

CHESTERFIELD POLICE DEPARTMENT
ALL HAZARD PLAN



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CHESTERFIELD POLICE ALL HAZARD PLAN

I. INTRODUCTION

This plan will outline actions to be taken by the Chesterfield Police Department to:

1. Respond to all disasters and reduce the vulnerability of Chesterfield residents to any disasters that may strike.
2. Establish capabilities for protecting Chesterfield citizens from the effects of disasters.
3. Respond effectively to the actual occurrence of disasters.
4. Provide for recovery of Police operations in the aftermath of any emergency involving extensive damage within the City of Chesterfield.

It is not the intent of this plan to attempt to deal with those events that happen on a daily basis, which do not cause widespread problems and are handled routinely by the city and/or county agencies. It will, however, attempt to deal with those occurrences such as tornadoes, earthquakes, hazardous materials incidents, etc., which create needs and cause suffering that the victims cannot alleviate without assistance, and that requires an extraordinary commitment of government resources.

The Chesterfield Police All Hazard Plan should be used in conjunction with the City of Chesterfield Emergency Operations Plan (EOP).

The Chesterfield Police All Hazard Plan is a multi-hazard, functional plan, broken into two components: (1) a basic plan that serves as an overview of Police Operational Procedures, (2) a description of the Incident Command System (ICS) and directions to follow standard ICS protocols, which include implementation of the several functional provisions for: command, operations, planning, logistics and finance / administration.

The Police All Hazard is to be used primarily by the Chief of the Chesterfield Police Department, Police Commanders, operational Managers and those disaster response personnel assigned to assist from other law enforcement agencies. This plan contains technical information, details, and methods for use in any emergency operation. Portions of this plan can and shall be used as a guideline to deal with any potential active threat and should be used to address any potential applicable response to events even if they do not meet a grand scale.

Refresh Training on this plan will be made available on an annual basis and will include a documented review of policy and training needs. At least biennially, a full-scale exercise or tabletop training will be conducted to evaluate the agency's capabilities with the All Hazard Plan and the Incident Command System.

II. BASIC PLAN

Purpose: The purpose of this plan is to establish policies and procedures that will allow the City of Chesterfield Police Department to save lives, minimize injuries, protect property, and preserve

functioning civil government essential to the community’s survival and recover from natural and technological hazards. This plan establishes guidelines for conducting efficient, effective, coordinated emergency police operations in time of disaster.

Situation:

1. The City of Chesterfield, one of eighty-eight (88) municipalities in St. Louis County, is located in the western part of St. Louis County. It is bounded by two municipalities, unincorporated St. Louis County and unincorporated Jefferson County.
2. Based on the 2010 census, the City of Chesterfield has a population of 47,484.
3. The City of Chesterfield is vulnerable to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. The identified natural and technological hazards may include the following:

floods	urban / structural fire
tornadoes	hazardous materials incident
severe winter storms	transportation accident
earthquake	power failure
drought	civil disorder
sever winter storms	terrorism
heat wave	public health emergency

4. The Chesterfield Police Department must continue to serve the community which it is responsible for even when overwhelmed by unforeseen circumstances.
5. Incidents involving acts of terrorism will be managed as established in Homeland Security Presidential Directive (HSPD-5), which provides specific policy guidance regarding the response to acts of terrorism.
6. The Chesterfield Police Department has capabilities and resources, which, if effectively employed, would minimize or eliminate the loss of life and damage to property in the event of an emergency or major disaster. This may include the utilization of private and volunteer organizations to the greatest extent possible.
7. Mutual aid agreements, both written and verbal, exist between many of the emergency service agencies, cities within St. Louis County and surrounding areas. These plans shall be placed in effect based on the needs of the agency and nature of required response.

III. POLICE OPERATIONAL PROCEDURES

The Chesterfield Police will be tasked to perform a variety of activities in an emergency situation. These will generally parallel normal tasks and may include some or all of the following functions.

1. Law Enforcement. Patterns of criminal activity do not change during a disaster or emergency situation, and may, in fact, be exacerbated by increased stress levels among the general public. When this is coupled with the potential for looting in damaged or abandoned areas, the need for law enforcement is essential. As such, it shall be incumbent upon the Police Department, as the only force with the training and lawful authority to perform this function, to maintain a reserve of sworn officers available to respond to those radio assignments involving criminal or suspicious activity. Additional manpower will be available through temporary reassignment of support personnel, Reserve Officers and Police Volunteers.
2. Security Activities. With the activation of the Emergency Operations Center (EOC), and various support facilities such as relocation Shelters, triage centers, etc., the Police Department shall assign a uniformed or plain clothes officer to provide security as appropriate. In addition, the department will also staff and maintain control over perimeter operations that may be required by an emergency event.
3. Reconnaissance and Damage Assessment. To ensure proper planning and coordinated response in an emergency, on-duty officers will perform a rapid assessment of their assigned patrol areas, with particular attention directed to critical facilities such as City-owned structures, schools, utilities, and medical buildings. Noticeable damage and/or other pertinent information will then be relayed to the appropriate communication center for evaluation by the EOC staff.
4. Light Rescue. As the Police Department is not equipped or trained to perform heavy rescue operations, officers will, of necessity, confine their activities to light rescue. However, all rescue and first aid activities will be held in abeyance until such time as an initial reconnaissance and damage assessment is made of the affected areas in an effort to avoid unnecessary injury or death to the officers involved.
5. Documentation Activities. Decisions and actions taken by the Police Department command staff and/or its subordinate members will be documented to the fullest extent possible. This will take the form of both written and audio records that will subsequently be incorporated into a general City-wide archive. To accomplish this task, the Police Chief, Incident Commander, etc. may elect to designate a subordinate to serve as recorder. In addition, the department will also be responsible to photographically record the damage incurred by the City as a result of a disaster or other emergency event. When possible, this should be accomplished by a Crime Scene Investigator.
6. Liaison Duties. The simultaneous deployment of multiple City departments and/or outside agencies into an emergency situation requires integrated communications and a cooperative effort. In order to achieve such results, the Police Department will provide sworn personnel as liaison officers to those agencies (both internal and external) whose operations are an integral part of the emergency response and recovery effort.
7. Working with Other Agencies. In a large majority of disaster or emergency situations, the Fire Department will function as the lead agency in the containment and control of the event. As such, the Police Department will provide all necessary assistance to the Fire Department and

other agencies that may be involved in emergency operations. The Police Department will utilize the Incident Command System (ICS)/Unified Command in conjunction with other City departments and outside agencies.

8. Initial Response of Law Enforcement Personnel. Once notified that an emergency situation exists, or is expected to occur, responding Police Department employees shall proceed to a pre-designated staging area as directed by Command and stage at the location, unless informed otherwise. Responding personnel should be prepared for a minimum seventy-two hour stay on site and have food, water, blanket or sleeping bag, portable radio, toilet articles, medication, uniforms and several other changes of clothing in their possession.

Department personnel will be briefed in regard to their assignments prior to deployment and, depending upon the type of emergency, those employees detailed to field operations will be issued additional equipment to enable them to better perform their tasks. Such equipment may include dust masks, work gloves, rubber gloves, flashlights, etc.

9. Should department employees encounter individuals (to include co-workers) who are injured and in need of medical treatment, employees shall ensure that they are adequately protected with gloves and/or masks prior to administering first aid to anyone with a laceration or other type of open wound.
10. While the majority of the Chesterfield Police Department personnel are normally assigned to ten hour shifts, during emergency operations personnel may be assigned to twelve-hour shifts. Employees will remain on said schedule until such time as the Chief of Police orders a return to normal shifts. An effort will be made to utilize an appropriate response in personnel at the scene of the disaster while maintaining a police response force to continue protection of those areas of the community not affected by the disaster. This may be done by combining sectors and supplementing manpower by establishment of two man cars.
11. If the need arises to provide shelter for affected members of the community, city employees, police department or any other affected personnel then the Commander responsible for response to the incident type will charge the logistics officer with responsibilities for arranging shelter. The City of Chesterfield has at its disposal numerous locations for temporary shelters to include the public works facility, parks facility, liaison with local hotels, hospitals and elderly care facilities. All efforts will be made to contain any incident which may occur to minimize impact on the community at large. This shall be done through use of assistance from fire, medical, environmental, law enforcement or other agencies providing assistance to the City of Chesterfield.

IV. NATIONAL INCIDENT MANAGEMENT SYSTEM

The Chesterfield Police Department adheres to the Presidents Directive on the National Incident Management System (NIMS) and is in compliance with all regulations. A significant part of NIMS is the Incident Command System (ICS) which allows for the efficient and professional management of all critical incidents or disasters.

Because of today's budget constraints and limited staffing of local, state, and federal agencies, it's not possible for any one agency to handle all of the management and resource needs for the

increasing numbers of incidents nationwide. Local, state, tribal, and federal agencies must work together in a smooth, coordinated effort under the same management system.

The incident command System, or ICS, is a standardized, on-scene, all-hazard incident management concept. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

ICS has considerable internal flexibility. It can grow or shrink to meet different needs. This flexibility makes it a very cost effective and efficient management approach for both small and large situations.

ICS is a proven management system based on successful business practices, and includes decades of lessons learned in the organization and management of emergency incidents.

This system represents organizational “best practices,” and has become the standard for emergency management across the country.

ICS will be used in all disaster responses.

The Incident Command System (ICS) has proven very effective in federal and fire services emergencies over the past two decades. This system permits a clear point of control and can be expanded or contracted with ease to escalating or diminishing situations.

The Incident Command System (ICS) establishes standardized incident management system that all law enforcement officer/responders will use to coordinate and conduct response actions. With responders using a common language and standardized procedures, they will all share a common focus, and will be able to place full emphasis on incident management when a critical incident occurs-whether terrorism or natural disaster.

It is important to recognize that the ICS can and should be used for incident management of all sizes and applies to even small incidents involving limited effected persons and personnel and this guide is applicable to any active critical incident threat.

At a minimum, the Chesterfield Police ICS Command function will address the following:

1. Activate the incident command system: This will be accomplished by order of the first police supervisor on the scene. The initial Incident Commander must be mindful that ICS is a modular program and other elements may be added as required. All Chesterfield Police Officers must consider that ICS may likely be activated in any unusual or unexpected situation that causes the need for further personnel.
2. Establish a command post: The first responding Chesterfield Police Incident Commander will establish a joint Command Post when members of other emergency response personnel arrive on the scene of a disaster or other major emergency response event. In most normal cases the first responding Chesterfield Officer will report to the emergency field Command Post established by the Fire Department.
3. Notification and mobilization of additional agency personnel: The Chesterfield Police roster is available at the station , and should be used to call out additional manpower.

4. Support from other agencies: In those situations where additional manpower may be scheduled in advance, a pre-staged Code1000 shall be called via St. Louis County Communications.
5. Establish a staging area, if necessary: The establishment of a staging area early in the response is critical to the effective management of additional resources.
6. Public information and maintaining media relations: A Chesterfield Police media representative / public information officer (PIO) will be assigned by the Incident Commander to control and disseminate information in a timely and effective manner. This will include information about Public Safety and general awareness issues.
7. Maintain the safety of all affected personnel: All members of the response force must maintain safe practices. The Command element will ensure that safety briefings are part of every operational period. When a first responder is injured, this information must be reported to the Incident Commander who will take actions to prevent a repeat of the unsafe act.
8. After Action Report: The Incident Commander will be responsible for the preparation and documentation of a post event After Action Report.

At a minimum, the Chesterfield Police ICS Operations function will address the following:

1. Establishing perimeters: Depending upon the scope and magnitude of an emergency event, law enforcement must be prepared to secure not only a specific location but a much larger geographic area as well.

Perimeter operations in a disaster or major emergency will generally consist of two separate perimeter control lines: an inner perimeter and an outer perimeter. The inner perimeter will be established in relatively close proximity to an incident site and will form a final security barrier to seal an incident from the surrounding area. The outer perimeter will surround the inner perimeter at a specified distance and will be used to block pedestrian and vehicular traffic from entering the area, as a media control point, and as an outer marker for evacuation warnings, if necessary.

The highest priority of perimeter operations is to facilitate the flow of emergency service personnel and equipment into, through, and out of the stricken area, while preventing the entry of unauthorized persons.

It shall be the Operations Commander's responsibility to ensure that all personnel assigned to a perimeter operation have received briefing instructions, and to designate a recorder to log the names and posts of those officers or individuals attached to the perimeter control unit. Officers assigned to perimeter operations shall use their ID Card as an accountability tag – which will be left with the staging manager. A personnel assignment roster will be maintained by the Operations Commander. Upon release from duty assignment, their accountability tag will be returned to them.

2. Conducting evacuations: Large scale evacuations will require the assistance of multiple law enforcement officers and can best be organized through the implementation of the City of Chesterfield Emergency Operations Plan. The Chesterfield Police Department Watch Commander will ensure the safe and efficient evacuation of prisoners should the need arise.

3. Maintaining Command Post and scene security: Security of all aspects of the operation must be maintained including the Command Post, and equipment and automobiles stored in the Incident Staging Area.
4. Providing for detainee transportation, processing, and confinement: The Operations Commander must insure that arrest teams are established as needed and that all detainees are properly processed, transported and confined.
5. Directing and controlling traffic: Traffic control is an important aspect of law enforcement and depending on the incident may require a significant number of Police Officers to do so safely and efficiently. The control of vehicular and pedestrian traffic in an around an emergency site is essential to an effective response effort. As such, uniformed officers, Reserve Officers or Volunteers in Police Service (VIP) will be assigned to traffic control points, perimeter locations, and ingress and egress routes.
6. Conducting post-incident investigation: At the conclusion of any emergency operation there will continue to be a responsibility for post-incident investigation conducted under the control of the Operations Commander.

At a minimum, the Chesterfield Police ICS Planning function will address the following:

1. Preparing a documented incident action plan: Preparation of a documented incident action plan is one of the first responsibilities of the planning function. This function is also responsible for collecting and evaluating information about the incident, the status of resources and anticipated equipment and manpower needs.
2. Gathering and disseminating information and intelligence: The planning officer is typically tasked with assembling information on current and alternative strategies, identifying needs for special resources, providing periodic predictions on incident potential, and preparing recommendations for release of resources.
3. Planning post-incident demobilization: The Planning Officer will prepare a demobilization plan that accounts for the return of all manpower and resources to normal activities.

At a minimum, the Chesterfield Police ICS Logistics function will address the following:

1. Communications: The St. Louis County Police Communication Center will serve as the primary communications center during an emergency event and will be staffed accordingly. If the need would arise for an alternate communication center, this will be implemented under the direction of the Chesterfield Police Department Commander of Operational Support.

Pursuant to existing circumstances, communications will transpire via one, or a combination thereof, of the following communication methods: Land-line telephone, cellular telephone, TDD, police/fire band radio, ham radio, facsimile, E-mail, or messenger.

2. Transportation: The Logistics Officer is responsible for obtaining adequate vehicles to transport manpower to the scene of a critical incident. This may be accomplished with normal patrol vehicles or may require larger transport equipment such as buses provided by professional transportation companies.

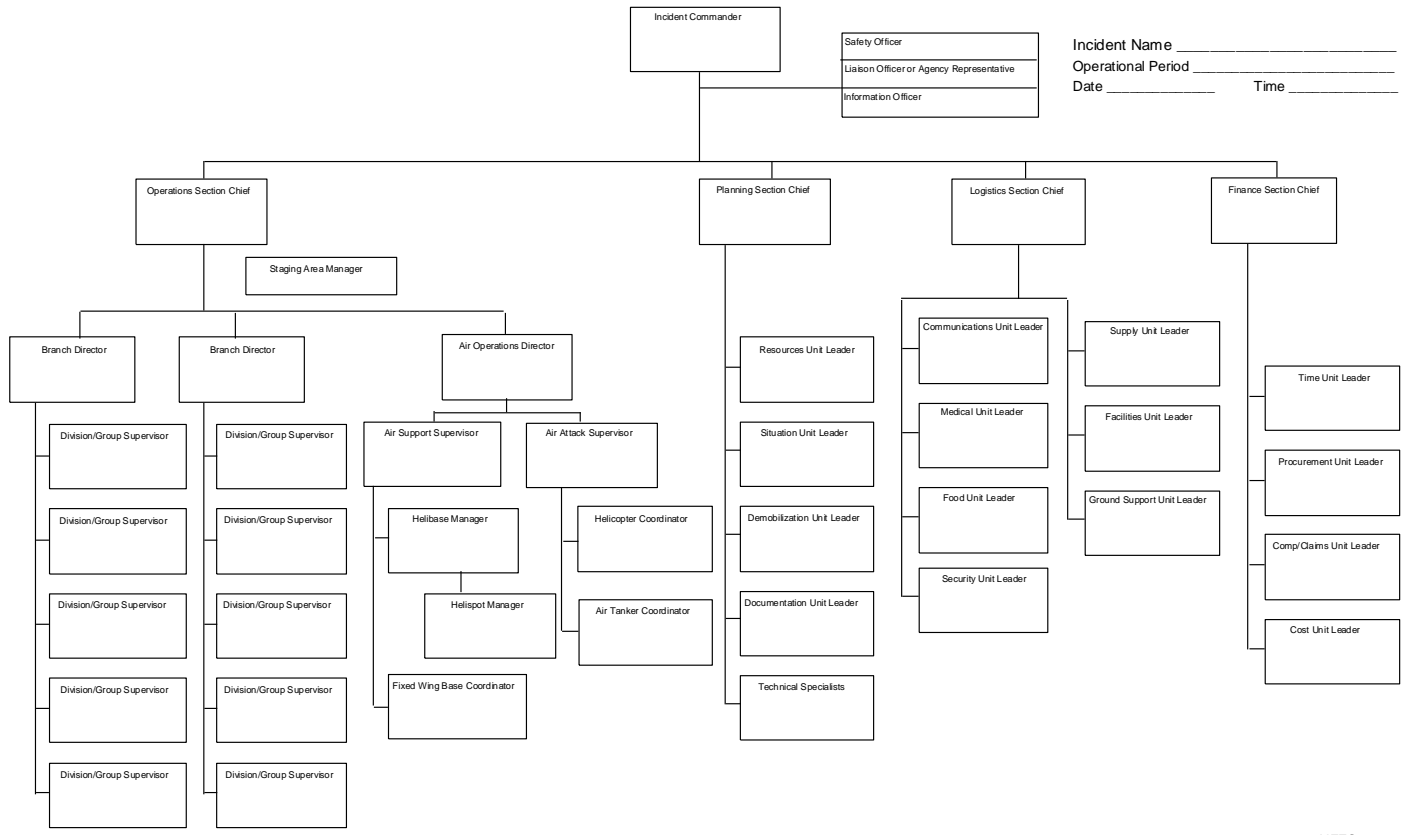
3. Medical Support: The Logistics officer will liaison with local emergency room personnel and Fire District Ambulance personnel to ensure that adequate medical support is provided during any critical incident.
4. Supplies: The Logistics Officer will arrange for all necessary food items and other supplies as may be required to accomplish the mission and maintain an adequate response force.
5. Specialized Team and Equipment Needs: The logistics function provides manpower, facilities, services, and materials in support of the critical incident response.

At a minimum, the Chesterfield Police ICS Finance/Administration function will address the following:

1. Recording Personnel Time: The Finance / Administration Officer has a great deal of responsibility in tracking employee hours worked which must be properly documented, especially with extra manpower requirements that would lead to a significant increase in overtime compensation. This documentation may lead to the successful reimbursement of those funds in the case of a declared emergency.
2. Procuring Additional Resources: All purchases under emergency conditions must be properly documented along with maintaining receipts of those purchases.
3. Recording Expenses: All expenses will be documented. The finance and administrative function is responsible for all financial and cost analysis aspects of the critical incident.
4. Documenting Injuries and Liability Issues: All worker compensation documentation must be processed in a timely fashion. Records of all liability issues will be retained.

V. ICS POSITION CHECKLISTS

The following checklists should be considered as possible positions that may be required in a critical incident. Note that some of the tasks are one-time actions; others are on-going or repetitive for the duration of the incident.



ICS 207

NFES 1332

Incident Commander Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.

1. Ensure welfare and safety of incident personnel.
2. Supervise Command and General Staff.
3. Obtain initial briefing from current Incident Commander and agency administrator.
4. Assess incident situation:
 - Review the current situation status and initial incident objectives. Ensure that all local, State and Federal agencies impacted by the incident have been notified.

5. Determine need for, establish, and participate in Unified Command.
6. Authorize protective action statements, as necessary.
7. Activate appropriate Command and General Staff positions. Safety Officer must be appointed on hazardous materials incidents:
 - Confirm dispatch and arrival times of activated resources.
 - Confirm work assignments.

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8. Brief staff:
 - Identify incident objectives and any policy directives for the management of the incident.
 - Provide a summary of current organization.
 - Provide a review of current incident activities.
 - Determine the time and location of first Planning Meeting.

9. Determine information needs and inform staff of requirements.
10. Determine status of disaster declaration and delegation of authority.
11. Establish parameters for resource requests and releases:
 - Review requests for critical resources.
 - Confirm who has ordering authority within the organization.
 - Confirm those orders that require Command authorization.

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12. Authorize release of information to the media:

- If operating within a Unified Command, ensure all Incident Commanders approve release.



13. Establish level of planning to be accomplished:

- Written Incident Action Plan (IAP).
- Contingency planning.
- Formal Planning Meeting.



14. Ensure Planning Meetings are conducted as indicated:

Sample Planning Meeting Agenda

Agenda Item	Responsible Party
1 Briefing on situation/resource status.	Planning/Operations Section Chiefs
2 Discuss safety issues.	Safety Officer
3 Set/confirm incident objectives.	Incident Commander
4 Plot control lines & Division boundaries.	Operations Section Chief
5 Specify tactics for each Division/Group.	Operations Section Chief
6 Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7 Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8 Develop resource order.	Logistics Section Chief
9 Consider communications/medical/transportation plans.	Logistics/Planning Section Chiefs
10 Provide financial update.	Finance/Administration Section Chief
11 Discuss interagency liaison issues.	Liaison Officer
12 Discuss information issues.	Public Information Officer
13 Finalize/approve/implement plan.	Incident Commander/All



15. Approve and authorize implementation of the IAP:

- Review IAP for completeness and accuracy.

- Verify that objectives are incorporated and prioritized.
- Sign ICS Form 202.

16. Ensure Command and General Staff coordination:

- Periodically check progress on assigned tasks of Command and General Staff personnel.
- Approve necessary changes to strategic goals and IAP.
- Ensure that Liaison Officer is making periodic contact with participating agencies.

17. Work with agency staff to declare state of emergency according to agency protocol.

18. Keep agency administrator informed on incident-related problems and progress.

Operations Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.

1. Obtain briefing from Incident Commander:
 - Determine incident objectives and recommended strategies.
 - Determine status of current tactical assignments.
 - Identify current organization, location of resources, and assignments.
 - Confirm resource ordering process.
 - Determine location of current Staging Areas and resources assigned there.

2. Organize Operations Section to ensure operational efficiency, personnel safety and adequate span of control.

3. Establish operational period.

4. Establish and demobilize Staging Areas.

5. Attend Operations Briefing and assign Operations personnel in accordance with Incident Action Plan (IAP):
 - Brief Staging Area Manager on types and numbers of resources to be maintained in Staging.
 - Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.

6. Develop and manage tactical operations to meet incident objectives.

7. Assess life safety:
 - Adjust perimeters, as necessary, to ensure scene security.
 - Evaluate and enforce use of appropriate protective clothing and equipment.
 - Implement and enforce appropriate safety precautions.

8. Evaluate situation and provide update to Planning Section:
 - Location, status, and assignment of resources.
 - Effectiveness of tactics.
 - Desired contingency plans.

9. Determine need and request additional resources.

- 10. Notify Resources Unit of Section Branches, Divisions/Groups, Strike Teams/Task Forces, and single resources which are staffed, including location of resources and names of leaders.
- 11. Keep Resources Unit up to date on changes in resource status.
- 12. Write formal Operations portion of IAP with the Planning Section Chief, if so directed by the Incident Commander:
 - Identify assignments by Division or Group.
 - Identify specific tactical assignments.
 - Identify resources needed to accomplish assignments.

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- 13. Ensure coordination of the Operations Section with other Command and General Staff:
 - Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as appropriate.
 - Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process.
 - Notify Logistics of communications problems.
 - Keep Planning up-to-date on resource and situation status.
 - Notify Liaison Officer of issues concerning cooperating and assisting agency resources.
 - Keep Safety Officer involved in tactical decision-making.
 - Keep Incident Commander apprised of status of operational efforts.
 - Coordinate media field visits with the Public Information Officer.

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- 14. Attend the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments.

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- 15. Attend Planning Meetings:

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander

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| 4 | Plot control lines & Division boundaries. | Operations Section Chief |
| 5 | Specify tactics for each Division/Group. | Operations Section Chief |
| 6 | Specify resources needed for each Division/Group. | Operations/Planning Section Chiefs |
| 7 | Specify facilities and reporting locations. | Operations/Planning/Logistics Section Chiefs |
| 8 | Develop resource order. | Logistics Section Chief |
| 9 | Consider communications/medical/ transportation plans. | Logistics/Planning Section Chiefs |
| 10 | Provide financial update. | Finance/Administration Section Chief |
| 11 | Discuss interagency liaison issues. | Liaison Officer |
| 12 | Discuss information issues. | Public Information Officer |
| 13 | Finalize/approve/implement plan. | Incident Commander/All |



16. Hold Section meetings, as necessary, to ensure communication and coordination among Operations Branches, Divisions, and Groups.

Planning Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.

1. Obtain briefing from Incident Commander:

- Determine current resource status (ICS Form 201).
- Determine current situation status/intelligence (ICS Form 201).
- Determine current incident objectives and strategy.
- Determine whether Incident Commander requires a written Incident Action Plan (IAP).
- Determine time and location of first Planning Meeting.
- Determine desired contingency plans.

2. Activate Planning Section positions, as necessary, and notify Resources Unit of positions activated.

3. Establish and maintain resource tracking system.

4. Complete ICS Form 201, if not previously completed, and provide copies to Command, Command Staff, and General Staff.

5. Advise Incident Command Post (ICP) staff of any significant changes in incident status.

6. Compile and display incident status summary information. Document on ICS Form 209, Incident Status Summary (or other approved agency forms):

- Forward incident status summaries to Agency Administrator and/or other designated staff once per operational period, or as required.
- Provide copy to Public Information Officer.

7. Obtain/develop incident maps.

8. Establish information requirements and reporting schedules for ICP and field staff.

9. Prepare contingency plans:

- Review current and projected incident and resource status.
- Develop alternative strategies.
- Identify resources required to implement contingency plan.
- Document alternatives for presentation to Incident Commander and Operations, and for inclusion in the written IAP.

10. Meet with Operations Section Chief and/or Command, prior to Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.



11. Conduct Planning Meetings according to following agenda:

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All



12. Supervise preparation and distribution of the written IAP, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level:

- Establish information requirements and reporting schedules for use in preparing the IAP.
- Ensure that detailed contingency plan information is available for consideration by Operations and Command.
- Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP.

Logistics Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.

1. Obtain briefing from Incident Commander:
 - Review situation and resource status for number of personnel assigned to incident.
 - Review current organization.
 - Determine which incident facilities have been/should be activated.

2. Ensure Incident Command Post and other incident facilities are physically activated, as appropriate.

3. Confirm resource ordering process.

4. Assess adequacy of current Incident Communications Plan (ICS Form 205).

5. Organize and staff Logistics Section, as appropriate, and consider the need for facility security, and Communication and Supply Units.

6. Assemble, brief, and assign work locations and preliminary work tasks to Section personnel:

- Provide summary of emergency situation.
- Provide summary of the kind and extent of Logistics support the Section may be asked to provide.

7. Notify Resources Unit of other Units activated, including names and location of assigned personnel.

8. Attend Planning Meetings:

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief

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| 6 | Specify resources needed for each Division/Group. | Operations/Planning Section Chiefs |
| 7 | Specify facilities and reporting locations. | Operations/Planning/Logistics Section Chiefs |
| 8 | Develop resource order. | Logistics Section Chief |
| 9 | Consider communications/medical/transportation plans. | Logistics/Planning Section Chiefs |
| 10 | Provide financial update. | Finance/Administration Section Chief |
| 11 | Discuss interagency liaison issues. | Liaison Officer |
| 12 | Discuss information issues. | Public Information Officer |
| 13 | Finalize/approve/implement plan. | Incident Commander/All |

9. Participate in preparation of Incident Action Plan (IAP):

- Provide input on resource availability, support needs, identified shortages, and response time-lines for key resources.
- Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.
- Ensure Incident Communications Plan (ICS Form 205) is prepared.
- Ensure Medical Plan (ICS Form 206) is prepared.
- Assist in the preparation of Transportation Plan.

10. Review IAP and estimate section needs for next operational period; order relief personnel if necessary.
11. Research availability of additional resources.
12. Hold Section meetings, as necessary, to ensure communication and coordination among Logistics Branches and Units.
13. Ensure coordination between Logistics and other Command and General Staff.
14. Ensure general welfare and safety of Section personnel.
15. Provide briefing to relief on current activities and unusual situations.
16. Ensure that all personnel observe established level of operational security.
17. Ensure all Logistics functions are documenting actions on Unit Log (ICS Form 214).
18. Submit all Section documentation to Documentation Unit.

Finance/Administration Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.

1. Obtain briefing from Incident Commander:

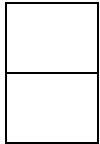
- Incident objectives.
- Participating/coordinating agencies.
- Anticipated duration/complexity of incident.
- Determine any political considerations.
- Obtain the names of any agency contacts the Incident Commander knows about.
- Possibility of cost sharing.
- Work with Incident Commander and Operations Section Chief to ensure work/rest guidelines are being met, as applicable.

2. Obtain briefing from agency administrator:

- Determine level of fiscal process required.
- Delegation of authority to Incident Commander, as well as for financial processes, particularly procurement.
- Assess potential for legal claims arising out of incident activities.
- Identify applicable financial guidelines and policies, constraints and limitations.

3. Obtain briefing from agency Finance/Administration representative:

- Identify financial requirements for planned and expected operations.
- Determine agreements are in place for land use, facilities, equipment, and utilities.
- Confirm/establish procurement guidelines.
- Determine procedure for establishing charge codes.
- Important local contacts.
- Agency/local guidelines, processes.
- Copies of all incident-related agreements, activated or not.
- Determine potential for rental or contract services.
- Is an Incident Business Advisor (IBA) available, or the contact information for an agency Financial/Administration representative?



- Coordinate with Command and General Staff and agency Human Resources staff to determine the need for temporary employees.
 - Ensure that proper tax documentation is completed.
 - Determine whether hosting agency will maintain time records, or whether the incident will document all time for the incident, and what forms will be used.
4. Ensure all Sections and the Supply Unit are aware of charge code.
 5. Attend Planning Meeting:
 - Provide financial and cost-analysis input.
 - Provide financial summary on labor, materials, and services.
 - Prepare forecasts on costs to complete operations.
 - Provide cost benefit analysis, as requested.
 - Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local agency/political concerns.

Sample Planning Meeting Agenda

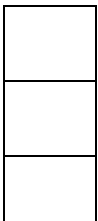
Agenda Item	Responsible Party
1 Briefing on situation/resource status.	Planning/Operations Section Chiefs
2 Discuss safety issues.	Safety Officer
3 Set/confirm incident objectives.	Incident Commander
4 Plot control lines & Division boundaries.	Operations Section Chief
5 Specify tactics for each Division/Group.	Operations Section Chief
6 Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7 Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8 Develop resource order.	Logistics Section Chief
9 Consider communications/medical/transportation plans.	Logistics/Planning Section Chiefs
10 Provide financial update.	Finance/Administration Section Chief
11 Discuss interagency liaison issues.	Liaison Officer

- 12 Discuss information issues. Public Information Officer
- 13 Finalize/approve/implement plan. Incident Commander/All



6. Gather continuing information:

- Equipment time – Ground Support Unit Leader and Operations Section.
- Personnel time – Crew Leaders, Unit Leaders, and individual personnel.
- Accident reports – Safety Officer, Ground Support Unit Leader, and Operations Section.
- Potential and existing claims – Operations Section, Safety Officer, equipment contractors, agency representative, and Compensation/Claims Unit Leader.
- Arrival and demobilization of personnel and equipment – Planning Section.
- Daily incident status – Planning Section.
- Injury reports – Safety Officer, Medical Unit Leader, and Compensation/Claims Unit Leader.
- Status of supplies – Supply Unit Leader and Procurement Unit Leader.
- Guidelines of responsible agency – Incident Business Advisor, local administrative personnel.
- Use agreements – Procurement Unit Leader and local administrative personnel.
- What has been ordered? – Supply Unit Leader.
- Unassigned resources – Resource Unit Leader and Cost Unit Leader.



- 7. Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligation.
- 8. Coordinate with all cooperating agencies and specifically administrative personnel in hosting agency.
- 9. Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services:

- Labor - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants.
- Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.
- Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.



- 10. Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted personnel formally assigned to the incident, as well as paid employees and mutual aid personnel).



- 11. Ensure that all personnel time records reflect incident activity and that records for non-agency personnel are transmitted to home agency or department according to policy:

- Notify incident management personnel when emergency timekeeping process is in effect and where timekeeping is taking place.
- Distribute time-keeping forms to all Sections-ensure forms are being completed correctly.

12. Ensure that all obligation documents initiated by the incident are properly prepared and completed.

13. Assist Logistics in resource procurement:

- Identify vendors for which open purchase orders or contracts must be established.
- Negotiate ad hoc contracts.

14. Ensure coordination between Finance/Administration and other Command and General Staff.

15. Coordinate Finance/Administration demobilization.

16. Provide briefing to relief on current activities and unusual events.

17. Ensure all Logistics Units are documenting actions on Unit Log (ICS Form 214).

18. Submit all Section documentation to Documentation Unit.

Liaison Officer Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.

1. Obtain briefing from Incident Commander:

- Obtain summary of incident organization (ICS Forms 201 and 203).
- Determine companies/agencies/non-governmental organizations already involved in the incident, and whether they are assisting (have tactical equipment and/or personnel assigned to the organization), or cooperating (operating in a support mode "outside" the organization).

2. Obtain cooperating and assisting agency information, including:

- Contact person(s).
- Radio frequencies.
- Phone numbers.
- Cooperative agreements.
- Resource type.
- Number of personnel.
- Condition of personnel and equipment.
- Agency constraints/limitations.

3. Establish workspace for Liaison function and notify agency representatives of location.

4. Contact and brief assisting/cooperating agency representatives and mutual aid cooperators.

5. Interview agency representatives concerning resources and capabilities, and restrictions on use- provide this information at planning meetings.

6. Work with Public Information Officer and Incident Commander to coordinate media releases associated with inter-governmental cooperation issues.

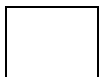
7. Monitor incident operations to identify potential inter-organizational problems. Keep Command apprised of such issues:

- Bring complaints pertaining to logistical problems, inadequate communications, and strategic and tactical direction to the attention of Incident Management Team (IMT).

8. Participate in Planning Meetings:

Sample Planning Meeting Agenda

Agenda Item	Responsible Party
1 Briefing on situation/resource status.	Planning/Operations Section Chiefs
2 Discuss safety issues.	Safety Officer
3 Set/confirm incident objectives.	Incident Commander
4 Plot control lines & Division boundaries.	Operations Section Chief
5 Specify tactics for each Division/Group.	Operations Section Chief
6 Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7 Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8 Develop resource order.	Logistics Section Chief
9 Consider communications/medical/transportation plans.	Logistics/Planning Section Chiefs
10 Provide financial update.	Finance/Administration Section Chief
11 Discuss interagency liaison issues.	Liaison Officer
12 Discuss information issues.	Public Information Officer
13 Finalize/approve/implement plan.	Incident Commander/All



9. Document all activity on Unit Log (ICS Form 214).

Public Information Officer Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.

1. Obtain briefing from Incident Commander:
 - Determine current status of Incident (ICS Form 209 or equivalent).
 - Identify current organization (ICS Forms 201 and 203, resource lists, etc.).
 - Determine point of contact for media (scene or Command Post).
 - Determine current media presence.

2. Participate in Administrative Officer's briefing:
 - Determine constraints on information process.
 - Determine pre-existing agreements for information centers, Joint Information Centers (JICs), etc.

3. Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard, or which may need advance notice in order to shut down processes.

4. Coordinate the development of door-to-door protective action statements with Operations.

5. Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement:

Sample Initial Information Summary

We are aware that an *[accident/incident]* involving *[type of incident]* occurred at approximately *[time]*, in the vicinity of *[general location]*. *[Agency personnel]* are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at *[location]*, and will notify the press at least ½ hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.

6. Arrange for necessary work space, materials, telephones, and staff. Consider assigning Assistant Public Information Officers to:
 - Joint Information Center (JIC).
 - Field (scene) Information.

- Internal Information.

7. Establish contact with local and national media representatives, as appropriate.
8. Establish location of Information Center for media and public away from Command Post.
9. Establish schedule for news briefings.
10. Coordinate, with Logistics, the activation and staffing of message center "rumor control" lines to receive requests and answer questions from the public. Provide statement to operators.

11. Obtain current incident status reports from Planning Section; coordinate a schedule for updates.
12. Observe constraints on the release of information imposed by the Incident Commander and according to agency guidance.
13. Obtain approval for information release from Incident Commander:
 - Confirm details to ensure no conflicting information is released.
 - Identify site and time for press briefings, and confirm participation by other Incident Management Team (IMT) members.

14. Release news to media, and post information in Command Post and other appropriate locations.

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15. Record all interviews and copy all news releases:
 - Contact media to correct erroneous or misleading information being provided to the public via the media.

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16. Update off-incident agency personnel on a regular basis:
 - Utilize electronic mail for agency updates.
 - Establish phone line in the Command Post dedicated to internal communications to update agency personnel.
 - Provide standard statement which can be given to general requests for information.

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17. Coordinate information releases with information staff from other impacted agencies and jurisdictions:
 - Ensure that information provided to the public is consistent across jurisdictional boundaries, when appropriate.
18. Attend Planning Meetings:

Sample Planning Meeting Agenda

Agenda Item

Responsible Party

- | | | |
|----|---|--|
| 1 | Briefing on situation/resource status. | Planning/Operations Section Chiefs |
| 2 | Discuss safety issues. | Safety Officer |
| 3 | Set/confirm incident objectives. | Incident Commander |
| 4 | Plot control lines & Division boundaries. | Operations Section Chief |
| 5 | Specify tactics for each Division/Group. | Operations Section Chief |
| 6 | Specify resources needed for each Division/Group. | Operations/Planning Section Chiefs |
| 7 | Specify facilities and reporting locations. | Operations/Planning/Logistics Section Chiefs |
| 8 | Develop resource order. | Logistics Section Chief |
| 9 | Consider communications/medical/transportation plans. | Logistics/Planning Section Chiefs |
| 10 | Provide financial update. | Finance/Administration Section Chief |
| 11 | Discuss interagency liaison issues. | Liaison Officer |
| 12 | Discuss information issues. | Public Information Officer |
| 13 | Finalize/approve/implement plan. | Incident Commander/All |

19. Respond to special requests for information.
20. Provide all news releases, bulletins, and summaries to Documentation Unit to be included in the final incident package.
21. Confirm the process for the release of information concerning incident-related injuries or deaths.
22. Document all activity on Unit Log (ICS Form 214).

Staging Area Manager Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.

1. Obtain a briefing from Incident Commander or Operations Section Chief:
 - Determine types and numbers of resources to be maintained in Staging.
 - Confirm process for requesting additional resources for Staging.
 - Confirm process for reporting status changes.

2. Proceed to Staging Area; establish Staging Area layout (apparatus and vehicles in Staging should face outward to ensure quick response, general principle of "first in, first out" should be maintained).

3. Ensure efficient check-in and coordinate process with Planning Section Resources Unit Leader.

4. Identify and track resources assigned to staging; report resource status changes to Operations or Command and Resources Unit.

5. Determine any support needs for equipment, feeding, sanitation and security; request through Logistics.

6. Post areas for identification and traffic control.

7. Respond to requests for resources:
 - Organize Task Forces or Strike Teams, as necessary.

8. Request additional tactical resources for Staging through Logistics, according to established staffing levels.

9. Obtain and issue receipts for radio equipment and other supplies distributed and received at the Staging Area.

10. Maintain Staging Area in orderly condition.

11. Demobilize Staging Area in accordance with instructions.

12. Document all activity on Unit Log (ICS Form 214).

VI. INCIDENT COMMAND SYSTEM FORMS

The following ICS forms are available on several websites which include:

<https://training.fema.gov/icsresource/icsforms.aspx>

<http://www.emsics.com/resources/fema-ics-forms/>

ICS Form	Description	Prepared By
Form 201	Incident Briefing	Section Chief
Form 202	Response Objectives	Section Chief
Form 203	Organization Assignment List	Resources Unit
Form 204	Assignment List	Section Chief, Staff
Form 205	Incident Radio Communications Plan	Communications Unit
Form 206	Medical Plan	Medical Unit
Form 208	Site Safety and Control Plan	Safety Officer, Staff
Form 209	Incident Status Summary	Resources Unit
Form 210	Status Change Card	Staff
Form 211	Check-In List	Staff
Form 213	General Message	Staff
Form 214	Unit Log	Staff
Form 215	Operational Planning Worksheet	Staff
Form 215a	Incident Action Plan Safety Analysis	Safety Officer, Staff
Form 215a Instructions	Incident Action Plan Safety Analysis Instructions	Safety Officer, Staff
Form 217	Radio Frequency Assignment Worksheet	Resources Unit
Form 218	Support Vehicle Inventory	Ground Support Unit
Form 219-2	Resource Status Card (Crew)	Staff
Form 219-4	Resource Status Card (Helicopter)	Staff
Form 219-6	Resource Status Card (Aircraft)	Staff

Form 219-7	Resource Status Card (Dozers)	Staff
Form 220	Air Operations Summary Worksheet	Air Operations Unit
Form 221	Demobilization Checkout	Resources Unit

VII. GLOSSARY OF ICS TERMS

Action Plan: See Incident Action Plan

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

Agency Administrator or Executive: Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident.

Agency Dispatch: The agency or jurisdictional facility from which resources are allocated to incidents.

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

Air Operations Branch Director: The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident.

Allocated Resources: Resources dispatched to an incident.

All-Risk: Any incident or event, natural or human-caused that warrants action to protect life, property, environment, public health and safety, and minimize disruption of governmental, social, and economic activities.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization, or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assigned Resources: Resources checked in and assigned work tasks on an incident.

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

Assistant: Title for subordinates of the Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions.

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

Available Resources: Resources Assigned to an Incident, checked in, and available for a mission assignment, normally located in A Staging Area.

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

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

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

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

Chain of Command: A series of management positions in order of authority.

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

Chief: The ICS title for individuals responsible for functional Sections: Operations, Planning, Logistics, and Finance/Administration.

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

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

Command Post: See Incident Command Post.

Command Staff: The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.

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

Compacts: Formal working agreements among agencies to obtain mutual aid.

Compensation/Claims Unit: Functional Unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.

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

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

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

Coordination Center: A facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

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

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

Crew: See Single Resource.

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

Demobilization Unit: Functional Unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources.

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

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

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

Dispatch Center: A facility from which resources are ordered, mobilized, and assigned to an incident.

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

Documentation Unit: Functional Unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

Emergency: Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management Coordinator/Director: The individual within each political subdivision that has coordination responsibility for jurisdictional emergency management.

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan (EOP): The plan that each jurisdiction has and maintains for responding to appropriate hazards.

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

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

Federal: Of or pertaining to the Federal Government of the United States of America.

Field Operations Guide: A pocket-size manual of instructions on the application of the Incident Command System.

Finance/Administration Section: The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

Food Unit: Functional Unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Ground Support Unit: Functional Unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies.

Group: Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

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

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

Hierarchy of Command: See Chain of Command.

Incident: An occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

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

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

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

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

Incident Communications Center: The location of the Communications Unit and the Message Center.

Incident Complex: See Complex.

Incident Management Team (IMT): The Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

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

Incident of National Significance: Based on criteria established in HSPD-5 (paragraph 4), an actual or potential high-impact event that requires a coordinated and effective response by and appropriate combination of Federal, State, local, tribal, nongovernmental, and/or private-sector entities in order to save lives and minimize damage, and provide the basis for long-term community recovery and mitigation activities. (Source: National Response Plan)

Incident Types: Incidents are categorized by five types based on complexity. Type 5 incidents are the least complex and Type 1 the most complex.

Incident Support Organization: Includes any off-incident support provided to an incident. Examples would be Agency Dispatch centers, Airports, Mobilization Centers, etc.

Initial Action: The actions taken by resources that are the first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These

may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

Joint Field Office (JFO): The JFO is a temporary Federal facility established locally to coordinate operational Federal assistance activities to the affected jurisdiction(s) during Incidents of National Significance. The JFO is a multiagency center that provides a central point of coordination for Federal, State, local, tribal, nongovernmental, and private-sector organizations with primary responsibility for threat response and incident support and coordination. The JFO enables the effective and efficient coordination of Federal incident-related prevention, preparedness, response, and recovery actions. The JFO replaces the Disaster Field Office (DFO) and accommodates all entities (or their designated representatives) essential to incident management, information-sharing, and the delivery of disaster assistance and other support.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander; advising the Incident Commander concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

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

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Kinds of Resources: Describe what the resource is (e.g., medic, firefighter, Planning Section Chief, helicopters, ambulances, combustible gas indicators, bulldozers).

Landing Zone: See Helispot.

Leader: The ICS title for an individual responsible for a Task Force, Strike Team, or functional Unit.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer (LNO): A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. The Liaison Officer may have Assistants.

Logistics: Providing resources and other services to support incident management.

Logistics Section: The Section responsible for providing facilities, services, and materials for the incident.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

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

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

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

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented

prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations (Federal, State, and local) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

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

Multiagency Coordination (MAC): The coordination of assisting agency resources and support to emergency operations.

Multiagency Coordination Entity: A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination Systems (MACs): Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multiagency Incident: An incident where one or more agencies assist a jurisdictional agency or agencies. May be single or unified command.

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National Incident Management System (NIMS): A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector; and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Plan (NRP): A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

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

Operational Period: The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

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

Out-of-Service Resources: Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

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

Planning Section: Responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of the Incident Action Plan. The Section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. Includes the Situation, Resources, Documentation, and Demobilization Units, as well as Technical Specialists.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a nonemergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened

inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Procurement Unit: Functional Unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

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

Reinforced Response: Those resources requested in addition to the initial response.

Reporting Locations: Location or facilities where incoming resources can check in at the incident. (See Check-in.)

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

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-

sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

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

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

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

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the Branch and the Incident Command.

Segment: A geographical area in which a Task Force/Strike Team Leader or Supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numbers.

Service Branch: A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communication, Medical, and Food Units.

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

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

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

Strategy: The general direction selected to accomplish incident objectives set by the Incident Commander.

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strike Team: A specified combination of the same kind and type of resources with common communications and a Leader.

Supervisor: The ICS title for individuals responsible for a Division or Group.

Supply Unit: Functional Unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

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

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

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

Tactical Direction: Direction given by the Operations Section Chief that includes the tactics required to implement the selected strategy, the selection and assignment of resources to carry out the tactics, directions for tactics implementation, and performance monitoring for each operational period.

Tactics: Deploying and directing resources on an incident to accomplish incident strategy and objectives.

Task Force: A combination of single resources assembled for a particular tactical need with common communications and a Leader.

Team: See Single Resource.

Technical Specialists: Personnel with special skills that can be used anywhere within the ICS organization.

Threat: An indication of possible violence, harm, or danger.

Time Unit: Functional Unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or, in the case of incident management teams, experience and qualifications.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) (43 U.S.C.A. and 1601 et seq.), that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See Area Command and Unified Command.)

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

Unit: The organizational element having functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.