized for transportation.
- ☐ Advise Medical Communications Coordinator of patient readiness and priority dispatch.
- ☐ Coordinate transportation of patients with Medical Communications Coordinator.
- ☐ Assure that appropriate patient tracking information is recorded.
- ☐ Coordinate ambulance loading with Treatment Manager and ambulance personnel.

Treatment Managers (Immediate, Delayed, Minor) Position Description

The Treatment Managers are responsible for the treatment and re-triage of patients assigned to their respective treatment areas. Treatment Managers report to the Treatment Unit Leader and supervise unit staff as assigned.

ICS FORMS PREPARED:	N/A
ICS FORMS REVIEWED:	N/A
ICS FORMS APPROVED:	N/A



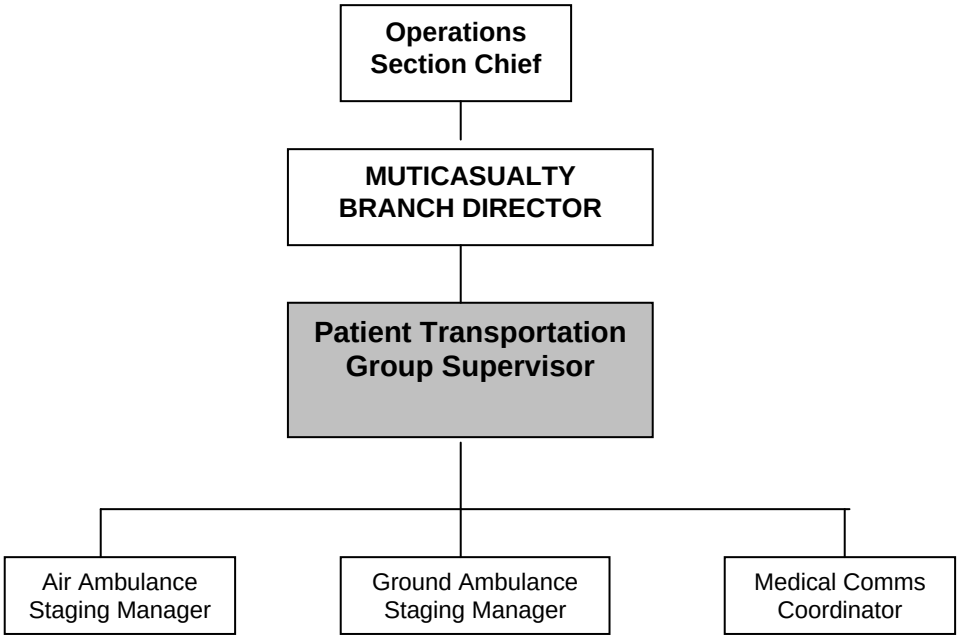
Treatment Managers (Immediate, Delayed, Minor) Responsibilities and Duties

- Obtain briefing from Treatment Unit Leader and briefs subordinates.
- Request or establish Medical Teams as necessary.
- Assign treatment personnel to patients received in the Immediate, Delayed, and Minor Treatment Areas.
- Ensure treatment of patients triaged to the respective Treatment Area.
- Assure patients are prioritized for transportation.
- Coordinate transportation of patients with Treatment Dispatch Manager.
- Notify Treatment Dispatch Manager of patient readiness and priority for transportation.
- Assure that appropriate patient information is recorded.

Patient Transportation Group Supervisor Position Description

The Patient Transportation Group Supervisor is responsible for the coordination of patient transportation and maintenance of records relating to patient identification, injuries, mode of off-incident transportation, and patient destination. The Patient Transportation Group Supervisor is responsible for the assignment of resources within the Group, reporting on the progress of operations and the status of resources within the Group. The Patient Transportation Group Supervisor directs the overall operations of the Patient Transportation Group, overseeing the Medical Communications Coordinator, the Air and Ground Ambulance Staging Managers, and additional unit staff as assigned. The Patient Transportation Group Supervisor reports to the Operations Section Chief, or to the Multi-Casualty Branch Director if activated.

ICS FORMS PREPARED:	ICS-214
ICS FORMS REVIEWED:	ICS-201, 209, 215, Incident Action Plan
ICS FORMS APPROVED:	N/A



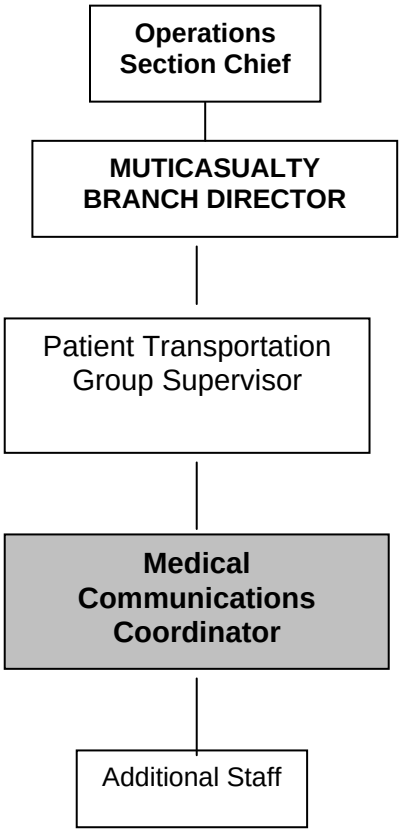
Patient Transportation Group Supervisor Responsibilities and Duties

- ☐ Immediately begin Unit Log (ICS Form – 214) and maintain throughout.
- ☐ Obtain briefing from the Multi-Casualty Branch Director (if activated) or Operations Section Chief.
- ☐ Establish communications with hospitals.
- ☐ Designate ambulance staging areas.
- ☐ Direct the transportation of patients as determined by Treatment Unit Leader.
- ☐ Assure that patient information and destination are recorded.
- ☐ Establish communications with Ambulance Staging Manager.
- ☐ Request additional ambulances as required.
- ☐ Notify Ambulance Staging Manager of ambulance requests.
- ☐ Coordinate requests for air ambulance transportation through the Air Operations Director.
- ☐ Establish Air Ambulance Helispots and/or fixed-wing parking areas with the Multicasualty Branch Director and Air Operations Director.
- ☐ Maintain Unit Log (ICS-214).

Medical Communications Coordinator Position Description

The Medical Communications Coordinator is responsible for maintaining communications with the hospital notification system and/or other medical facilities to assure proper patient transportation and destination. The Communications Coordinator reports to the Patient Transportation Group Supervisor, and supervises unit staff as assigned.

ICS FORMS PREPARED:	N/A
ICS FORMS REVIEWED:	N/A
ICS FORMS APPROVED:	ICS-205



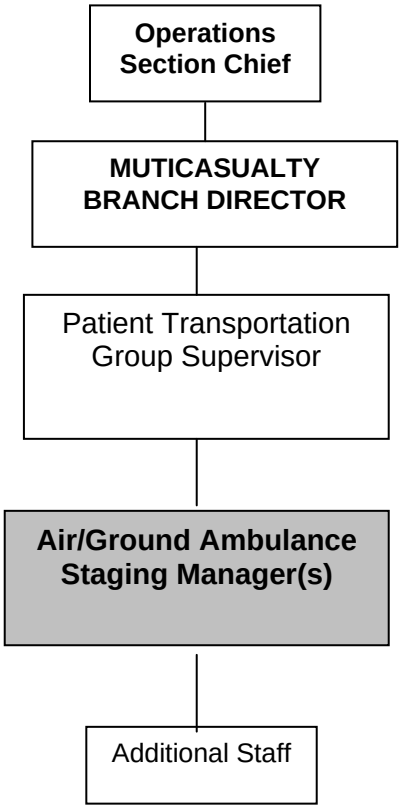
Medical Communications Coordinator Responsibilities and Duties

- ☐ Obtains briefing from Patient Transportation Group Supervisor.
- ☐ Establish communications with hospital notification system.
- ☐ Determine and maintain current status of hospital/medical facility availability and capability.
- ☐ Receive basic patient information and injury status from Treatment Dispatch Manager.
- ☐ Communicate hospital availability to Treatment Dispatch Manager.
- ☐ Coordinate patient off-incident destination with the hospital notification system.
- ☐ Communicate patient transportation needs to Ambulance Staging Managers based upon request from Treatment Dispatch Manager.
- ☐ Maintain appropriate records.

Air - Ground Ambulance Staging Managers Position Description

The Air-Ground Ambulance Staging Managers are responsible for the management of the Air-Ground Ambulance Staging Areas and to dispatch ambulances as requested. They report to the Patient Transportation Group Supervisor and supervise unit staff as assigned.

ICS FORMS PREPARED:	N/A
ICS FORMS REVIEWED:	N/A
ICS FORMS APPROVED:	N/A



Air - Ground Ambulance Staging Managers Responsibilities and Duties

- ☐ Obtain briefing from Patient Transportation Group Supervisor.
- ☐ Establish appropriate Staging Area for ambulances.
- ☐ Establish routes of travel for ambulances for incident operations.
- ☐ Establish and maintain communications with the Medical Communications Coordinator and Treatment Dispatch Manager. Provides ambulances upon request from the Medical Communications Coordinator.
- ☐ Maintain records as required.
- ☐ Assure that the necessary equipment is available in the ambulance for patient needs during transportation.
- ☐ Establish immediate contact with ambulance agencies at the scene.
- ☐ Request additional transportation resources as appropriate.
- ☐ Provide an inventory of medical supplies available at ambulance staging for use at the scene.