EMERGENCY OPERATIONS PLAN (EOP)

OTIS COLLEGE OF ART AND DESIGN
9045 LINCOLN BLVD. LOS ANGELES, CA 90045

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OTIS COLLEGE OF ART AND DESIGN

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SECTION ONE – INTRODUCTION TO THE EMERGENCY OPERATIONS PLAN

Introduction to the Emergency Operations Plan

What occurs in the first 20 minutes of an emergency will have the greatest impact on the outcome.

Introduction/Purpose

This document applies the principles of SEMS (Standardized Emergency Management System), the concept of ICS (Incident Command System), and NIMS (National Incident Management System) into a customized Emergency Operations Plan. Emergency responses to any major emergency should be conducted within the framework of this plan. Exceptions or changes to the outlined procedures must be approved by the Incident Commander before implementation.

The plan is designed to effectively coordinate the use of college and community resources to protect life and property immediately following a major natural or accidental disaster or emergency. It is placed into operation whenever an emergency affecting the campus cannot be controlled through normal channels. The primary emergencies envisioned by this plan are suicide and attempt suicide response, medical/ first aid emergencies, explosion or similar incident, utility failure, building evacuation, eleva-tor emergency, traffic collisions, crime and violent behavior, terrorist incident, severe winds, biological emergencies, hazardous material spill/ release, disturbances and demonstrations, earthquake, fire, flooding, violent or criminal behavior, active shooter, bomb threat suspicious package, civil defense procedures/ WMD (Weapons of Mass Destruction), and governmental response to pandemic flu.

LAWS, AUTHORITIES, AND SYSTEMS

Laws and authorities that provide a legal basis for the Emergency Operations Plan:

FEDERAL

- Federal Disaster Act (Public Law 875)

- Higher Education Opportunity Act -Annual requirement to practice plan

- Homeland Security Act 2002

- Homeland Security Presidential Directive (HSPD) 5

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (FEMA 592, June 2007)

- Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (20 USC 1092(f))

- U.S. Department of Labor/O.S.H.A.

STATE OF CALIFORNIA

- Government Code Title 1, Division 4, Chapter 8, Section 3100

- Civil Code, Section 1714.5 Exceptions from Liability for Disaster Service Workers

- Code of Regulations, Title 5 -Section 560 Civil Defense and Preparedness Plans

- Code of Regulations, Title 19, Sections 2400-2450 Emergency Managers Mutual Aide

- Disaster Assistance Act

- Earthquake Protection Law (Riley Act) Seismic Safety

- Education Code, Section 71095 Emergency Preparedness Standards for Community Colleges

- Education Code, Section 33031 Rules and Regulations Consistent with State Law

- Emergency Services Act

- Government Code, Sections 3100 - 3109, 3211.92, and 8607(a)

- Labor Code, Sections 4351-4355 Compensation Benefits for Disaster Service Workers

- Vehicle Code Sections 40830, 41401, and 41402

Plan Use

This plan is established as a supplement to your college's administrative policies, procedures, and practices. When implemented, it serves as the College's Emergency Plan, setting forth the authorities and policies for activation, personnel emergency assignments, operational procedures, and recovery activities.

The format is intended to require minimal time to find guidelines, procedures, and supplemental information once the reader is familiar with the document. This allows for immediate use when required during an emergency.

The format is also intended to be "Response Ready." Users are to utilize the checklists in this document when participating in drills, exercises, or actual events. The completed forms are then kept on file as official records of the emergency response.

Users are encouraged to supplement this manual with additional materials in the Appendices Section to have complete information for an emergency.

Concept of Operations

The College's partial or total response to natural disasters or campus-wide emergencies will be based on the magnitude of the emergency. Generally, response to a major emergency situation will progress from local to regional, state, and federal involvement.

For planning purposes, the College has established three levels of response to emergencies based on the severity of the situation and the availability of campus resources.

Level One

A minor to a moderate incident where campus resources are adequate and available.

Level Two

A moderate to severe emergency where campus resources may not be adequate, and mutual aid may be required on a larger basis.

Level Three

A major disaster where resources in or near the impacted area are overwhelmed, and extensive city, county, state, and/or federal resources are required. The College President or designee will declare a **PROCLAMATION OF EMERGENCY.**

For example, a Level One disaster occurring on campus would require minimal activation of the plan, whereas more serious situations would require increased activation.

Management and Control

The President or designee establishes the basic policies, which govern the Emergency Management Organization, declares a campus emergency when required, and acts as the highest level of authority during an emergency. The Emergency Operations Plan is under the executive management of the Incident Commander and under the operational direction of the President.

Plans, Goals, and Objectives

The major goals of this Plan are the preservation of life, the protection of property, and the continuity of campus operations.

The overall objective is to ensure the effective management of emergency forces involved in preparing for and responding to situations associated with emergencies. Specifically, this will include:

- Overall managing and coordinating of emergency operations to include, as required, on-scene incident management,

- Coordinating or maintaining liaison with appropriate federal, state, and other local

governmental agencies and appropriate private sector organizations,

- Requesting and allocating resources and other related support,

- Establishing priorities and adjudicating conflicting demands for support,

- Coordinating inter-jurisdictional mutual aid,

- Activating and using communication systems,

- Preparing and disseminating emergency public information,

- Disseminating community warnings and alerts,

- Managing the movement and reception of persons in the event an evacuation is ordered,

- Collecting, evaluating, and disseminating damage information and other essential data,

- Responding to requests for resources and other support, and

- Restoring essential services.

Plan Activation

When an emergency arises, the Incident Commander should activate the Emergency Plan. College personnel and equipment will be utilized to provide priority protection for:

1. Life/Safety

2. Preservation of Property, and

3. Restoration of Academic Programs

The manner in which College personnel and equipment will be used will be determined by the Operational Plan under the direction of the **Incident Commander**.

If designated personnel are unavailable, the Incident Commander will immediately appoint available individuals with appropriate skills to fill each of the Emergency Response Team positions in Management, Operations, Planning, Logistics, and Finance. These appointments will remain in effect until designated personnel arrive or more senior/experienced personnel are available. The

acting representative will then become the assistant to the senior person. Refer to Section 7 (Extra Checklists) for the distribution of assignments.

The President or designee will be responsible for notifying the Incident Commander to deactivate the Emergency Plan when he/she deems it appropriate.

Activation During Business Hours

When an emergency occurs during College office hours (8 am to 5 pm, Monday – Friday), the following should take place:

If Telephone Services are Operational:

- The Incident Commander or designee will activate the Incident Command System for the emergency. He/she will evaluate the need to establish a Field Command Post for the Incident and/or open an Emergency Operations Center.
- The Incident Commander or designee will immediately notify designated Emergency Response Team personnel and advise them where to report.

If Telephone Services are not Operational:

- Designated Emergency Response Team Personnel will immediately travel to a designated Emergency Operations Center to implement the Emergency Plan as soon as they are aware that an emergency affecting the campus may have occurred.
- If the designated Emergency Response Team Personnel do not respond to the Emergency Operations Center (EOC) in a reasonable amount of time, messengers may be dispatched.

Activation During Non-Working Hours

There is a significant chance that an emergency affecting the campus may occur before or after regular college office hours or on a holiday or weekend when departments and offices are closed.

While the structure of this plan remains precisely the same, its implementation may vary depending upon available resources and labor until the proper officials can be notified. The ranking individual on duty will immediately notify superior officials of the situation so as to obtain verification or advice on their actions.

The Emergency Response Team Personnel should report to the Incident Commander at the established Emergency Operations Center.

Priority One Objectives

LIFE **SAFETY EVACUATION:** Evacuate people from hazardous or high-risk areas to safe zones.

RESOURCES:

1. Building Safety Coordinators, Administrators, and Department Heads (Faculty and Staff).

2. Safety and Security Department.

3. Facilities Management Staff.

4. Campus Community Emergency Response Team (C-CERT) if available.

FIRE SUPPRESSION: Evaluate fires or fire hazards and use resources to control and evacuate.

RESOURCES:

1. Fire Department.
2. Safety and Security Department.
3. Facilities Management Staff.
4. Campus Community Emergency Response Team (C-CERT) if available.

SEARCH AND RESCUE: Appoint search and rescue teams and initiate light rescue operations.

RESOURCES:

1. Facilities Management Staff
2. Safety and Security Department

3. Environmental Health and Safety/Operations

4. Fire Department

5. Campus Community Emergency Response Team (C-CERT) if available.

MEDICAL AID: Evaluate medical services available and advise rescue forces regarding the location of treatment facilities for the injured.

RESOURCES:

1. Health Services

2. Local medical facilities

3. Campus Community Emergency Response Team (C-CERT), if available

HAZARDOUS SUBSTANCE CONTROL: Survey critical areas and coordinate disposal and/or coordination of clean-up. (i.e., biological, radiological, and chemical).

RESOURCES:

1. Environmental Health and Safety and Mutual Aid

2. Fire Department

3. County **HAZMAT**

BUILDINGS: Evacuate, search and close damaged buildings.

RESOURCES:

1. Safety and Security Department

2. Facilities Management Staff

3. Building Safety Coordinators, Administrators, and Department Heads

4. Campus Community Emergency Response Team (C-CERT), if available

COMMUNICATION NETWORK: Establish a communications network using available staff and equipment.

RESOURCES:

1. Information Services (email).
2. Operations Radio.
3. Radio/TVs.
4. Messengers (Volunteer Forces).
5. Voice-Over Capabilities.
6. Mass Notification Systems.
7. County Office of Emergency Services (0. E.S.).

UTILITY SURVEY: Evaluate utilities. Shut down or restore as able (gas, electric, and water).

RESOURCES:

1. Facilities Management.
2. Volunteer Forces (Faculty/Staff).
3. Local Gas/Electric and Water Utilities.
4. Telephone Communications.

Priority Two Objectives

SUPPLIES AND EQUIPMENT: Develop a system to renew the flow of supplies and equipment from outside sources.

RESOURCES:

1. Purchasing Staff
2. Warehouse Staff
3. Volunteer Forces

VALUABLE MATERIALS SURVEY: Identity, survey, and secure valuable materials on campus.

RESOURCES:

1. Library/Art Gallery/Museums/Etc...
2. Faculty/Staff (Designate areas of responsibility).

RECORD SURVEY: Identity, survey, and secure all college records.

RESOURCES:

1. Human Resources Staff.

2. Fiscal Services.

3. Admissions Staff.

4. Information Services.

5. Volunteers.

ACADEMIC SURVEY: Survey academic departments and determine requirements to begin academic operations.

RESOURCES:

1. Deans, Department Chairs, and Faculty

2. Volunteer Forces

The Priority Process

Emergency Response Team Personnel will concentrate efforts on Priority One Objectives until these objectives are substantially met. Priority Two Objectives will be addressed as resources become available.

It is expected that as operations progress from Priority One through Priority Two, the administrative control of the college will move from the Emergency Operations Organization back to the normal college organizational structure. The President or designee will determine when to deactivate the Emergency Plan.

The Planning Process

The Incident Commander is responsible for the coordination of the emergency preparedness management system, including, but not limited to, annual updates to this plan for state and federal compliance, documentation of mandated training for audit purposes, and an annual tabletop exercise to fulfill the Higher Education Opportunity Act requirement for practicing emergencies on campus.

SUBJECT: SHELTER-IN-PLACE

When emergency conditions do not warrant or allow evacuation, the safest method to protect individuals may be to take shelter inside a campus building and await further instructions.

- Move into or stay inside the nearest building.
- Go into an interior room or office with few windows, if possible.
- Close all windows and doors and, if possible, turn off ventilation systems (including air conditioning and heat, bathroom, and kitchen exhaust fans).
- If the door has a window, cover it.
- Stay away from windows and doors.

If hazardous materials are involved:
- Turn off all ventilation systems and close all inlets from the outside.
- Select a room(s) that is easy to seal and, if possible, has a water supply and access to restrooms.
- If you smell gas or vapor, hold a wet cloth loosely over your nose and mouth and breathe through it in as normal a fashion as possible.

SUBJECT: LOCKDOWN

In a lockdown, please follow the below procedures.

- **Remain calm**. Encourage others to remain calm.

- Immediately cease all activity (i.e., teaching, group work, meetings, etc.).

- Lock or barricade all doors where possible. Card access doors will be locked during a lockdown but can be opened from the inside.

- If possible, cover any windows or openings that have a direct line of sight to the interior.

- Shut the blinds or pull the shades down. Turn off the lights and try to give the impression that the room is empty.

- Stay low, away from windows and doors and barricade door(s) if possible; use furniture or desks as cover.

- Sit on the floor or crouch under or behind desks and bookshelves where possible to be as invisible as possible.

- Immediately put all cell phones into "Vibrate" or "Silent" mode. Calls to the Safety and Security Department should be made only if specific information becomes available regarding the location or conduct of the intruder or if the status of the emergency changes.

- Be as quiet as possible.

- **DO NOT** respond to anyone at the door until an "**all clear**" text message is received or if you are certain it is safe to do so (i.e. if police are at the door).

- If police direct you to leave your secured area, assist others in moving as quietly and quickly as possible.

- Do not sound the fire alarm in the building unless there is a fire. People may be placed in harms way when they are attempting to evacuate the building. If a fire alarm goes off during a lockdown, do not evacuate unless you smell smoke or see the fire in your area.

- Be aware of alternate exits if it becomes necessary to flee.

- Individuals should not attempt to leave the building until told to do so by the police.

SECTION TWO – EMERGENCY RESPONSE TEAM & ORGANIZATIONAL CHART

SEMS/ICS/NIMS
Organizational Chart

PRESIDENT
(President; Alt: Provost)
Pg. 35

INCIDENT COMMANDER
(EOC Director)
(VP of Finance & Administration Services, Alt. VP of Student Affairs and Campus Diversity & Inclusion)
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LIAISON OFFICER
(Director of Campus Safety & Security, Alt. Director of Facilities Management)
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ASSISTANT EOC DIRECTOR
(VP of Student Affairs and Campus Diversity & Inclusion, Alt. Director of Campus Safety & Security)
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PUBLIC INFORMATION OFFICER
(VP of Communications & Marketing, Alt. Exec. Director of Marketing & Communications)
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SAFETY OFFICER/OSHA
(Operations Manager, Alt. Campus Safety Officer)
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OPERATIONS COORDINATOR
(Operations Manager, Alt. Facilities Director)
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PLANNING COORDINATOR
(Dean of Student Affairs, Alt. Assistant Dean of Student Affairs & Title IX Coordinator)
Pg. 79

LOGISTICS COORDINATOR
(Purchasing Manager, Alt. Senior Buyer)
Pg. 89

FINANCE COORDINATOR
(VP of Finance & Administration, Alt. AVP of Finance & Business Services)
Pg. 101

LAW ENFORCEMENT/SECURITY
(Director of Campus Safety & Security)
Pg. 53

MEDICAL
(Dir. of Student Wellness & Health Center, Alt. Nurse Practitioner)
Pg. 65

SITUATION STATUS
(Sr. Executive Assistant to the President, Alt. Administrative Assistant to VP of Finance & Administration)
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SUPPLY & PURCHASING
(Purchasing Manager, Alt. Senior Buyer)
Pg. 91

ACCOUNTING
(AVP of Finance & Business Services, Alt., Director of Budget & Planning)
Pg. 103

COMMUNICATIONS DISPATCHER
(Executive Assistant to the VP of Campus Life, Alt. Sr. Executive Assistant to President)
Pg. 61

HEALTH & SAFETY
(Operations Manager, Alt. Campus Safety Officer)
Pg. 70

DAMAGE ASSESSMENT
(Facilities Assistant Manager, Alt. Facilities Staff)
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CARE/SHELTER/TRANSPORTATION
(Dir. of Res Life & Housing, Alt. Dir. Student Engagement and Leadership)
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OES/FEMA DOCUMENTATION
(Manager of Financial Services, Alt. Administrative Assistant, Business Office)
Pg. 104

SEARCH & RESCUE
(Director of TSS, Alt. Campus Safety Lieutenant)
Pg. 63

BUILDING & UTILITY
(Facilities Assistant Manager., Alt: Facilities M. Coordinator)
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FACILITIES MANAGEMENT
(Director of Facilities Management, Alt. Facilities Staff)
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HUMAN RESOURCES
(VP of HR and Development, Alt. Dir. of HRIS & Faculty Contracts)
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Otis College of Art & Design Organizational Chart, Rev 01/07/2025

Otis College of Art & College, ERT Responsibilities

ERT Role	Employee Name	Otis Title	E-mail	Phone
President	Charles J. Hirschhorn	President	chirschhorn@otis.edu	(310)665-6935
Second President	Colette Veasey-Cullors	Provost	cveaseycullors@otis.edu	(310)665-6979
Primary Incident Commander	Ankush Mahindra	VP, Finance & Administration	amahindra@otis.edu	(310)665-6916
Secondary Incident Commander	Nicholas E. Negrete	VP, Student Affairs & Campus Diversity & Inclusion	nnegrete@otis.edu	(310)665-6936
Primary Assistant EOC Director	Nicholas E. Negrete	VP, Student Affairs & Campus Diversity & Inclusion	nnegrete@otis.edu	(310)665-6937
Second Assistant EOC Director	Patrick Burke	Director, Campus Safety & Security	pburke@otis.edu	(424)297-3729
Primary Safety Office/OSHA	Mohammed Ahmed	Operations Manager	mahmed@otis.edu	(310)846-2609
Secondary Safety Officer/OSHA	Jorge Barrera	Campus Safety Seargent	jbarrera@otis.edu	(310)493-5267
Primary Liaison Officer	Patrick Burke	Director, Campus Safety & Security	pburke@otis.edu	(424)297-3729
Secondary Liaison Officer	Reggie Rios	Director, Facilities Management	rrios@otis.edu	(310)665-6870
Primary Public Information Officer	Lawrence Aldava	VP of Marketing & Communications	laldava@otis.edu	(310)665-6855
Secondary Public Information Officer				
Primary Operations Coordinator	Mohammed Ahmed	Operations Manager	mahmed@otis.edu	(310)846-2609
Secondary Operation Coordinator	Reggie Rios	Director, Facilities Management	rrios@otis.edu	(310)665-6870
Primary Law Enforcement/Security	Patrick Burke	Director, Campus Safety & Security	pburke@otis.edu	(424)297-3729
Secondary Law Enforcement/Security	Nino Harrell	Campus Safety Lieutenant	nharrell@otis.edu	(909)258-5046
Primary Communication Dispatcher	Cheryl Autry	Marketing Assistant	cautry@otis.edu	(310)846-2585
Secondary Communication Dispatcher	Renee P. Jones	Senior Executive Assistant, President Office	rjones@otis.edu	(310)665-6860
Primary Search & Rescue	Andrew Armstrong	Director, TSS	aarmstrong@otis.edu	(310)665-6970
Secondary Search & Rescue	Nino Harrell	Campus Safety Lieutenant	nharrell@otis.edu	(909)258-5046
Primary Medical	Julie Spencer (M.D.)	Director, Student Wellness & Health Center	jspencer@otis.edu	(424)207-3763
Secondary Medical	Tatiana Yanik	Nurse Practitioner	tyanik@otis.edu	(424)207-3764
Primary Health & Safety	Mohammed Ahmed	Operations Manager	mahmed@otis.edu	(310)846-2609
Secondary Health & Safety				
Primary Building & Utility	Elvis Ortiz	Facilities Assistant Manager	eortiz@otis.edu	(310)846-2606
Secondary Building & Utility	Jose Marquez	Facilities Support	jmarquez@otis.edu	(310)846-2608
Primary Planning Coordinator	Theresa Lucas	Dean of Student Affairs	tlucas@otis.edu	(213)718-3438
Secondary Planning Coordinator	Jessica Johnson Mills	Assistant Dean, Student Affairs & Title IX Coordinator	jjohnsonmills@otis.edu	(310)846-2554
Primary Situation Status	Renee P. Jones	Senior Executive Assistant, President Office	rjones@otis.edu	(310)665-6860
Secondary Situation Status	Judith Franco	Executive Assistant, VP of Finance & Administration	jfranco@otis.edu	(424)207-3761
Primary Damage Assessment	Elvis Ortiz	Facilities Assistant Manager	eortiz@otis.edu	(310)846-2606
Secondary Damage Assessment	Facilities Support	Facilities Staff	facilitiesmanagement@otis.edu	(310) 665-6872
Primary Logistics Coordinator	Zane Tarver	Purchasing Manager	ztarver@otis.edu	(310)665-6949
Secondary Logistics Coordinator	Frank A. Marquez	Senior Buyer	fmarquez@otis.edu	(310)665-6948
Primary Supply & Purchasing	Zane Tarver	Purchasing Manager	ztarver@otis.edu	(310)665-6949
Secondary Supply & Purchasing	Frank A. Marquez	Senior Buyer	fmarquez@otis.edu	(310)665-6948
Primary Care/Shelter/Transportation	Melinda R. Patton	Director, Residece Life & Housing	mpatton@otis.edu	(310)846-2591
Secondary Care/Shelter/Transportation	Francarlo Resto	Director, Student Engagement & Leadership	fresto@otis.edu	(310)846-2595
Primary Facilities Management	Jose Marquez	Facilities Management Tech I	jmarquez@otis.edu	(310)846-2608
Secondary Facilities Management	Steven Gonzalez	Facilities Management Tech II	sgonzalez@otis.edu	(310)846-2603
Primary Human Resources	Karen Hill	VP of HR & Development	khill@otis.edu	(310)665-6910
Secondary Human Resources	Melinda Herbert	Director, HRIS & Faculty Contracts	mherbert@otis.edu	(310) 665-6912
Primary Finance Coordinator				
Secondary Finance Coordinator	Nasser Albeiruti	Executive Director of Budget & Financial Planning	nalbeiruti@otis.edu	(310) 846-2636
Primary Accounting				
Secondary Accounting	Nasser Albeiruti	Executive Director of Budget & Financial Planning	nalbeiruti@otis.edu	(310)846-2636
Primary OES/FEMA Documentation	Bismark Garcia	Director of Accounting & Auditing	bgarcia@otis.edu	(310)665-6827
Secondary OES/FEMA Documentation	Araceli Diaz	Administrative Assistant, Business Office	adiaz@otis.edu	(310)665-6833

SECTION THREE – SEMS/ICS/NIMS

SEMS/ICS/NIMS
Standardized Emergency Management System (SEMS)

The Standardized Emergency Management System (SEMS) is a communications and coordination tool. SEMS is the group of principles developed for coordinating state and local emergency response in California. SEMS provides for a multiple-level emergency response organization and is intended to structure and facilitate the flow of emergency information and resources within and between the organizational levels: the field response, local government, operational areas, and regions.

As a result of the events occurring during the 1991 East Bay Hills (Oakland, CA) fire, State Senator Petris introduced SB 1841. This statute directs the Governor's Office of Emergency Services (O.E.S.) to establish SEMS, ICS, the Multi-Agency Coordination System (MACS), the Master Mutual Aid Agreement system, and the operational area concept.

Incident Command System (ICS)

The Incident Command System (ICS) was developed by the firefighting agencies of California for the purpose of streamlining and integrating responses to major fires. ICS provides standardized procedures and terminology, a unified command structure, a manageable span of control, and an action planning process that identifies response strategies and tactical actions. Other disciplines, such as law enforcement and medical services, have adopted the ICS and emergency planning concepts, as well as local jurisdictions throughout the state.

The purpose of mutual aid is to ensure that after an agency has committed or is about to exhaust all available resources, other public agencies may be called upon to provide assistance. Cities, counties, and the State of California joined in the Master Mutual Aid Agreement in 1950, which provides for mutual assistance agreements between and among cities, counties, and state and local agencies and special districts. Law enforcement and fire services use their mutual aid systems frequently, sometimes on a daily basis.

National Incident Management System! (NIMS)

NIMS provides a consistent nationwide template to enable Federal, State, local, and tribal governments and private sector and nongovernmental organizations to work together effectively and efficiently to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity, including acts of catastrophic terrorism.

Since September 11, 2001, attacks on the World Trade Center and the Pentagon much has been done to

improve prevention, preparedness, response, recovery, and mitigation capabilities and coordination processes across the country. A comprehensive national approach to incident management, applicable at all jurisdictional levels and across functional disciplines, would:

- Further improve the effectiveness of emergency response providers and incident management organizations across a full spectrum of potential incidents and hazard scenarios.
- Also improve coordination and cooperation between public and private entities in a variety of domestic incident management activities.

SEMS/ NIMS Features Adopted from Incident Command System

SEMS/NIMS contains several essential features that have been adapted from ICS. They are:

Essential Management

Functions: At the field response level, the five primary ICS functions of Management, Operations, Planning, Logistics, and Finance are used.

Management by Objectives

As applied to SEMS/NIMS, management by objectives means that each SEMS/NIMS level of operation establishes measurable and attainable objectives to be accomplished for each established operational time period. Each objective may have one or more strategies and performance actions. The operational period is the time set by management for the completion of the objectives. It may vary from a few hours to days, as determined by the situation.

Action Planning

There are two variations of action planning under SEMS/NIMS.

- First are Incident Action Plans, written or verbal action plans at the field response level, which reflect the overall strategy and specific tactical action and support information.
- Second, Emergency Operations Center (EOC) Action Plans are developed at the local, operational area, regional, and state levels to provide designated personnel with knowledge of the objectives to be achieved and the steps required.

Action plans provide a basis for measuring the achievement of objectives and overall performance, in addition to providing direction.

Modular Organization

Modular organization provides for only those elements of the organization required to meet the current objectives to be activated and provides that all organizational elements can be arranged in various ways under SEMS/NIMS essential functions (Management, Operations, Planning, Logistics, and Finance). Each activated element must have a person in charge. A supervisor may be in charge of more than one element.

Organizational Unity

Every individual within the organization has a designated supervisor and hierarchy of command or management under the concept of organizational unity. Also, all organizational elements within each activated level are linked together to form a single overall organization within acceptable span-of-control limits.

Span of Control

Maintenance of an acceptable span of control is the responsibility of every supervisor. The optimum span of control is one to five, meaning one supervisor with supervisory authority over five subordinates. The recommended span of control at all levels is one to three through one to seven. A larger span of control can be acceptable if the supervised positions are all performing a similar function.

Personnel Accountability

The intent of personnel accountability is to ensure that there are proper safeguards in place so that all personnel is accounted for at any time. This is accomplished through organizational unity and hierarchy of management using check-in forms, position logs, and other status-keeping systems.

Common Terminology

Common terms are used for all organizational elements, position titles, facility designations, and resources, ensuring consistency and standardization within and between all SEMS/ NIMS levels. It enables multi-agency, multi-jurisdiction organizations and resources to work together rapidly and effectively.

Resource Management

In SEMS/NIMS, there are functional activities related to managing resources at all levels. Resource management describes the ways in which field resources are managed and how status is maintained. The management activity varies from level to level, from directing to controlling, to coordination, to inventorying, and the procedures vary accordingly.

Integrated Communications

At the field level, integrated communications are used in any emergency. Throughout EOCs and among SEMS/NIMS levels and communications systems must be compatible, and planning and information flow must occur in an effective manner. Integrated communications refer to hardware systems, planning for system selection and linking, and the procedures and processes for transferring information.

SEMS/ NIMS Planning and Coordination Levels

SEMS/NIMS consists of five organizational or response levels, which are activated as needed to respond to an emergency. They are the Field Response Level, the Local Government Level, the Operational Area, the Regional Level, and the State Level.

Field Response Level

The Field Response Level consists of emergency response personnel and resources carrying out tactical decisions and activities in direct response to an incident or threat.

Local Government Level

The definition of local government includes cities, counties, and special districts (Colleges). They manage and coordinate the overall emergency response and recovery activities within their jurisdictions. Local governments are required to use SEMS/NIMS when their Emergency Operations Centers are activated or when there has been a Declaration of Emergency by the State and/or Federal Government.

Operational Area

The Operational Area is an intermediate level of SEMS/NIMS, which consists of a county and all political subdivisions within the county, including special districts (Colleges). The Operational Area staff manages and/or coordinates information, resources, and priorities among local governments within the

operational area and serves as the communication link between the Local Government Level and the Regional Level.

Regional Level

The SEMS/NIMS regions are also known as mutual aid regions. There are six regions, and their purpose is to provide for more effective application and coordination of mutual aid and other emergency-related activities. At the Regional Level, information and resources are managed and coordinated among Operational Areas within the Region and between the Operational Areas and the State Level. In addition, coordination of state agency support for emergency response activities within the Region occurs at this level.

State Level

At the State Level (State Operations Center in Sacramento), state resources are assigned in response to the needs of other levels, and mutual aid is coordinated among the mutual aid regions and between the Regional Level and the State Level. The coordination and communication link between the state and federal disaster response systems also occurs at this level.

Federal Level

On March 1, 2003, the Federal Emergency Management Agency (FEMA) became part of the U.S. Department of Homeland Security (DHS). The primary mission of the Federal Emergency Management Agency is to reduce the loss of life and property and protect the nation from all hazards, including natural disasters, acts of terrorism, and other manmade disasters, by leading and supporting the nation in a risk-based, comprehensive, emergency management system of preparedness, protection, response, recovery, and mitigation.

For emergency planning purposes, the college is considered a special district, which means the guidelines for a local jurisdiction apply under SEMS/NIMS.

Emergency Management System Training and Exercises

The objective of the Emergency Management Organization is efficient and timely response during emergencies. An effective, up-to-date plan is the first step toward this objective. However, planning alone will not guarantee preparedness. A comprehensive emergency management system must include ongoing hazard/vulnerability/risk assessment, plans, preparation, training, and exercise components.

West Coast Consulting Group, Inc. offers the following packages to fulfill these mandates and recommendations:

- Hazard/Vulnerability/Risk Assessment
- Fire Safety and Prevention Plans
- Evacuation Plans
- SEMS/ICS-1 00. HE/ICS-200/IS-700 Online and Classroom Courses.
- Intermediate and Advanced Incident Command Systems (ICS-300 and ICS-400)
- National Response Framework (IS 800. b) Online and Classroom Courses
- Standardized Emergency Management System for Executives
- ICS-402: ICS Overview for Executives/ Senior Officials
- Standardized Emergency Management System Emergency Operations Center (EOC) Training
- Tabletop/Field Exercises
- Independent Police and Security Program Reviews
- Faculty and Staff Active Shooter Training
- Media Training and Crisis Communication Workshops

SECTION FOUR – THE EMERGENCY RESPONSE ORGANIZATION

The Emergency Response Organization

Assignments and Responsibilities

SEMS/NIMS requires that all public agencies use five designated functions to serve as the basis for organizing emergency planning and response. The five functions are:

- Management

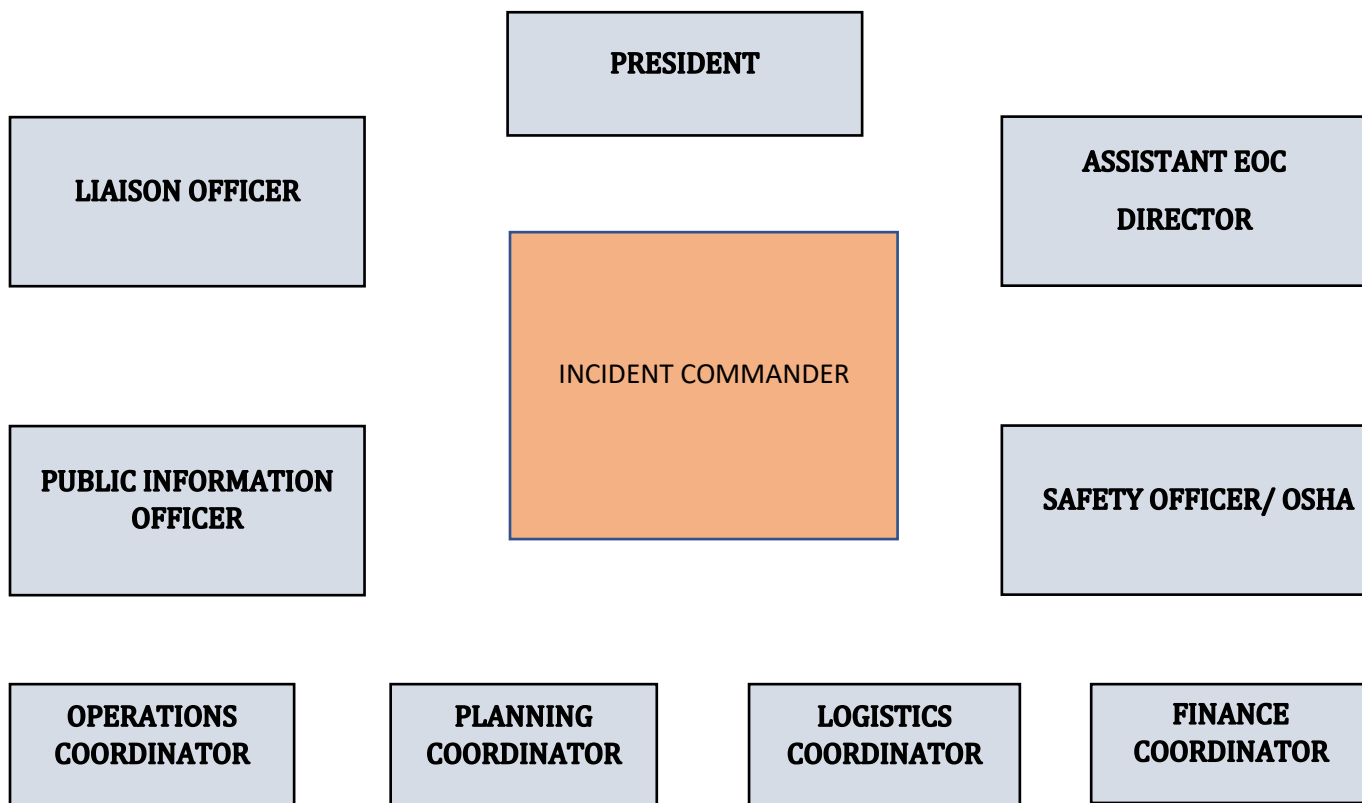- Operations

- Planning

- Logistics

- Finance

The Incident Commander provides the executive management of the emergency organization. This position sets policy and provides support to the President.

- **The Incident Commander** serves under the President. The Incident Commander is supported by the Liaison Officer, Public Information Officer (PIO), Assistant EOC Director, and Safety/OSHA Officer.

- **The Operations Section** is the responsibility of the Operations Coordinator. The coordinator directs the efforts of various operational branches: Law Enforcement/Security, Communications Dispatcher, Search & Rescue, Medical, Health & Safety, and Building and Utility.

- **The Planning Section** is the responsibility of the Planning Coordinator. The Planning Section supports the Operations Section with confirmation of information, action plans, and status reports. The coordinator is assisted by the Situation Status and Damage Assessment.

- **The Logistics Section** is the responsibility of the Logistics Coordinator. The Logistics Section supports the Operations Section with resources. The coordinator is assisted by the Supply & Purchasing, Care/Shelter/Transportation, Facilities Management, and Human Resources.

- **The Finance Section** is the responsibility of the Finance Coordinator. The Finance Section works closely with each Section to effectively establish the proper documentation for cost recovery. The coordinator is assisted by Accounting and OES/FEMA Documentation.

Management Section

The Management Section is responsible for overall emergency policy, direction, and coordination of the emergency response effort either at the EOC or an alternate command center. The Incident Commander staff is responsible for interacting with each other within the command center to ensure the effective functioning of the organization. The various elements within the Incident Command are the President,

Liaison Officer, Public Information Officer, Assistant EOC Director, and Safety/OSHA Officer.

	PRESIDENT	
LIAISON OFFICER		ASSISTANT EOC DIRECTOR
	INCIDENT COMMANDER	
PUBLIC INFORMATION OFFICER		SAFETY OFFICER/ OSHA

OPERATIONS COORDINATOR	PLANNING COORDINATOR	LOGISTICS COORDINATOR	FINANCE COORDINATOR

The Management's primary function is to support the Incident Commander with official executive actions, liaison with other agencies, and representation to the community and elected officials.

President

The President is responsible for:

- Establishing the basic policies which govern the Emergency Management Organization,
- Proclaiming an emergency when required, and
- Functioning as the highest level of authority during an emergency.

Incident Commander

The Incident Commander is responsible for all incident activities, including the development of strategies and tactics and the ordering of and the release of resources.

The Incident Commander has complete authority and responsibility for the conduct of overall Operations.

This includes activating, directing, and managing the EOC, establishing objectives and strategies, approving the action plans developed by EOC staff to implement the objectives and strategies, and approving requests for ordering or releasing resources through mutual aid.

The Incident Commander directs the emergency response for a major disaster to minimize casualties and injuries, sets priorities and delegates tasks, and provides the President with current information on the status of the emergency response.

The Incident Commander is assisted by the staff listed below, who are assigned to essential activities and responsibilities.

Management Support Positions

Assistant EOC Director

The Assistant EOC Director is responsible for:
- Ensuring the emergency organization follows established policies and procedures,
- Establishing priorities for the use of personnel and resources,
- Authorizing deviations of procedures for implementing the emergency plan,
- Adjudicating conflicting demands for support, and
- Managing the recovery process.

The Public Information Officer (PIO)

The Public Information Officer (PIO) is responsible for preparing and disseminating emergency public information regarding the incident size, cause, ongoing situation, resources, and other matters of interest associated with the emergency.

The PIO, with the assistance of an alternate, provides information to employees, students, and the general campus community. The PIO is the point of contact for the public and the news media, coordinating releases for the college and with other agencies and holding news conferences as necessary.

The PIO is responsible for establishing a Rumor Control Center and assisting with plans for the rapid release

of emergency instructions and information to the public through all available means.

Liaison Officer

The Liaison Officer's function is to serve as the point of contact for the supporting agencies and mutual aid agency representatives (particularly the Operational Area EOC). The Liaison function assists with intergovernmental communications and liaison. This may include representatives from law enforcement agencies, fire services, emergency medical providers, the American Red Cross, Public Works, the Coroner's Office, Unified School Districts, the Office of Emergency Services (O.E.S.), Hospitals, and Health Services.

Safety Officer/OSHA

OSHA mandates the Safety Officer function for all hazardous materials incidents. For other incidents, the Safety Officer is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety.

The Safety Officer has the authority to stop all unsafe activity on an incident that is deemed to be outside the scope of the incident action plan.

The Safety Officer is the point of contact for coordinating the response and deployment of counseling and psychology personnel for critical incident stress management.

Emergency Alert System
General

The Emergency Alert System (EAS) was devised to provide federal, state, and local governments with a means of emergency communication with the general public, through non-government broadcast stations, during and following an emergency action condition.

The state has been segmented into "EAS Operational Areas" for the purpose of disseminating emergency information via a regular FM broadcast station.

Each "EAS Operational Area" encompasses one or more county areas. Selected EAS stations have been

provided with protected facilities. Other unprotected but authorized EAS stations will continue to operate as conditions permit.

All authorized stations in each "EAS Operational Area" will broadcast a common program. A "**program entry point**" has been established for each EAS area. Emergency services authorities for each jurisdiction will prepare emergency information and action instructions pertinent to the people in their respective jurisdictions, which will be routed to the designated program entry point for broadcast.

First responders (outside Sheriff's Deputies/Police and/or Fire) may also use reverse 911 or other mass notification systems at their disposal.

Local EAS Operational System

Background

The State of California has been segmented into "**EAS Operational Areas**" for the purpose of disseminating emergency information.

The EAS operational area encompasses the entire County. EAS radio stations have been provided with fallout-protected facilities. Other unprotected but authorized EAS stations continue to operate as conditions permit.

All authorized stations in each EAS operational area broadcast a common program. A "program entry point" has been established for each EAS area. Emergency Services authorities for each jurisdiction will prepare emergency information and action instructions pertinent to the people of their respective jurisdictions, which will be routed to the Public Information Plan.

Operational Considerations

Authorized stations continue to broadcast on regularly assigned frequencies during an emergency. They will broadcast their call letter identification and the area identification, and listeners are advised to monitor those stations which serve the area in which they are located since EAS announcements may vary according to the area served.

Stations

Additional information is available on the Emergency Broadcast System (EBS), which, for Los Angeles

County, is comprised of the regular AM and FM radio frequencies, including:

KFI (640AM)
KNX (1070 AM)

Campus Closure

Background

The basic mission of the college is to function as an educational institution, which necessitates continuing the programs, classes, and laboratories unless there is a compelling reason not to do so, such as immediate or potential danger to life and property. There may be times when only a certain area of the campus will necessitate closure for the protection of certain individuals or property. There may, however, be other times when the entire college must be closed.

Emergency Response and Actions

The decision to close shall be made by the President or his/her acting designee at the time and on the basis of recommendations received through the Incident Commander or, if the situation dictates, the senior executive on duty.

A. Informing the Campus Community

- The Public Information Officer should prepare a media release stating that the campus will be closed. This statement should contain emergency instructions and explain why the closure is taking place.
- The release will be reviewed by the President and forwarded to the Incident Commander for implementation.

B. Closing the Campus
   The Incident Commander will direct:
- Staff to begin advising people to leave the area.
- The Communications Dispatcher to begin calling administrators.
- Facilities Management crew will begin setting up barricades and signs to close off areas and assist personnel out of the area.

Otis College of Art & Design
PROCLAMATION OF EMERGENCY

Date: _____   Time:_____

As a result of _____

Occurring on _____at Otis College of Art and Design,

Conditions of extreme peril to the safety of the College personnel and property now exist. These conditions cannot be fully responded to with available resources. Under the authority of the California Administrative Code, I, as _____ (Job title) of the College hereby proclaim this campus closed. All non-essential personnel are required to evacuate the campus as soon as possible.

_____
Official Signature

_____
Print Name

Otis College of Art & Design
PROCLAMATION OF EMERGENCY

Date: _____ Time: _____

As result of _____

Occurring on _____ at Otis College of Art and Design

Conditions of extreme peril to the safety of college personnel and property now exist. These conditions cannot be fully responded to with available college resources. Under the authority of the California Administrative Code, I, as _____ (Job title) of the College, hereby proclaim an emergency in order to protect the lives and property of this institution and to comply with laws and regulations for requesting assistance and aid from local, state, and federal agencies.

It is further proclaimed and directed that during these emergency conditions, the powers, functions, and duties of the emergency organization of this College shall be those prescribed by the Emergency Plan.

_____
Official Signature

_____
Print Name

MANAGEMENT CHECKLISTS – ASSIGNMENTS & RESPONSIBILITIES

This chapter contains the functional checklists for the Management Section assignments.

Checklist	Title	Position
1-A	*President*	Primary: *President* Alternate: *Provost*
	During the emergency, the President determines if a **PROCLAMATION OF EMERGENCY** is warranted. He/she authorizes the official request for assistance or notification to appropriate state and federal agencies and supports the management of emergency forces involved with the response to situations associated with the emergency.	

FOR CONSIDERATION OR ACTION

- Keep a detailed log of your activities
- Assess the situation; obtain information through the **INCIDENT COMMANDER**
- Proclaim a Proclamation of Emergency when warranted
- Confer as needed with local and state officials
- Activate **EMERGENCY PLAN** on the recommendation of the INCIDENT COMMANDER or designee
- Evaluate the need for closure of the college or evacuation. Ensure that the following are notified:
    - Incident Commander
    - College Vice Presidents/Deans
    - Public Information Officer
- Review and approve media releases
- Activate Management System
- Inform and brief the Management System on the emergency situation and status as it affects their areas
- Issue any necessary public statements through the **PUBLIC INFORMATION OFFICER**
- Obtain periodic situation updates from the **INCIDENT COMMANDER**
- Authorize the Incident Commander to announce the end of the Proclamation of Emergency when appropriate
- Child Care Center (Safety, Parent Notification, and Pick-Up)
- Special Populations (Disabled Students, etc…)

Items to Focus On

Campus Condition

- What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Campus Closure

- Will the incident require the closing of the campus? How long will the campus be Closed? What information will students and employees need?

Recovery Expectations

- When will the academic process resume?

Checklist	Title	Position
1-B	*Incident Commander (EOC Director)*	Primary: *VP of Finance & Administration* Alternate: *VP, Student Affairs & Campus Diversity & Inclusion*
	During the emergency, the Incident Commander implements the opening and staffing of the Emergency Operations Center (EOC), focusing on the highest priorities (life & death) and controlling problems. The Incident Commander initiates intelligence gathering concerning casualties and damage, reviewing the vast amount of information coming in from field units, identifying immediate problems, performing a rapid assessment of casualties and damage, and prioritizing response teams to incidents. The Incident Commander also provides the President with recommended courses of action.	

PRIMARY RESPONSIBILITIES

- Function as the **INCIDENT COMMANDER** of the **EMERGENCY OPERATIONS CENTER**.
- Conduct an initial situation assessment to determine:
  - Type of emergency
  - Location of emergency
  - Type of structure/vehicles involved
  - Size of the area involved
  - Number of additional people required
  - Incident Command Post location
  - Staging Area locations
  - Access routes for emergency vehicles
  - Assistance required (e.g., medical, fire, facilities, environmental safety)
  - Number and type of casualties/injuries

FOR ACTION

- Keep a detailed log of your activities.
- Implement the plan, and activate an EOC.
- Evaluate the need for a field command post.
- Inform the President of the current situation: casualties, damage, nature of the problem, and the location of the EOC.
- Establish a communication link with the dispatch center.
- Set priorities, delegate tasks, and manage the EOC.
- Assign personnel to staff SEMS/NIMS functions:
  - Operations
  - Planning
  - Logistics
  - Finance
- Develop and implement control plans which may include:

- o Perimeter control provisions/Interior patrol provisions
- o Evacuation procedures
- o Liaison with other emergency agencies
- o Traffic control plans
- o Mobilization of on-duty personnel
- o Mutual Aid contingencies
- Update the President with current information on the status of the emergency response and the incident
- Request personnel and equipment resources needed for control of the incident
- Provide the PUBLIC INFORMATION OFFICER with information for release to the media

FIRST PRIORITY TASKS/CONSIDERATIONS

- Human resources are immediately available.
- Immediate fire and medical needs.
- Initial damage to the campus and infrastructures.
- If evacuation will be needed and set up a plan.
- If campus closure is ordered, implement closure procedure.
- If an emergency alert or warning will be needed.
- Child Care Center (Safety, Parent Notification, and Pick-Up).
- Special Populations (Disabled Students, etc...)

CONTINUING PRIORITY TASKS /CONSIDERATIONS

- The status of emergency communications.
- Need for closure and advise the President.
- Request from Coordinators ongoing status reports on their activities and resources.
- Evaluate the need and use of field command posts.
- Request recommended sites for casualty collection point and coroner operations.
- Establish contact with local (city, county) emergency operations centers.
- Implement mutual aid plans (Consider Sheriff's Policies or Police, Fire, Emergency Medical Services, American Red Cross, Primary/Secondary Schools, Churches, Unified School Districts ,and Hospitals).
- Determine the impact of the incident beyond the campus; advise the President.
- Direct situation analysis (planning) staff to prepare a detailed assessment of damages, injuries, and casualties.

ADDITIONAL ITEMS THAT THE INCIDENT COMMANDER SHOULD FOCUS ON:

Continued Operations and Resources

- Estimate the duration of the response and develop plans for replacing human and physical resources.
- Identify staging areas for incoming resources.

Security and Access Control

- Perimeter security needs and resources for night operation.
- Will the campus become a reception point for outside victims?

Checklist	Title	Position
1-C	***Assistant EOC Director***	Primary: ***VP, Student Affairs & Campus Diversity & Inclusion*** Alternate***: Director, Campus Safety & Security***
	During the emergency, the Assistant EOC Director serves as the primary link to the Incident Commander and ensures the emergency organization performs according to established procedures and oversees the operation of the emergency plan. In addition, the Assistant EOC Director guides the management of emergency forces involved with the response to situations associated with an emergency by establishing operational policies as needed and adjudicating conflicting demands for support.	

FOR ACTION

- Keep a detailed log of your activities.
- Notify the Incident Commander of the situation ·and inform him/her of changes and conditions.
- Report to EOC as the situation dictates.
- Keep a written log of phone messages.
- Obtain authorization from Incident Commander to activate Emergency Plan. Consider proclamation of emergency, activation of an EOC, evacuation, sheltering, and closure.
- Direct activation of an EOC if required.
- Establish communications with incident command personnel and EOC.
- Determine if all emergency notifications have been made.
- Authorize deviations of procedures for implementing the emergency plan.
- If closure is directed, implement the closure procedure.
- Authorize emergency messages and dissemination of public education/information to the campus.
- Obtain information on the situation and actions taken from the Incident Commander and brief the coordinators.
- Establish priorities and adjudicate conflicting demands for support.
- When the emergency is over, assist Incident Commander in notifying the emergency organization and, as appropriate, the campus community.
- Direct the recovery effort.

Items to Focus On:

Communicating the Problem to the Campus Community

- Members of the campus community need to know the problem is being handled and what they (students, faculty & staff) should do. When can they help, and how can they help?

Closure

- Will the incident require the closing of the campus? How long will the campus be closed? What information will employees who may be sent home need? When will the academic process resume?

Documentation

- Remind Emergency Coordinators concerning documentation of their activities for recovery records

Campus Condition

- What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community? Will the campus be called upon to be a reception area for off-campus victims?

Checklist	Title	Position
1-D	***Public Information Officer (PIO)***	Primary: ***VP of Marketing & Communication*** Alternate: ***Executive Director of Marketing & Communications***
	During the emergency, the Public Information Officer will provide the rapid dissemination of accurate instructions and information to the general public and campus community and oversee the establishment of a Media Center to provide information concerning the incident to representatives of the print and electronic media. The PIO establishes a Rumor Control Center as it relates to the situation and responds to inquiries from relatives and friends outside the impacted area concerning the college and students.	

PRIMARY RESPONSIBILITIES

- Release emergency instructions/information to faculty, staff, and students about the emergency and what steps individuals should take.
- Release emergency instructions/information to the college and electronic print media.
- Produce news releases to media and campus community on a regular basis (i.e., Hourly).

FOR ACTION

- Keep a detailed log of your activities.
- Open Media Center.
- Ensure that all information is clear, concise, confirmed, and approved by the appropriate authority before release to the media or public.
- Do not release unconfirmed information or speculate on the extent of the emergency, despite repeated urging by reporters to do so.
- Gather information on the emergency situation and response actions.
- Assign a Public Information Representative, if appropriate, to:
- Establish Media Control Point near the incident site.
- Keep Emergency Operations Center (EOC) Staff informed of the media situation at the incident site.
- Establish and release a "media only" telephone number(s).
- Post press releases on the College Web Site.
- Monitor published and broadcast Emergency Alert Systems (EAS) for accuracy. Correct serious misinformation whenever possible.
- Maintain Emergency Alert System (EAS) status boards and maps. Post a hardcopy of news releases.
- Attend periodic EOC briefings and policy meetings. Consider additional methods for distributing emergency instructions as required (i.e., message boards, text messages, mass notification systems).

PRIORITY TASKS FOR CONSIDERATION

- Schedule media briefings/press conferences and tours as conditions permit.
- Arrange for media access to the incident site when appropriate.
- Establish a center for rumor control.

ADDITIONAL ITEMS THAT THE PUBLIC INFORMATION OFFICER SHOULD FOCUS ON:

Communicating the Problem to the Campus Community

- Members of the campus community need to know the problem is being handled and what they (students, faculty & staff) should do. When can they help, and how can they help?

Closure

- Will the incident require the closing of the campus? What is the best process to communicate this information?

Checklist	Title	Position
1-E	*Liaison Officer*	Primary: ***Director, Safety & Security***
		Alternate: ***Director, Facilities Management***
	During the emergency, the Liaison Officer functions as the campus point of contact for instructions and assistance to outside responding agencies.	

PRIMARY RESPONSIBILITIES

- Provide a point of contact for assisting mutual aid agency representatives
- Provide information and maintain a liaison with other public and private agencies

FOR ACTION

- Keep a detailed log of your activities
- Report to the Emergency Operations Center (EOC)
- Talk to the INCIDENT COMMANDER to determine:
    - The extent and nature of the emergency
    - Are outside agencies responding, i.e., fire services and medical?
    - What location will be used for receiving and staging responding agencies?
    - What will be the communication and coordination frequency used?
    - Will mutual aid be requested?
- Notify the responding outside agencies where to check in and the staging location.
- Identify agency representatives from each agency, including the Communications link and their location.
- Monitor the incident operations to identify what might be potential inter-organizational problems.
- Provide the INCIDENT COMMANDER with status reports concerning the arrival times of responding agencies, number of personnel responding, and the type of resources expected.
- Provide information to other Section officers on the number and type of resources coming to the campus to assist with the emergency.

ADDITIONAL ITEMS THAT THE LIAISON OFFICER SHOULD FOCUS ON:

Outside Agency Issues

- Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts are not going at cross-purposes.

Extended Operations

- Some incidents could extend for several hours or days. The LIAISON OFFICER must determine the

continued availability of the resources and arrange for long-term stays.

Deployment and Release

- It is important that the **LIAISON OFFICER** closely monitor the use and release of outside resources. Outside agencies are not familiar with the campus and should be either thoroughly briefed or assisted by a member of the campus.

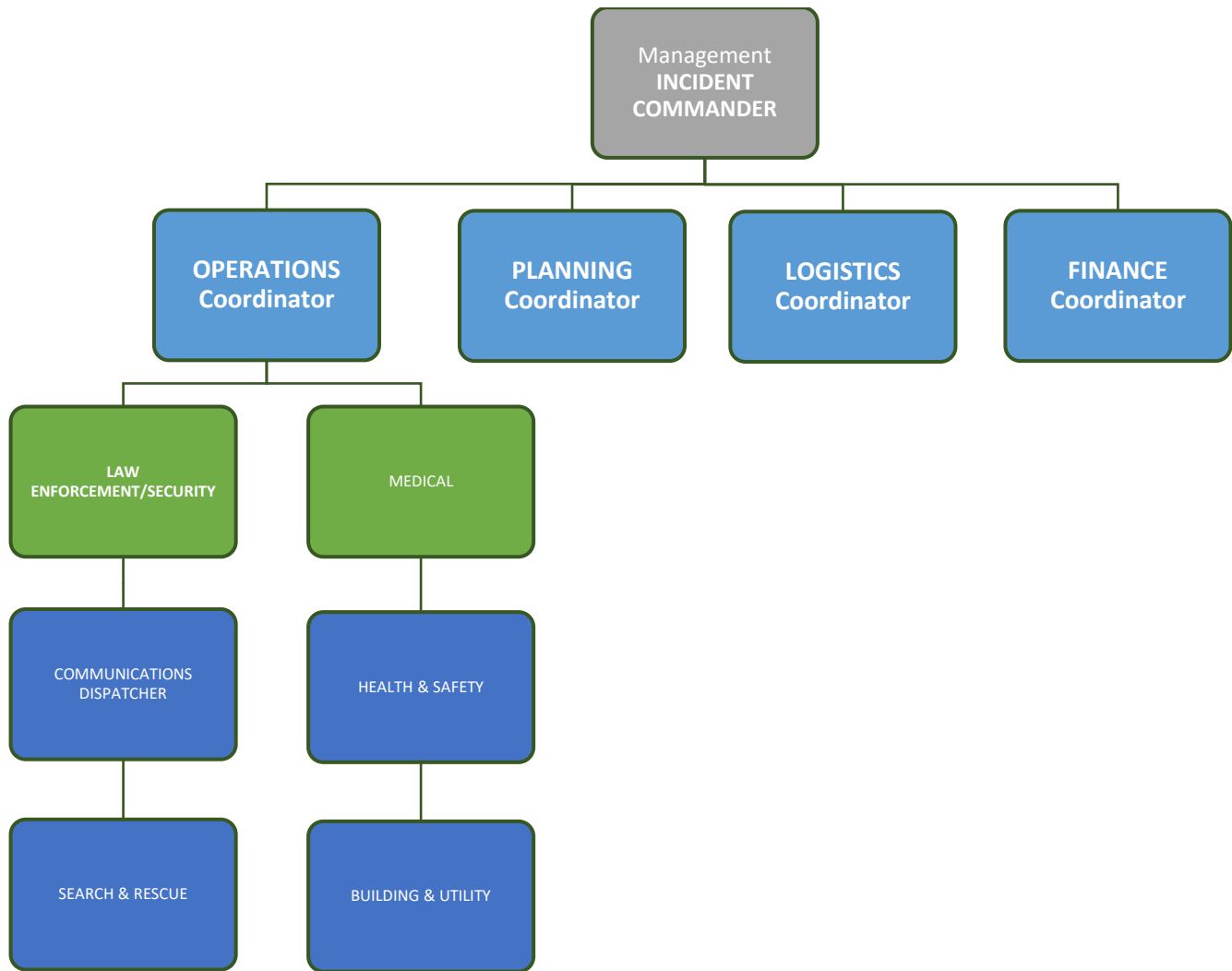| Checklist	Title	Position
1-F	*Safety Officer/OSHA (Occupational Safety & Health Administration)*	Primary: ***Operations Manager*** Alternate: ***Campus Safety Officer***
	During the emergency, the Safety Officer monitors and assesses hazardous and unsafe situations and develops measures to ensure personnel safety.	

Activation of the position is at the option of the Incident Commander unless it is a hazardous materials incident. OSHA mandates the Safety Officer position for all hazardous materials incidents. For other incidents, the Safety Officer has the authority to stop all unsafe activity deemed to be outside the scope of the incident action plan.

FOR ACTION

- Keep a detailed log of your activities.

- Report to the Emergency Operations Center (EOC).

- Talk to the INCIDENT COMMANDER to determine the extent and nature of the emergency operation.

- Monitor and assess hazardous and unsafe situations and develop measures for assuring personnel safety.

Operations Section

The Operations Section is responsible for coordinating all operations in support of the emergency response and implementation of the action plan(s). This section includes the response teams, which are teams working toward the reduction of the immediate hazard and establishing situation control and the restoration of normal conditions. The Operations Section is supervised by the Operations Coordinator. The Coordinator oversees the operational response by functions or branches activated to deal with the emergency. Branches activated under Operations may include Law Enforcement/Security, Communications Dispatcher, Search and Rescue, Medical, Health and Safety, and Building and Utility.

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                    │    COMMANDER     │
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Operations Coordinator

The Operations Coordinator is responsible for the implementation and management of all Operational plans and supervises the Operations Section. The coordinator activates and supervises the organizational elements of the response in accordance with the Plan and directs its implementation. The Operations Coordinator supervises field tactics with other staff members, handles the request for or release of resources, makes situation changes to the plan as necessary, and reports such changes to the Incident Commander.

Operational Support Branches

The structure of SEMS/NIMS allows for Branches under Operations to effectively deal with the incident. The following Branches could be activated and supervised under the Operations Coordinator.

Law Enforcement/Security

Law Enforcement/Security is responsible for providing traffic and crowd control in support of closure plans and protecting critical facilities and supplies. In addition, Law Enforcement/Security assists with the search and closure of damaged buildings and the evacuation of the campus community.

Communications Dispatcher

The Communications Dispatcher is responsible for managing, controlling, and dispatching all tactical radio and data frequencies used in support of the emergency incident.

Search and Rescue

Search and Rescue is responsible for covering predetermined areas of the campus in established patterns, rescuing any trapped or injured persons, and extinguishing any small fires.

Medical

Medical is responsible for setting up and staffing the First Aid Center, assisting the injured by providing first aid, and arranging hospital transportation. Also, if required, Medical should establish a temporary morgue.

Health and Safety

Health and Safety is responsible for coordinating the containment and cleanup of hazardous materials, identifying unsafe conditions for campus facilities, sanitation, and developing measures for assuring personnel safety.

Building and Utility

Building and Utility is responsible for making safety inspections of all facilities that may have been damaged, initially or later. Also, they are responsible for turning off any utilities as required for safety, handling emergency construction or repairs, and debris clearance from roadways.

OPERATIONS SECTION CHECKLISTS – ASSIGNMENTS & RESPONSIBILITIES

This chapter contains the functional checklists for the Operations Section assignments

Checklist	Title	Position
2-A	*Operations Coordinator*	Primary: ***Operations Manager*** Alternate: ***Director, Facilities Management***
	The **OPERATIONS COORDINATOR** initiates intelligence gathering concerning casualties and damage, identifies immediate problems, focuses on the highest priorities (life & death), and controls problems. Based on the information obtained and resources available, the OPERATIONS COORDINATOR will establish appropriate branches to deal with the emergency.	

PRIMARY RESPONSIBILITIES

- Assumes operational command of the response.
- Manages the OPERATIONS Section of the Emergency Operations Center (EOC), including the following response teams:

  - LAW ENFORCEMENT/SECURITY
  - COMMUNICATIONS DISPATCHER
  - SEARCH & RESCUE

  - MEDICAL
  - HEALTH & SAFETY
  - BUILDINGS & UTILITIES

- Keeps the INCIDENT COMMANDER informed of response team activities.
- Evaluates operational information and determine priorities.
- Deploy teams to address problems.

SUPPORT RESPONSIBILITIES

- Recommends mutual aid needs and resources.
- Provides information to the SITUATION STATUS representative.

FOR IMMEDIATE ACTION

- Keep a detailed log of your activities.
- Report to the EOC for briefing, then organize and activate the OPERATIONS Section.
- Establish a journal/log for recording activities.
- Establish a communication link with the communications dispatcher.
- Evaluate operational needs and responses based on:
  - The type of emergency.
  - Location of emergency and types of facilities involved.
  - Size of area involved (limited area or campus-wide).
  - Number and type of casualties/injuries.
  - Access routes for emergency vehicles.
  - Assistance required (e.g., Medical, Fire, Facilities & Environmental Health and Safety).
- In coordination with the INCIDENT COMMANDER and the PLANNING Coordinator, develop a

tactical plan.

FIRST PRIORITY/CONSIDERATION

- Number one priority is **LIFE & SAFETY**. Determine if the following branches need to be activated:
  - MEDICAL for emergency triage or first aid.
  - SEARCH & RESCUE to find and rescue injured and trapped students and staff.
  - LAW ENFORCEMENT/SECURITY to evacuate people away from a danger zone.
  - HEALTH & SAFETY to assist with control and containment of hazardous material.

- Authorize immediate actions according to safety and emergency operation procedures, including on-site treatment of the injured, occupancy status of the buildings, and procedures for relocating students, employees, and visitors away from dangers and hazards.

STAFFING ACTIONS

- Determine what staff resources are immediately available and make requests for appropriate personnel and equipment resources needed for control of the incident.

- Make requests to LOGISTICS for resources that are needed or will be needed soon. Determine if public agency mutual aid is required for any operations on campus. Upon concurrence with the **INCIDENT COMMANDER**, determine if outside assistance will be responding; establish procedures and staffing for the in- coming assistance. **INCIDENT COMMANDER** determines if outside assistance will be responding; establish procedures and staffing for the incoming assistance.

MEDICAL ACTIONS

- Direct the establishment of the Medical Staging and Treatment Area. Ensure that supplies are available. Establish and implement procedures and priorities for Medical Treatment, First Aid, etc. Verify that emergency transportation has been called for severe cases transport to the closest emergency facility.

ACCESS CONTROL ACTIONS

- Direct staff to cordon off unsafe areas, secure facilities, and control access where there is damage. Have utilities shut down if presenting a possible hazard.

- Ensure traffic control is established to provide access for emergency vehicles. Direct the establishment and control of on-campus evacuation reception areas.
- Deal with requests to re-enter buildings and coordinate with the INCIDENT COMMANDER.

PLANNING & SITUATION STATUS ACTIONS

- Coordinate with **DAMAGE ASSESSMENT** regarding safety and initial damage inspections, support damage assessment with BUILDING and UTILITY Teams, as required. Following DAMAGE ASSESSMENT, continue to have SECURITY inspect and ensure people are kept out of damaged and/or dangerous areas.
- Coordinate with **PLANNING** and **DAMAGE ASSESSMENT** to identify priorities for further inspections, repairs, service restoration, and facility restoration. Forward information to **SITUATION STATUS** and others in the **EOC.** Keep the **INCIDENT COMMANDER** informed of events and actions. Work closely with **SITUATION STATUS** to keep track of site operations.

RESOURCE LOGISTICS ACTIONS

- Request site food/water and other personnel support for response teams from the **LOGISTICS** Coordinator. Request arrangements for a secure site away from public access (THE EOC IS NOT A SHELTER OPERATION).
- Plan for ongoing operations if the damage is severe or field activities appear to be extensive. Coordinate with **LOGISTICS, PLANNING**, and the **INCIDENT COMMANDER** to plan for extended operations, especially during non-business hours.

RECOVERY ACTIONS

- Coordinate and direct the cleanup, salvage, and repair efforts for all facilities.
- Provide lists of personnel on duty and any preliminary information on personnel matters or claims to **HUMAN RESOURCES.**
- Provide information and recommendations to PLANNING for the After-Action Report.
- Support the **OES/FEMA DOCUMENTATION** files with photographs and source documents, time records, field notes, etc.

ADDITIONAL ITEMS THAT THE OPERATIONS OFFICER SHOULD FOCUS ON

Continued Operations and Resources

- Estimate the duration of the response and develop plans for replacing human and physical resources.

Extended Operations

- Some incidents could extend for several hours or days.

Security and Access Control

- Perimeter security needs and resources for night operation.

- Will the campus become a reception point for outside victims?

Checklist	Title	Position
2-B	*Law Enforcement/Security*	Primary: ***Director, Campus Safety & Security*** Alternate: ***Campus Safety Officer***
	LAW ENFORCEMENT/SECURITY will provide assistance with first-priority (life-threatening) tasks: warnings, immediate evacuation of hazardous areas, etc... In addition, **LAW ENFORCEMENT/SECURITY** will provide for traffic control, access containment, and property protection.	

PRIMARY RESPONSIBILITIES

- Provide a rapid warning to the campus community of hazards or dangers.
- Assist with clearing and closing buildings following an earthquake.
- Evacuate people from potential or existing danger.
- Close off areas and controlling access (limited or no access).
- Traffic control.
- Protect property.

FOR ACTION

- Report to the staging area at the Emergency Operations Center (EOC). Contact the OPERATIONS
- COORDINATOR with the list of team members and obtain equipment and assignments.
- Determine the number of personnel available to respond.
- Keep the **OPERATIONS COORDINATOR** briefed.
- Develop an Action Plan for your assignment.
- Advise **SITUATION STATUS** of the **SECURITY** mission and assignment.

IF ASSIGNED TO WARN THE CAMPUS OF A DANGER

- Determine who needs to be warned.
- Clarify the message that will be given out. If the message deals with evacuation from an area, BE SPECIFIC WHERE YOU WANT PEOPLE TO GO.
- Determine the method for giving the warning (In person, by going to specific locations, etc.).

IF ASSIGNED TO CLEAR & CLOSE BUILDINGS FOLLOWING AN EARTHQUAKE

- Make sure the plan identifies all building(s) to be searched and closed.
- Obtain safety instructions for damaged buildings (How to recognize hazards, conditions that would prevent entering a damaged building, protective clothing, etc.).
- Establish a procedure for clearing injured persons from the building.
- Provide each team with materials to post "Building Closed" signs.

IF ASSIGNED TO EVACUATE AN AREA **OR** *THE CAMPUS*

- Plan should include:
- Assembly areas and safe exit routes.
- Traffic control devices, barricades, and signs
- Accommodations for relocating the physically impaired
- Review the **CLOSURE PLAN**
- Determine if special transportation is needed
- Assign staff to the reception area

IF ASSIGNED TO SEARCH OR ASSIST PERSONS INJURED OR TRAPPED.

- Obtain safety instructions for damaged buildings (How to recognize hazards, conditions that would prevent entering a damaged building, protective clothing, etc.)
- Search the assigned area according to the established pattern.
- Check each building, ensuring complete evacuation. Make a note of unsafe conditions and areas.
- Remove any trapped or injured persons according to established procedures. Assist the injured to the **FIRST AID CENTER**. Send for help if the person cannot be safely moved.

Note: If there is structural damage to the building or severe hazards (electrical, fire, hazardous materials, etc.) to personnel, advise the Operations Coordinator before proceeding. You may need to call the Fire Department and other experts to successfully rescue a victim without further harm to yourself and/or the victim. This is especially important for the earthquake-damaged building, which may fully collapse during aftershocks.

IF ASSIGNED TO CLOSE OFF AREAS AND/OR CONTROL ACCESS

Determine the type of control of persons and vehicles into and out of the area.

NO ACCESS

All people will be prohibited from entering the closed area. Authorized personnel, i.e., campus, local, state, or federal personnel performing emergency work, will be permitted entry. Media representatives will be allowed access to non-crime scene areas on a controlled basis by the Public Information Officer.

LIMITED ACCESS

Allow persons into the closed area according to criteria established by Incident Commander. A person entering must abide by the policies established in order to gain entry.

- Direct the placement of barricades, traffic control devices, and signs.

- Establish an entry system.
- Establish and staff control points.
- Determine the pass system for entry and exit for the area secured.

Security Alert and Warning

Response – All Hazards

One aspect of emergency management is the process of issuing an effective warning of danger or hazard to the community. Depending upon the nature of the emergency there may be time to plan and organize or it may only permit a spontaneous reaction. Alert & Warning is a function of the Emergency Management Operation that deals with the process of notifying the campus community of impending or existing hazards.

OBJECTIVES

The overall objectives of Alert and Warning are:

- Providing a process where the community is advised of potential or existing hazards
- Protecting lives by issuing alerts that will reduce the potential of risk
- Providing a rapid notification on short notice to the community

CONCEPT TO OPERATION

During an emergency, the Alert and Warning will be coordinated by Management and carried out by Operations. Performance of this function shall be in accordance with established procedures and will involve two distinct modes:

Mode 1 – During the first few hours of the emergency, operations staff will provide rapid warnings to people in the area with the greatest risk.

Mode 2 – Once the immediate threat of the emergency has been contained; the alert and warning will involve planned information concerning evacuation and closure of the area.

GENERAL PROCEDURES

Short Notice Warnings

This process usually does not allow time to develop specific plans, and the objective will be to quickly warn personnel to move from a high-risk area to a low-risk assembly area. Methods for this process will generally involve one or all of the following:

- Staff with portable public address systems walking through the area.

- Telephone calls if the system is operational and time permits.

Advance Notice Warnings

When time permits, other appropriate methods may be used to get the message disseminated to the public.

Law Enforcement/Security Field Command Post
RESPONSE-ALL HAZARDS

A **Field Command Post (FCP)** is a designated, secure area where those responsible for the incident direction and control can function. Key considerations include security, access, and a staging area for all necessary command personnel, regardless of what agency they each represent. The department may establish an FCP for a variety of daily routine operations. This concept is not restricted only to major disasters.

CONCEPT OF OPERATION

The Incident Commander shall evaluate the need for establishing a field command post based on the criteria listed below for an unusual occurrence or major incident:

- Will direction and command be improved by establishing a secure area close to the incident in progress?
- Will other agencies, both on and off campus, be responding and participating? If the answer to either or both above questions is yes, then an FCP should be established during an emergency. Performance of this function shall be in accordance with established procedures and will involve two distinct modes:

Mode 1 - At the beginning of the emergency, the Incident Commander will be involved with determining the location of the Field Command Post, purpose of the FCP, communications, staffing and equipment.

Mode 2 - Once the Field Command Post has been established, the Incident Commander will evaluate continued operations, replenishing staff & resources, access control, security, and long-range operations.

COMMAND POST SITE SELECTION FACTORS

Often the rapid pace of the incident will limit your choices. Select your location with the considerations listed below.

Usefulness

Selection of a site, which will provide you with most of the basic necessities, such as, restrooms, telephones, water and power.

The first preference for an FCP site would be a building that would have one or all of the following: telephone, Local Area Network (LAN), restrooms, backup electricity, and a parking lot. You will have to make arrangements for basic needs if the event is extended over a longer period of time.

NOTE: When you make a site choice, it should be made with plans to remain there until the duration of the incident. Relocating during the incident creates numerous problems. Plan wisely.

Accessiblity

An important factor of site selection is the FCP's accessibility by responding personnel.

- The responding personnel, especially outside agencies, should be easily directed to the location. Do not pick an obscure location.
- The Communications Dispatcher should advise responding agencies with the FCP location and the best route.
- There should be sufficient area for vehicle parking and staging of personnel and equipment. Consider how heavy equipment would get in, if needed.
- Consideration should be given for establishing a helipad

Safety

The third factor of site selection is safety. The location should be defensible from hostile action or impending hazards.

- The site during HAZMAT incidents should be at least 2,000 ft. from the incident and NOT down wind.
- The site should have the ability to provide access control.

Security Access Control

RESPONSE-ALL HAZARDS

During an extraordinary emergency, particularly following a major disaster, it may be necessary to control the movement of persons and vehicles into and out of an area. Access control may be necessary at a vital facility, an area around an incident, or the entire campus.

CONCEPT OF OPERATION

During an emergency, the access control function is the responsibility of Facilities Management with the

assistance of Law Enforcement/Security. Performance of this function shall be in accordance with established procedures and will involve two distinct modes:

Mode 1 - During the first few hours of the emergency, the Safety and Security Department along with Facilities Mangement staff and college resources, will be used to quickly limit the access to high hazard areas or specific emergency operations.

Mode 2 - Once the immediate threat of the emergency has been stabilized, the access control operations will shift toward control and protection of specific areas, such as building(s), casualty collection sites, resource staging areas, etc. or the campus in general. An emergency could justify the need to close all or part of the campus for a short period of time or up to several days or weeks, depending on the emergency and its severity.

First:
- Determine what places on campus will need to be closed off.
- Determine what type of area or facility will be controlled.
- Determine how large the area to be controlled is.
- Determine if the closure will involve vehicles and/or pedestrians.
- Determine if people need to be evacuated out of the controlled area first.
- Coordinate with Management.

If the area is a vital facility. THEN:
- Determine how many people will be needed.
- Determine if the incident requires protection and access control.
- Determine if the personnel need to be armed.
- Determine who may get access and what types of controls will allow entry.

If the area is an incident or emergency operations scene, THEN:
- Determine the size of the area to be controlled and how many people will be needed.
- Determine if both vehicles and pedestrians are to be controlled.
- Determine equipment needs radios, flares, reflective vests, lights, etc.
- Assign a person to provide breaks and replace equipment.
- Check access control needs for all pedestrian walkways through the area.
- Contact Resource and Logistics for staff, barricades, and signs.
- Arrange for transportation to move staff and equipment.

- Coordinate with Management for handling media requests to enter the area.
- Determine who and what may enter the area and advise control point staff.
- Determine where the Media will check in and assemble.
- Advise the EOC when the control measures are in place.
- Confirm with the EOC the policy and procedure for unauthorized entry.
- At street control points, make provisions for emergency vehicles to enter and exit.

If the entire campus is to be closed, THEN:
- Follow the campus closure procedures.

Additional Considerations
- Weather conditions.
- Night operations.
- Wind directions change during hazardous material operations.
- Develop contingency plans for reducing or expanding the perimeter.
- Using outside security personnel or volunteers.
- What special equipment may be needed?
- Personnel to direct and staff control points.
- Signs to control or restrict traffic.
- Radios to communicate to personnel within and outside the secured area.
- Establish additional control points.
- Additional street markers indicating closure of the area.
- Markers on the surface streets leading to the secured area.
- Officer patrols within and outside the secured area.
- Establish a pass system for entry and exit for the secured area.
- Handle Security duties within and outside the secured area.
- Direct the placement of barricades and traffic control devices.
- Initiate the entry system.

Access Policy

The criteria for allowing entry into a closed area will be established by the Incident Commander for an incident.

The basic options are either of the following:

NO ACCESS:

All people will be prohibited from entering the closed area. Authorized personnel, i.e., campus, local, state, or federal personnel performing emergency work as necessary will be permitted entry. Media representatives will be allowed access to non-crime scene areas on a controlled basis by the Public Information Officer.

LIMITED ACCESS:

Allow persons into the closed area according to criteria established by the Incident Commander. Persons entering must abide by the policies established in order to gain entry.

Volunteers

After the initial stages of the incident, people may begin to arrive and volunteering their help. Listed below are some of the uses of volunteers:

- Traffic direction and information posts.
- Assist with loading and distributing signs and barricades.
- Information runners in the event of non-operational communications.

Checklist	Title	Position
2-C	*Communications Dispatcher*	Primary: *Exec. Assistant to VP of Student Affairs* Alternate: *Senior Executive Assistant to President*
	The **COMMUNICATIONS DISPATCHER** implements and operates a communications network, handles radio traffic, and makes priority notifications.	

PRIMARY RESPONSIBILITIES

- Serve as the central point for receiving and sending communications.
- Assist with staff recall.
- Assesses communication capabilities and makes recommendations.
- Assign and distribute department communications equipment.
- Provide the Emergency Operations Center (EOC) with communications, including runners, and establishes
- Communication links with other agencies.

SUPPORT RESPONSIBILITIES

- Assists the campus with communications.

FOR ACTION

- Keep a detailed log of your activities.
- Immediately assess the communications capabilities (telephone, radio, computer networks, etc.) and set up the emergency communications system.
- Initiate priority notifications:
    o INCIDENT COMMANDER.
    o Key emergency managers and administrators.
    o Additional Security staff.
- Establish a priority communication network with any **FIELD COMMAND POST** that has been established.
- Develop an Action Plan for the operation of the **COMMUNICATION CENTER**. The plan should have contingencies for:
    o Separating radio operations and telephone operations.
    o Maintaining status boards of staging areas, medical operations, and evacuation assembly sites.
    o Tracking the use of radio equipment.

- o Long-term operations.
- Receive and forward to the LOGISTICS Officer information such as notifications, warnings, and other communications.

- Assist with staff recall, as needed.

- When advised, establish, and maintain communications with other agencies, as appropriate, beginning with the Operational Area EOC (county).

- Assign and distribute communications equipment, as available.

- Assist departments and organizations with communications, as possible.

- Provide information and recommendations to the PLANNING COORDINATOR for the After-Action Report.

ADDITIONAL ITEMS THAT THE DISPATCHER SHOULD FOCUS ON CONTINUED OPERATIONS AND RESOURCES
- Estimate the duration of the response and develop plans for replacing human and physical resources.

Checklist	Title	Position
2-D	*Search & Rescue*	Primary: ***Director Of TSS*** Alternate: ***Campus Safety Officer***
	SEARCH & RESCUE coordinates locating endangered, trapped, disabled and/or isolated persons; gains access to persons in need of assistance or rescue according to the established rescue plans; assists the injured to the First Aid Center or sends for help if the person cannot be safely moved.	

PRIMARY RESPONSIBILITIES

- Search the campus.
- Assists and rescues victims.
- Evacuates and removes persons trapped or injured.

SUPPORT RESPONSIBILITIES

- **DAMAGE ASSESSMENT** - collect and report information concerning damaged facilities searched.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the staging area at the Emergency Operations Center (EOC). Make contact with the **OPERATIONS COORDINATOR** with a list of team members and obtain equipment and assignments.
- Determine the number of personnel available to respond.
- Keep the **OPERATIONS COORDINATOR** briefed.
- Develop an Action Plan for SEARCH & RESCUE operations. The plan should have contingencies for:
    o Safety instruction for emergency team members.
    o Protective equipment and clothing.
    o Identifying structural damage to buildings or severe hazards that would require specialized equipment and personnel to successfully rescue a victim without further harm to team members and/or the victim.
    o Implementing **SEARCH & RESCUE** mutual aid plans.
- Report the results of assignment operations to the **SITUATION STATUS OFFICER** under the **PLANNING** Section (deaths, injuries, etc.).

ADDITIONAL ITEMS THAT SEARCH & **RESCUE SHOULD FOCUS ON:**

Outside Agency Issues

- Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

Extended Operations

- Some incidents could extend for several hours or days; SEARCH & RESCUE must determine continued availability of staff and resources and arrange for replacements.

Deployment and Release

- It is important that **SEARCH & RESCUE** closely monitor the use and release of outside resources. Outside agencies are not familiar with the campus and should be either thoroughly briefed or assisted by a member of the campus.

Search & Rescue Support

SUPPORTING ORGANIZATIONS AND RESPONSIBILITIES

- Fire Department has overall responsibility for rescue operations.
- Facilities Management will assist with heavy equipment, trucks, forklifts, and personnel.
- Technical faculty and staff, when available, will provide expert advice on buildings and structures.
- Fire Departments will be requested for large and specialized rescue operations.

Checklist	Title	Position
2-E	*Medical*	Primary: ***Director of Student Wellness & Health Center*** Alternate: ***Nurse Practitioner***
	MEDICAL establishes a safe site for medical treatment, activates and staffs a First Aid Center, provides first aid to injured victims, arranges and coordinates hospital transportation, and establishes a temporary morgue, if necessary.	

PRIMARY RESPONSIBILITIES

- Coordinate with damage assessment to determine location of a safe building for the First Aid Center.
- Activate and staff a First Aid Center.
- Provide first aid to injured persons.
- Arrange for and coordinate hospital transportation.
- Establish a temporary morgue, if necessary.

SUPPORT RESPONSIBILITIES

- Rescue operations.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the staging area at the Emergency Operations Center (EOC). Make contact with the **OPERATIONS COORDINATOR** with a list of team members and obtain equipment and assignments.
- Determine the number of personnel available to respond.
- Keep the OPERATIONS COORDINATOR briefed.
- Develop an Action Plan for MEDICAL operations. The plan should have contingencies for:
    1. An emergency FIRST AID STATION for the campus community and emergency workers. Transporting   the critically injured to medical facilities.
    2. Set up a triage operation at specific location for mass injuries.
    3. Implementing the medical mutual aid.
    4. Implementing a coroner operation and a temporary morgue.

- Report the results of assignment operations to **SITUATION STATUS** under the **PLANNING** Section (deaths, injuries, etc.).

ADDITIONAL ITEMS THAT MEDICAL SHOULD FOCUS ON:
Outside Agency Issues

- Responding medical agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

Extended Operations

- Some incidents could extend for several hours or days. **MEDICAL** must determine continued availability of staff and resources and arrange for replacements.

Medical Support Operations

RESPONSE – ALL HAZARDS

- Request that field teams report persons needing medical assistance.
- Determine the number and location of persons requiring medical attention.
- Report information to the EOC.
- Request assistance with incoming ambulance and medical personnel.
- Assign staff until county responsers arrive.
- Request MEDICAL staff be sent to the site or transport victims to nearest Triage Center.
- Provide assistance to the EOC in accordance with the County Medical Casualty Incident Procedures.
- Obtain and record information on identity of victims and the destination of transported casualities.

If county medical units cannot respond sufficiently under an extreme emergency situation, consider the following actions as appropriate.

- Establish contact with EOC and determine the condition of the local hospitals.
- Request the EOC contact outside public and private medical organizations to determine the availability of personnel and services.
- Contact the EOC and determine which facilities will be used to support the MEDICAL operation.
- Mobilize and brief volunteer medical personnel. Allocate staff to the following locations or activities as required.
    - Casualty Collection Point
    - Triage Center
    - Transport of injured
    - Staging location of medical support
    - Location of a temporary morgue
- Assign volunteer medical staff to medical care sites.
- Ensure that briefings for staff and volunteers include:
    - Triage
    - Arrest of significant bleeding
    - Use of intravenous solution
    - Pain relief
    - Tagging injured

- o Patient tracking
- o Identification and handling of facilities
- Ensure that injured requiring supplemental treatment is taken to the Casualty Collection Point site.
- Determine the following support needs and requests from the EOC:
  - o Medical supplies
  - o Portable generators
  - o Communications radio
  - o Transportation for victims to other medical facilities
  - o Food and water
- Conduct a periodic poll of injured and casualities to determine additonal support requirements.

Medical Support - Emergency Triage Procedures

During disaster situations that produce mass casualties and tax or overwhelm available campus medical resources, it may be necessary to use unusual techniques to provide the most effective aid. Under such conditions, the rule of "the greatest good for the greatest number" will be the guiding principle.

The emergency medical-care triage procedure initiated at campus disaster sites and disaster medical care facilities should be in accordance with the following guidelines:

Priority I - Immediate transport. First-priority casualties are those that have life-threatening injuries that are readily correctable. For purposes of priority for transport to a hospital, a second sorting or review may be necessary so only those "transportable" cases are taken first. Some may require extensive stabilization at the scene before transport.

Priority II - Delayed transport of casualties are all those whose therapy may be delayed without significant threat to life or limb and those for whom extensive or highly sophisticated procedures are necessary to sustain life.

Casualties requiring minimal care will not be tagged or registered. They will not be given professional-level care and will not be admitted to hospitals. They will be sent from the incident scene in order to reduce confusion unless they are needed to assist as litter bearers or first aid staff.

The dead will be identified by an "X" on the forehead or covered with marked material. The professional opinion will be sought where needed. They will be completely covered with a sheet, blanket, or other available opaque material. They should be moved out of the immediate casualty sorting area by the Coroner team as soon as practicable.

Panic-stricken or psychologically disturbed persons, who might interfere with casualty handling, should be isolated from the incident scene as soon as possible.

Medical Support - Multiple Casualty Incident Plan

Emergency Medical Services (EMS) are normally provided to the campus through an EMS system administered by the county. The EMS system has detailed procedures for responding to multiple casualty incidents. Multiple casualty incidents may occur on campus as a result of events such as fire, explosion, vehicle accident, or hazardous materials release. If an incident occurs on campus, the EMS system will activate the County Multiple Casualty Incident Operational Procedures. The **COMMUNICATIONS DISPATCHER** would contact the local fire department by dialing 911.

In an area-wide emergency that results in casualties on campus and delays or reduces the County EMS system's ability to respond, the campus medical response will be managed by the MEDICAL Branch under the OPERATIONS Section.

The response of campus personnel to the incident will be governed by the following guidelines:

- The **COMMUNICATIONS DISPATCHER** will request an EMS response. Information will be provided on the number of casualties, conditions, and any special hazards.

- **LAW ENFORCEMENT/SECURITY** will escort ambulances to the site and will assist ambulance personnel in establishing an ambulance staging area.

- **LAW ENFORCEMENT/SECURITY** personnel responding to the scene will establish a perimeter and, as feasible, initiate rescue and provide first aid to the victims.

- Health Services will be notified and placed on standby. A campus medical team will respond to the scene if the incident is a major medical emergency or larger incident, or if ambulance response is unduly delayed. Any medical personnel on scene will identify themselves to the Incident Commander or medical supervisor and provide assistance as requested.

Coroner Operation Support

SUPPORTING ORGANIZATIONS AND RESPONSIBILITIES
- Health Services is the primary unit for supporting coroner operations on campus.
- The County Coroner has support responsibility for coroner operations countywide, including

the campus.

Coroner Operation Support

RESPONSE – ALL HAZARDS

- Determine the impact of the incident and have the EOC contact the County Coroner.
- Make recommendations to the EOC for sites that would be suitable as a temporary morgue.
- Refer all inquiries concerning number of the deceased to the EOC.
- Determine the number of personnel immediately available for assistance.
- Ensure personnel assisting the recovery teams understand the County Coroner policies and procedures.

If the county coroner/medical examiner cannot be contacted under extreme emergencies, consider the following actions as appropriate:

- Designate Fatality Recovery Teams and prioritize assignments.
- Check condition of critical equipment and supplies. Obtain body bags, tags, gloves, masks, and other support items.
- Assign staff for the following functions as needed:
- Recovery teams.
- Identification records.
- Morgue.
- Assign a person to handle records and personal effects.
- Establish a communication system between the temporary morgue and EOC.
- Check with OPERATIONS before using or entering a damaged facility. Ensure staff has adequate protective clothing and equipment.
- Coordinate activities with LAW ENFORCEMENT, FIRE, MEDICAL, and SEARCH & RESCUE operations.
- Observe assigned staff carefully for indications of stress.
- Evaluate the need for security of the temporary morgue.
- Advise transportation of the coroner transport needs.

Checklist	Title	Position
2-F	***Health & Safety***	Primary: ***Operations Manager*** Alternate: ***Campus Safety Officer***
	HEALTH & SAFETY quickly identifies hazardous material problems that will or could impact the emergency response, provides warnings, and assists with containment of hazardous materials.	

PRIMARY RESPONSIBILITIES

- Identify, control, and contain chemical, biological, and radiological hazards that impact the emergency response.
- Provide emergency workers with appropriate safety instructions and protective clothing to carry out their mission safely.
- Provide and implement a sanitation plan for emergency operations.

SUPPORT RESPONSIBILITIES

Assist SEARCH & RESCUE and BUILDING & UTILITIES with identifying chemical, biological, and radiological hazards.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the staging area at the Emergency Operations Center (EOC). Make contact with the **OPERATIONS COORDINATOR** with a list of team members and to obtain equipment and assignments.
- Determine the number of personnel available to respond.
- Keep the **OPERATIONS COORDINATOR** briefed.
- Develop an Action Plan for **HEALTH & SAFETY** operations. The plan should have contingencies for:
- Safety instructions for emergency workers.
  - o Providing protective equipment and clothing.
  - o Providing critical information to firefighters concerning hazardous materials contained inside buildings.
  - o Analyzing building HAZMAT conditions for rescue work, repair operations, and building inspection.
  - o Preparing a sanitation plan.
  - o Implementing the HEALTH & SAFETY mutual aid.
- Report the results of assignment operations to SITUATION STATUS under the PLANNING Section (deaths, injuries, etc.).

ADDITIONAL ITEMS THAT HEALTH & SAFETY SHOULD FOCUS ON:

Outside Agency Issues

- ▪ Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

Checklist	Title	Position
2-G	*Building & Utility*	Primary: *Facilities Assistant Manager* Alternate: *Facilities Management Staff*
	BUILDING & UTILITY will focus on shutting off and/or restoring essential utilities reducing further hazards; assisting with closing off areas and streets; and clearing debris from roadways and essential areas for emergency equipment and building inspection.	

PRIMARY RESPONSIBILITIES

- Inspect and document damage to facilities in accordance with DAMAGE ASSESSMENT.
- Inspect utility systems and turn off utilities, when necessary.
- Assist with closing off areas and streets, debris clearance for emergency equipment, and building inspection.

SUPPORT RESPONSIBILITIES

- Assist SEARCH & RESCUE Teams with the securing of utilities and initial inspection for structural integrity.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the staging area at the Emergency Operations Center (EOC). Make contact with the OPERATIONS COORDINATOR with the list of team members and to obtain equipment and assignments.
- Determine the number of personnel available to respond.
- Keep the OPERATIONS COORDINATOR briefed.
- Develop an Action Plan for BUILDING & UTILITY operations. The plan should have contingencies for:
    - Shutting off gas, power, and broken water lines.
    - Restoring utilities to emergency operations.
    - Providing protective equipment and clothing.
    - Clearing streets and areas for emergency vehicles and equipment.
    - Inspection of buildings.
    - Installing lighting for night operations.
    - Emergency construction to sustain the emergency operation.
    - Implementing construction and engineering mutual aid.

- Report the results of assignment operations to SITUATION STATUS under the PLANNING Section (deaths, injuries, etc.).

ADDITIONAL ITEMS THAT BUILDING & UTILITY SHOULD FOCUS ON:

Outside Agency Issues

- Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

Extended Operations

- Some incidents could extend for several hours or days. **BUILDING & UTILITY** must determine the continued availability of these resources and arrange for long-term operations.

Building & Utility Branch Support

SUPPORTING ORGANIZATIONS AND RESPONSIBILITIES

- Plant Operations has the overall responsibility for construction and engineering operations on campus.
- Purchasing will procure goods, services, and equipment.
- Fiscal Services arranges for financing and will maintain financial records.
- Structural Engineers should provide expert advice on structural problems.
- Facilities Management will assist in turning off utilities, repair, and debris clearance.
- Technical Faculty and Staff will provide expert advice as requested.
- Safety and Security Department will provide facility security.

Building & Utility Branch - General Response

RESPONSE - ALL HAZARDS

- Review initial reports on facility damage and recommend action required to the EOC to evacuate severely damaged areas. Report what repairs are necessary to remaining facilities.
- Report:
  - Any damage/hazards and general conditions on campus to the EOC.
  - Roads that are impassable.
  - Alternate routes that are available.
  - Buildings which are safe for usage. Buildings which are unsafe for usage.
  - Parking lots, fields, which can be, used as holding areas for supplies, people, etc.
  - Request information regarding damage or debris problems.
  - Check for chemical and electrical hazards.
  - Report injuries to the EOC.
  - Keep Planning Coordinator advised of information reported from field personnel.
  - Determine resources required for emergency repair and debris clearance.

- County of Jurisdiction
- Local contractors
- City
- Other schools/colleges/universities in the area
  - o Arrange for contractor assistance through Logistics Coordinator.
  - o If closure is ordered, implement closure procedures.
  - o Provide the Finance Coordinator with estimated damage/loss costs to facilities, roads, and other property.

EARTHQUAKE - SPECIFIC ACTIONS

- Check key facilities to determine the extent of damage and ability to operate.
- Determine the capacity and safety of any key roadways.
- Report all unsafe structures and roads.
- Post all hazardous structures.
- Post and close routes as required.
- Establish priorities for repair and debris clearance in conjunction with the EOC.
- Identify major debris problems.
- Determine status of available equipment for repair and for debris removal.
- Determine volunteer worker force needed.
- Identify need for barricades/cones. Procure or fabricate as necessary.
- Develop requisition lists for various equipment and materials needed for repair, temporary facilities, and rebuilding/replacement. Submit this information to Logistics Coordinator.
- Determine fuel requirements for vehicles and equipment, advise Logistics Coordinator.

HAZARDOUS MATERIALS - SPECIFIC ACTIONS

- Provide or construct barricades for hazardous areas on campus in coordination with LAW ENFORCEMENT/SECURITY.
- Assist LAW ENFORCEMENT/SECURITY in controlling on campus routes and exits to surrounding communities.

FLOOD SPECIFIC ACTIONS

Problems may develop over a few hours or a few days. Monitoring of susceptible areas should be initiated whenever torrential rains occur.

- Assign personnel to monitor known flood or rain damage.
- Prepare a plan for sand bagging flooded areas.

- Assign personnel to assist in moving material and equipment from endangered areas to upper floors, as needed.
- Shut down systems in locations where electrical hazards are present.
- Assign personnel to assist Security personnel in barricading flooded areas on campus.

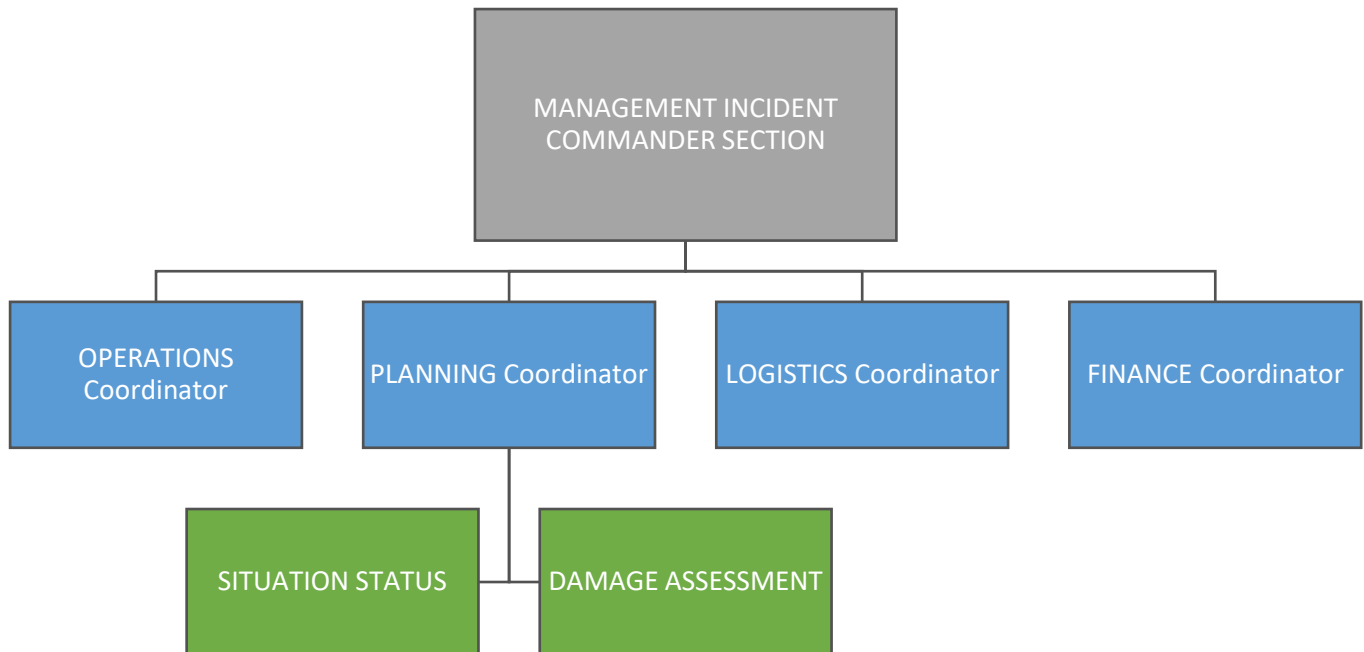### *Building & Utility Branch - Utility Emergencies*

RESPONSE-ALL HAZARDS

The following action may/will be taken under any major emergency affecting the campus.

- Review initial reports on utility outages and problems and recommend to the command center the necessary action required to restore service.
- Report to the EOC any dangerous areas or hazards:
    - Transformer leaks
    - Broken high-voltage electrical lines
    - Electrical substation damage
    - Ruptured gas lines
    - Ruptured water lines
    - Ruptured sewage lines
    - Gas Company
    - Water and sanitation
- Post danger signs and barricade as necessary
- Establish contact with various utilities
    - Electric Company
- Coordinate telephone utility requirements with telephone services
- Act as point of contact for information flow between the EOC and utility companies on problems and report progress.
- Schedule all utility repairs as directed by the EOC.

Planning Section

The Planning Section is responsible for collecting, evaluating, processing, and disseminating information; developing the action plan in coordination with the other sections/functions/teams; and maintaining documentation. In addition, the section maintains information on the current and forecast situations and on the status of resources. The functions under the Planning Section are Situation Status and Damage Assessment.

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                    │  MANAGEMENT INCIDENT         │
                    │  COMMANDER SECTION           │
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OPERATIONS Coordinator	PLANNING Coordinator	LOGISTICS Coordinator	FINANCE Coordinator

SITUATION STATUS	DAMAGE ASSESSMENT

Planning Coordinator

The Planning Coordinator is responsible for the planning of ongoing Operations, and supervision of the Situation Status, and Damage Assessment. The Planning Coordinator provides information needed to understand the current situation, predicts the probable course of incident events, assists in preparing alternative strategies and controls operations for the incident, and coordinates with other staff members.

The Planning Coordinator directs the collection of information to determine the severity of damage caused by the disaster. The coordinator writes Action Plans for:

- Control and containment of the emergency.
- Surveys of facilities and structures and inspections.

- The shut down and restoration of damaged structures.

In addition, the Planning Coordinator writes After Action Reports, regularly briefs the Incident Commander, and supervises the message flow and EOC runners.

Planning Support Staff

The structure of Incident Command allows for special support staff under each Section to be established to effectively deal with the incident. For the campus setting the following support staff positions could be activated and supervised under the Planning Coordinator.

Situation Status

Situation Status is responsible for collecting and processing all information and intelligence, evaluating and disseminating information throughout the Section and the EOC, and preparing the Situation Status Report and other reports, as requested.

Damage Assessment

Damage Assessment is responsible for coordinating with the Operations Section and the Building and Utility teams to make the initial damage inspections, prepare the damage assessment reports, assess the loss, post damaged buildings, and mark hazardous areas.

PLANNING SECTION

CHECKLISTS
ASSIGNMENTS & RESPONSIBILITIES

This chapter contains the functional checklists for the Planning Section assignments.

Checklist	Title	Position
3-A	*Planning Coordinator*	Primary: ***Dean of Student Affairs*** Alternate: ***Assistant Dean of Student Affairs & Title IX Coordinator***
	During the first few hours of the emergency, the President determines if a **PROCLAMATION OF EMERGENCY** is warranted and authorizes the official request for assistance or notification to appropriate state and federal agencies. The Planning Coordinator supports the management of emergency forces involved with the response to situations associated with emergency.	

PRIMARY RESPONSIBILITIES

- Oversee the management, display, and maintenance of all information about the following:
    - Situation status.
    - Planning for ongoing operations, developing the action plan.
    - Engineering safety.
    - Damage inspections.
    - Damage assessment.
    - Recovery aspects.
- Coordinate with the OPERATIONS Section for damage inspection team operations.
- Coordinate damage assessment with the OPERATIONS Section and others in the Emergency Operations Center (EOC).
- Manage the shutdown and restoration of damaged facilities.
- Ensure the survey of all structures and that posting and restricting entrance to campus is completed.

SUPPORT RESPONSIBILITIES

- OES/FEMA DOCUMENTATION and program.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the EOC and manage the PLANNING Section; provide and maintain current and updated information on the emergency situation.
- Activate SITUATION STATUS, ensuring the displays are set-up and maintained and the proper reports are made.
- Activate DAMAGE ASSESSMENT, assuring that:
    - Initial facility inspections are made, and that proper reports and assessments are made.
    - All damage to the College facilities is fully documented, damage estimates are made, and damaged buildings are posted and secured.
- Coordinate with the OPERATIONS Section regarding facility inspections and posting; determine

whether follow-up inspections are required. Advise need for structural engineers or other structural specialists. Coordinate damage assessment with other EOC functions.

- Make plans for ongoing operations to include the expected duration and extent of the response effort and initiation of recovery activities and programs.
- Identify immediate repair and construction projects, prioritizing for public and employee safety and assure containment of hazards and unsafe areas and priority use of buildings.
- Coordinate with the **INCIDENT COMMANDER** to begin on projects.
- Determine that information is verified for accuracy and consistency before it is recorded or reported
- Assist with the **OES/FEMA DOCUMENTATION** for disaster assistance programs.
- Provide copies of inspection reports and photographs to substantiate damage and estimates.
- Collect information from all response staff and prepare the After-Action Report for the **INCIDENT COMMANDER'S** signature.
- Assist FISCAL SERVICES with the continuing application process for disaster assistance.

ADDITIONAL ITEMS THAT THE PLANNING COORDINATOR SHOULD FOCUS ON

Campus Condition

What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Campus Closure

Will the incident require the closing of the campus? How long will the campus be closed? What information will students and employees need?

Recovery Expectations

When will the academic process resume?

Types of Intelligence Reporting

During a disaster there are three types of intelligence reporting. These types are listed under the Planning Coordinator's Checklist and are ranked in order of priority of collection.

FLASH REPORTS

This is the first series of reports submitted from the first responders and field units to the Emergency Operations Center. Generally, these are verbal via portable radios.

SITUATION REPORTS

These are more refined reports, which have been confirmed. These reports provide a clearer picture of the total impact and are the basis for establishing priorities. These should be submitted through channels every two hours with updates.

DETAILED REPORTS

Following situation reports, the Emergency Management team at all levels will require more detailed information, particularly resulting from damage estimates and analysis. These reports may be needed for city, county, and state emergency operations center.

Checklist	Title	Position
3-B	*Situation Status*	Primary: ***Senior Executive Assistant to President***
		Alternate: ***Administrative Assitant to VP of Finance & Administration***
	Situation Status collects, verifies, and processes all information and intelligence. They evaluate and disseminate information throughout the Emergency Operations Center (EOC); maintain the status of all college buildings, facilities, operations, and posts and maintains status boards and other EOC displays.	

PRIMARY RESPONSIBILITIES

- Collect, verify, and process all information and intelligence.
- Evaluate and disseminate information throughout the EOC. Monitor radio and television for information.
- Maintain the current status of all college buildings, facilities, and operations.
- Post and maintain status boards and other EOC displays.
- Identify inconsistencies and verify information for accuracy.

SUPPORT RESPONSIBILITIES

- Assist the **PUBLIC INFORMATION OFFICER** with information verification, rumor control, and event posting.
- Assists the **OPERATIONS** Officer with keeping track of field operations, staff, numbers, and the progress of building inspections.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the EOC and check in with the **PLANNING Coordinator**; install and set up status boards, maps, and other displays.
- Collect information from all available sources and post it for easy access and interpretation, keeping the displays current and updated as new information is received.
- Quickly collect PRIORITY 1 information necessary to determine operational problems and immediate needs of the victims:
  - Type of emergency (fire, earthquake, etc.).
  - Location of emergency.
  - Types of facilities involved (classrooms, etc.).
  - Size of the area involved (limited area or campus-wide).
  - Incident Command Post location.
  - Staging Area locations.
  - Access routes for emergency vehicles.

- o Assistance required. (e.g., Medical, Fire, EHS)
- o Number and type of casualties/injuries.
- Identify inconsistencies or information that obviously are not correct.
- Refer to the appropriate EOC section to verify and clear up any problems.
- Refrain from posting information until it is verified.
- Maintain the EOC Activity Log.
- Record major events, situation reports, major decisions, etc.
- Provide copies to the INCIDENT COMMANDER and other EOC staff as needed
- Evaluate the information and disseminate it to EOC staff, assisting with periodic briefings.
- Provide information to DAMAGE ASSESSMENT for use in compiling damage cost estimates.
- Assist the PUBLIC INFORMATION OFFICER by providing and verifying information and assisting with rumor control.
- Monitor radio and television broadcasts for information that is of importance to college operations, including:
  - o Weather
  - o Transportation routes status
  - o Local sheltering sites
  - o Reports from other college campuses, if affected.
  - o Major Activities from the City and County
- Take pictures of status boards at regular intervals as a record-keeping measure to track the progress of operations.
- Provide information, recommendations, and assistance to the PLANNING Coordinator for the After Action Report.

ADDITIONAL ITEMS THAT THE SITUATION STATUS OFFICER SHOULD FOCUS ON:

Campus Condition

What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Documentation

Remind other Section Officers to document their activities for recovery records.

Checklist	Title	Position
3-C	*Damage Assessment*	Primary: *Facilities Assistant Manager* Alternate: *Facilities Management Staff*
	Damage Assessment makes initial damage inspections; assesses and documents damage to the buildings and facilities; determines the occupancy status of buildings; posts and secures unsafe buildings; and recommends building emergency repairs.	

PRIMARY RESPONSIBILITIES

- Determine a safe location for Emergency Operations Center (EOC) and a First Aid Center.
- Assign teams to make the initial damage inspections, coordinating with the **OPERATIONS** Section.
- Assess and document damage to buildings and facilities.
- Determine the occupancy status of buildings, then post and secure unsafe buildings.
- Recommend building emergency repairs.
- Maintain complete records of all damage and loss by site location.
- Assess repair and restoration costs.
- Provide contract management for all emergency repair contracts.

SUPPORT RESPONSIBILITIES

- Assist the **PUBLIC INFORMATION OFFICER** with damage assessment information.
- Assist the **OPERATIONS COORDINATOR** with inspections and field operations.
- Assis with t the **OES/FEMA** application process.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the Emergency Operations Center (EOC) and check in with the PLANNING Section and set up the Damage Assessment position. Initial building inspections and develop a priority list; also determine if it is safe for the inspectors.
- Coordinate with the OPERATIONS Coordinator to assign the BUILDING and UTILITY teams and schedule inspections of the buildings, ensuring they are provided with safety and personal protective equipment.
- Receive reports and keep files on damaged buildings.
- Forward copies of reports and information to OES/FEMA DOCUMENTATION. D Post and secure damaged buildings and recommend emergency repairs.
- Follow the damaged building guidelines. If inspection operations require further inspection, contact the Operational Area EOC to request inspections.
- Contact utility and contracted resources as needed for special areas.
- Identify and categorize specific locations of damage and amounts of loss, updating as necessary;

provide the reports to the **INCIDENT COMMANDER**, the **PLANNING Coordinator** and **SITUATION STATUS**.

- Obtain copies of all field inspection reports; establish files by site location; keep and maintain originals of all reports and other documentation of college damage and losses by site location.
- Assess repair and restoration costs; provide assessments to the PLANNING Coordinator; update as more information is received.
- Provide information, recommendations, and assistance to the PLANNING Coordinator for the After-Action Report.
- Support FISCAL SERVICES with the OES/FEMA disaster assistance application process.

Logistics Section

The Logistics Section is responsible for providing support for the Operations Section. This Section orders all resources from off-site locations and provides facilities, services, personnel, equipment, and materials. The functions under Logistics are Supply & Purchasing, Care/Shelter/Transporation, Facilities, and Human Resources.

An additional responsibility of the Logistics Section is to develop sources for obtaining material support from resources outside of the jurisdiction involved.
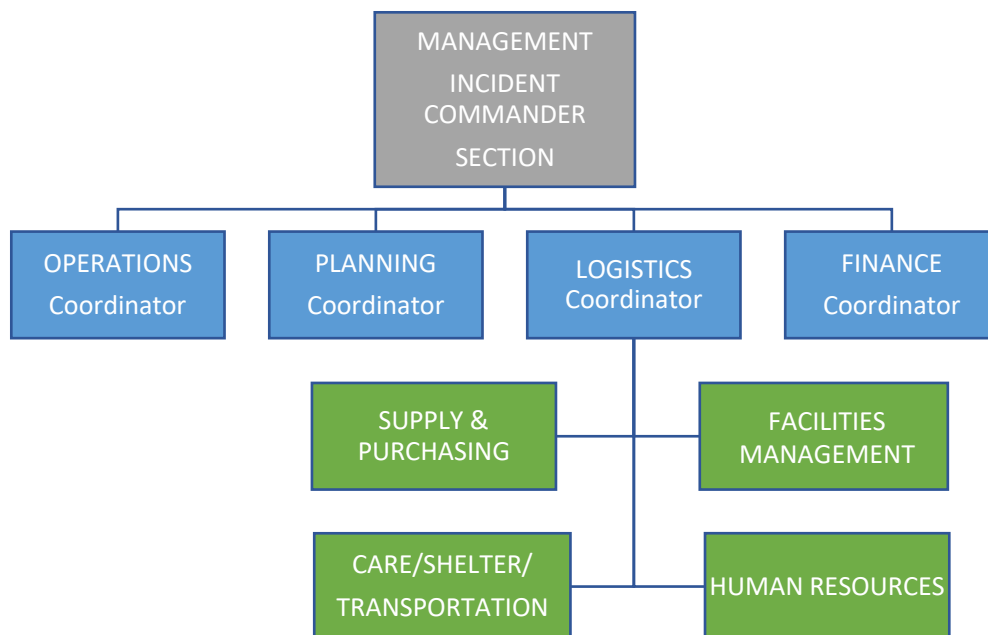
Logistics Coordinator

The Logistics Coordinator is responsible for providing facilities, services, staffing, and material in support of the incident, including the purchasing, delivery, and deployment of the resources.

The Logistics Coordinator ensures that all emergency expenses are tracked by site and that complete and accurate records are provided for OES/FEMA Documentation using the accounting system specified by the Finance Coordinator. In smaller incidents, the Logistics Coordinator may also be responsible for financial and cost analysis aspects of the incident.

Logistics Support Positions

The structure of Incident Command allows for special units under a Section to be established to deal with the incident effectively. For the campus setting, the following units could be activated and supervised under the Logistics Coordinator.

Supply and Purchasing

Supply and Purchasing Officer orders receives, stores, processes, and allocates all disaster resources and supplies.

Care/Shelter/Transportation

The Care/Shelter/Transportation Officer provides food, water, and other support for onsite workers and shelters that are under the control of the campus. In addition, this branch provides transportation for emergency personnel, medical operations, and evacuation of the impaired.

Facilities Management

The Facilities Management Officer is responsible for assisting the campus in finding facilities for use as student residences, classrooms, or administrative space, if necessary, and for setting up and maintaining campus operational facilities. In addition, Facilities assist Care/Shelter//Transportation with sites for rest and shelter areas.

Human Resources

The Human Resource Officer maintains and provides information to the Incident Commander regarding the status and availability of on and off-duty personnel. The Human Resources Officer coordinates with the EOC command to determine staff recall needs, arranges for the recruitment and orientation of any temporary employees, registers and assigns all volunteer workers and technical experts and specialists initiates and maintain records on any volunteers that are used.

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LOGISTICS SECTION CHECKLISTS
Assignments and Responsibilities

This chapter contains the functional checklists for the Logistics Section assignments

Checklist	Title	Position
4-A	*Logistics Coordinator*	Primary: ***Purchasing Manager*** Alternate: ***Senior Buyer***
	The Logistics Coordinator provides all resources and support for the response operation, including purchasing and delivery arrangements, including facilities, transportation supplies, equipment maintenance, food/water/shelter, and personnel support.	

PRIMARY RESPONSIBILITIES

- Provide all resources and support for the response operation, including purchasing and delivery arrangements for:
    - Facilities Management.
    - Transportation vehicles and supplies.
    - Equipment maintenance.
    - Food/water/shelter supplies and facilities.
    - Communications equipment and personnel.
    - Personnel support.   ·
- Arrange emergency service contracts.
- Ensure information is maintained regarding the status of all college personnel, members of the public, visitors, and contractors on college property. Tracks all emergency expenses.
- Manage compensation claims and related matters. Manage the deactivation process.

SUPPORT RESPONSIBILITIES

- Support FINANCE with collecting documentation and records. D Support OPERATIONS with identifying mutual aid resources.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the Emergency Operations Center (EOC) and function as the LOGISTICS Section Head.
- Set-up and organize the LOGISTICS Section.
- Check with **OPERATIONS** and **PLANNING** to identify resources that will be needed.
- Arrange for the inventory and distribution of available resources and equipment.
- Prepare for the provision of all resources for the operation, including purchasing and delivery arrangements for the following possibilities:
    - Facilities.
    - Transportation vehicles and supplies.
    - Equipment maintenance.
    - Food/water/shelter supplies and facilities.

- o Communications equipment and personnel.
- o Personal support
- Make all logistical arrangements for purchasing delivery, payment, and site contact of resources.
- Contact the Operational Area (City/County) to request mutual aid resources.
- Advise the Operational Area (City/County) if any college resources are used for mutual aid.
- Support the provision of College facilities for American Red Cross Shelter sites, as directed by the **INCIDENT COMMANDER**.
- Prepare to order resources needed from off-site locations.
- Prepare to arrange emergency service contracts, as requested.
- Provide resources to the campus, as requested and approved by the INCIDENT COMMANDER.
- Ensure that information is maintained regarding the status of all college personnel, members of the public, visitors, and contractors on college property, coordinating with the EOC.
- Track all emergency expenses, maintaining complete records and using the specified accounting system.
- Manage compensation claims and related matters.
- Manage the deactivation process, tracking the return of equipment and supplies that are borrowed or leased, the cessation of services when jobs are completed, and shutting down of temporary operations as the emergency subsides.
- Assist **FINANCE** with the collection of documentation and records.
- Provide information and recommendations to the **PLANNING COORDINATOR** for the After Action Report.

ADDITIONAL ITEMS THAT THE LOGISTICS COORDINATOR SHOULD FOCUS ON:
CONTINUED OPERATIONS AND RESOURCES
- Estimate the duration of the response and develop plans for replacing human and physical resources.

SECURITY AND ACCESS CONTROL
- Perimeter security needs for storage and distribution sites and resources for night operations.
- Will the campus become a reception point for outside victims?

Extended Operations
- Some incidents could extend for several hours or days. LOGISTICS must determine continued availability of staff and resources and arrange for replacements.

Checklist	Title	Position
4-B	*Supply and Purchasing*	Primary: *Purchasing Manager* Alternate: *Senior Buyer*
	Supply and Purchasing orders receive, store, process, and allocate emergency supplies and resources. Conducts the supply process to ensure reimbursement. Assists with the deactivation process.	

PRIMARY RESPONSIBILITIES

- Order, receive, store, process, and allocate emergency supplies and resources.
- Conduct the supply process to ensure reimbursement.
- Keep complete and accurate records.

SUPPORT RESPONSIBILITIES

- Assist with **OES/FEMA DOCUMENTATION**.
- Assist with the deactivation process.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the Emergency Operations Center (EOC) and check in with the LOGISTICS COORDINATOR and set up the supply and purchasing operation.
- Determine the goods, equipment, and services needed by the college staff.
- Obtain and arrange for delivery and distribution of the needed resources.
- Conduct the process according to the applicable guidelines for disaster reimbursement in order to maximize the financial recovery.
- Keep complete and accurate records for **OES/FEMA DOCUMENTATION**: provide them to the Finance Coordinator.
- Make all logistical arrangements for purchasing, delivery, payment, and site contact of resources.
- Assist with the deactivation process, tracking the return of equipment and supplies, the reactivation of services, and shut down of temporary services.
- Provide information and recommendations to the PLANNING COORDINATOR for the After Action Report.

ADDITIONAL ITEMS THAT THE SUPPLY & PURCHASING OFFICER SHOULD FOCUS ON:

CONTINUED OPERATIONS AND RESOURCES

- Estimate the duration of the response and develop plans for replacing human and physical resources.

SECURITY AND ACCESS CONTROL

- Perimeter security needs for storage and distribution sites and resources for night operations.

Checklist	Title	Position
4-C	*Care/Shelter/Transportation*	Primary: ***Director of Res Life & Housing***
		Alternate: ***Assistant Dir. Of Res Life & Housing***
	Care/Shelter/Transportation provides emergency food and water during the emergency. Provides for the support of the Emergency Operations Center (EOC). Sets up and manages a Rest Station for employees and emergency workers. Arranges for the use of campus transportation vehicles and drivers.	

PRIMARY RESPONSIBILITIES

- Provide emergency food and water for the site.
- Arrange support for on-site shelter, if needed.
- Provide support for the EOC.
- Set up and manage a Rest Station for College employees and emergency workers.
- Arrange for the use of College transportation vehicles and drivers.

SUPPORT RESPONSIBILITIES

- Assist with OES/FEMA DOCUMENTATION.
- Assist with the deactivation process.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the EOC and check in with the **LOGISTICS COORDINATOR**.
- Determine the needs of the EOC staff and field staff.
- Set-up a Rest Area for college workers that is secured from public view and access.
- Advise the **OPERATIONS COORDINATOR** of the Rest Area location and services.
- Coordinate with the PLANNING Section to determine the expected duration of the emergency response and need for food and water.
- Coordinate with SUPPLY and **PURCHASING OFFICER** to obtain and arrange for delivery and distribution of the needed resources.
- Coordinate with the EOC to determine if there is an anticipated need for temporary shelter to be provided at the site.
- Check with the **INCIDENT COMMANDER** for sheltering requests. Remember that if the American
- Red Cross selects colleges for shelter us; they are responsible for all shelter support.
- If shelter needs are anticipated, make arrangements for the resources, beginning with contacting the American Red Cross. It is expected that these resources will only be needed on a short-term basis, as every effort will be made to remove everyone to more suitable sites.
- Take an inventory of the college vehicle resources and fuel supplies.

- Be prepared to provide transportation resources as requested. Be sure to include a licensed driver with buses and trucks.
- Provide temporary lodging and other support for responding outside agencies and others as requested by the **INCIDENT COMMANDER**.
- Provide information and recommendations to the **PLANNING COORDINATOR**.

Care and Shelter

The following action may/will be taken under any major emergency affecting the campus.

- Contact the Damage Assessment Unit for a rest/break building.
- Determine what numbers of campus community members (students, faculty, and staff) will require emergency care and shelter.
- Determine which designated campus facilities will be needed for emergency care and shelter. Contact the **FACILITIES OFFICER** for this information.
- Determine the status and safety of care and shelter facilities. Contact **SITUATION STATUS** and **FACILITIES MANAGEMENT** for this information.
- Coordinate actions with following campus organizations: Business Services, Fiscal Services, and the Foundation.
- Contact **HUMAN RESOURCES** for volunteer staff.
- Request assistance from American Red Cross (through the E.O.C.) if necessary.
- Activate campus care centers as needed. Activation sequence should be:
    - Have **HUMAN RESOURCES** alert basic staff (e.g., administrators, building safety coordinators, etc.) and have them recruit additional volunteers.
    - Have **FACILITIES MANAGEMENT** arrange building for operations, place signs, etc.
    - Obtain required supplies.
    - Arrange for food service for shelters.
    - Set up Registration & Inquiry desk.
- Use the following as emergency care and shelter planning guidelines when normal water and sanitation are not available:
    - 1 toilet per 40 persons, 40 square feet sleeping space (5'x 8') per person, 1 quart of drinking water (minimum per person, per day).
    - 5 gallons of water per person per day (all uses), 2500 calories per person per day (approx.3 1/2 lb. unprepared food).
- Provide communications, where needed, to link mass care centers to the EOC.
- Request necessary food supplies, equipment, and supplies to operate care facilities.

- Coordinate with neighboring jurisdictions for the care of students if evacuation is required.
- Evacuate and relocate any mass care facilities which become endangered by any hazardous conditions.
- Coordinate efforts with American Red Cross, Salvation Army, campus religious centers, and other emergency welfare agencies.
- Ensure procedures are in effect to link Registration & Inquiry operations at different care centers with the EOC.
- Develop plans to close down the care centers as the emergency stabilizes or another temporary housing becomes available.

Transportation

The following action may/will be taken under any major emergency affecting the campus.

- Determine the status and location of all campus-owned vehicles and drivers.
- Determine the status of fuel storage pumps and determine if they are operable. If not, proceed to make necessary repairs, supply emergency power, etc.
- Determine spare parts inventory and establish repair schedule for damaged vehicles.
- Stage all available vehicles at a designated location.
- Determine the probable requirement for vehicle use during the anticipated duration of the emergency.
- When directed by COMMAND, request additional transportation resources as necessary through the city, county, or private rental agencies.
- When directed by COMMAND, request through the city, county, or private concerns, heavy-duty equipment as necessary i.e.: earthmovers, forklifts, tractor trailers, cranes, etc.
- Provide equipment operators as needed.
- Dispatch vehicles and equipment as requested by the EOC. Ensure the FINANCIAL SERVICES COORDINATOR is aware of any direct arrangements made with an off-campus vehicle and/or equipment provider.

Checklist	Title	Position
4-D	*Facilities Management*	Primary: *Facilities Management Tech I* Alternate: *Facilities Management Tech II*
	Facilities Management set up and maintain the College facility needs to support the emergency.	

PRIMARY RESPONSIBILITIES

- Assist with finding temporary facilities.
- Set up and maintain emergency facilities.

SUPPORT RESPONSIBILITIES

- Assist **CARE/SHELTER/TRANSPORTATION** with establishing temporary campus rest areas and shelter sites as needed.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the Emergency Operations Center (EOC) and check in with the LOGISTICS COORDINATOR.
- Provide information and recommendations to the **PLANNING COORDINATOR** for facilities and locations (playing fields, parking lots) that can be used for emergency operations.
- Coordinate with the EOC to determine the facility needs of the campus.
- Set up any emergency operations facilities, as requested. These might include:
- An alternate Emergency Operations Center
- First Aid station
- An alternate Communications dispatch center
- Assembly locations for evacuations
- Rest areas for emergency workers
- Coordinate with BUILDING AND UTILITIES to verify sites are safe for occupancy.
- Assists CARE/SHELTER/TRANSPORTATION with establishing temporary campus rest areas and shelter sites as needed. Provide information on available locations.
- Provide information and recommendations to the PLANNING COORDINATOR for the After-Action Report.

ADDITIONAL ITEMS THAT FACILITIES MANAGEMENT SHOULD
FOCUS ON: SECURITY AND ACCESS CONTROL

- Perimeter security needs and resources for night operation.
- Will the campus become a reception point for outside victims?

Extended Operations

- Some incidents could extend for several hours or days. **FACILITIES MANAGEMENT** must determine continued availability of staff and resources and arrange for replacements.

Checklist	Title	Position
4-E	***Human Resources***	Primary: ***VP of Human Resources***
		Alternate: ***Dir. HRIS & Faculty Contracts***
	Human Resources determines the status and location of all personnel. Provides information about available staff. Assists in determining staff recall needs, receiving and processing injury reports, compensation claims, and other personnel-related matters.	

PRIMARY RESPONSIBILITIES

- Determine the status and location of all personnel.

- Provide information about available staff.

- Register and assign all volunteer workers.

- Assist in the determination of staff recall needs.

- Receive and process injury reports, compensation claims, and other personnel-related matters.

- Make family notifications as needed.

SUPPORT RESPONSIBILITIES

- Compile personnel information for OES/FEMA DOCUMENTATION.

- Assist **OPERATIONS** Coordinator with policy decisions regarding extended work hours and duties.

FOR ACTION

- Keep a detailed log of your activities.

- Report to the Emergency Operations Center (EOC) and check in with the LOGISTICS COORDINATOR.

- Coordinate with the EOC and other staff to determine the status of all college faculty, staff, and students.

- Provide information to the **LOGISTICS COORDINATOR** about the available staff.

- Coordinate with EOC staff to determine staffing needs and provide staff as available.

- Assist OPERATIONS with determining policy for overtime hours, extended workdays, and special duty assignments.

- Compile overtime costs and provide, along with other personnel information, for OES/FEMA.

DOCUMENTATION

- Receive (from the MEDICAL Team) and keep on file records of all injuries and casualties. Handle notifications and family messages for employees.

- Arrange for the recruitment and orientation of any temporary employees.

- Register and maintain records on any volunteers that are used.

- Provide information and recommendations to the PLANNING COORDINATOR for the After-Action Report.

ADDITIONAL ITEMS THAT THE HUMAN RESOURCE OFFICER SHOULD FOCUS ON:

CONTINUED OPERATIONS AND RESOURCES

- Estimate the duration of the response and develop plans for replacing human and physical resources.

SECURITY AND ACCESS CONTROL

- Perimeter security needs for storage and distribution sites and resources for night operations.

Volunteer Workers Operation

RESPONSE-ALL HAZARDS

The following action may/will be taken under any major emergency affecting the campus.

FIRST PRIORITIES:

- Identify personnel resources on duty and available.
- Determine the number of additional personnel needed and skills required.
- Establish a pool of available personnel.
- Activate community resource plans.
- Provide the INCIDENT COMMANDER with the current status of staff.
- Establish a clearinghouse for employee information.
- Maintain employee records for payroll or claims purposes.
- Contact functional coordinators and determine staffing needs.
- Establish a process to register all volunteers and issue ID cards.
- Set up volunteer assignments and schedules.
- Establish schedules for work crews and arrange for relief.

EARTHQUAKE CONSIDERATIONS:

- Coordinate with Situation Status Officer to determine the structural status of buildings before assigning volunteer workers.
- Plan for the possibility that prior established routes will be blocked and impassable.
- Coordinate with Medical staff the use of volunteer personnel for the rescue of injured.
- Determine specialized equipment and personnel needed.

HAZARDOUS MATERIAL INCIDENT/FIRE CONSIDERATIONS:

- Develop staging area away from the hazard for volunteers.
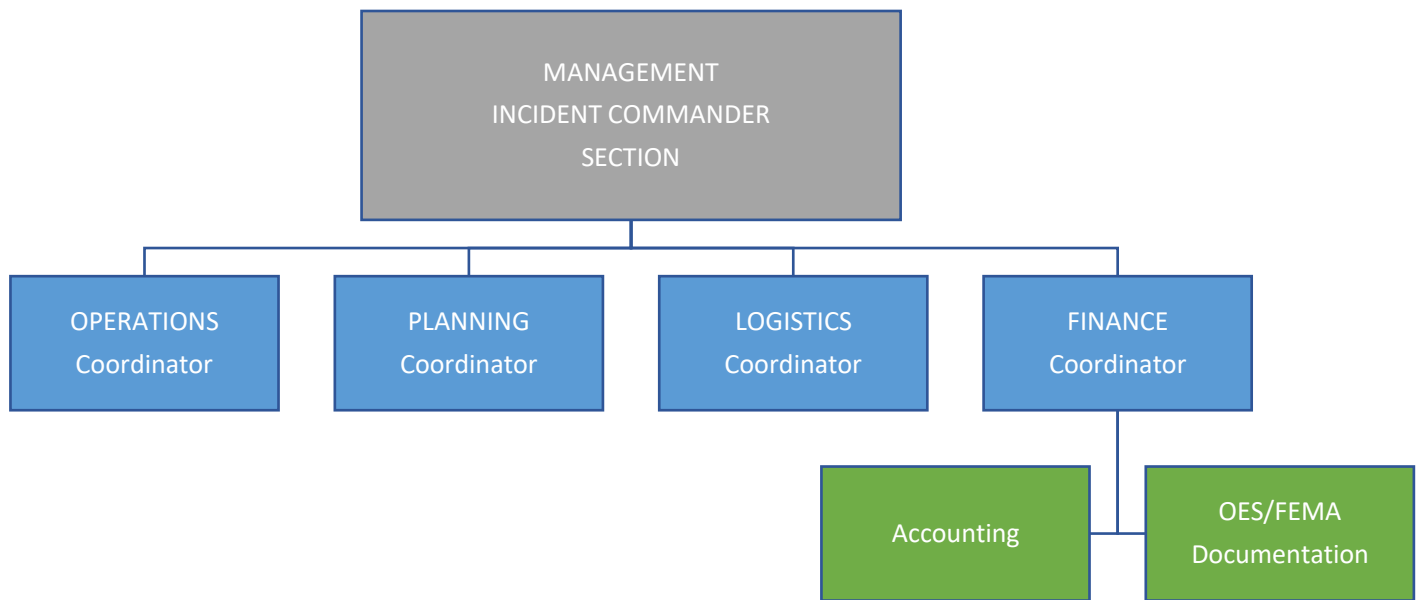- Ensure personnel has adequate protective clothing and equipment.

- Ensure the operational area has been evaluated by Health & Safety personnel.

ADDITIONAL CONSIDERATIONS:
- Identification of staff, equipment, and supplies needed for long-term operations.
- Special equipment needed for night operations.
- Staging areas and requirements for incoming assistance.

Finance Section

The Finance Section is responsible for all accounting and financial aspects of the disaster and any other administrative requirements. The functions under this Section are Accounting and OES/FEMA Documentation.

```
                        MANAGEMENT
                    INCIDENT COMMANDER
                          SECTION

   OPERATIONS      PLANNING       LOGISTICS       FINANCE
   Coordinator    Coordinator    Coordinator    Coordinator

                                          Accounting    OES/FEMA
                                                       Documentation
```

Finance Coordinator

The Finance Coordinator is responsible for the supervision of Accounting and OES/FEMA Documentation and financial aspects of the response, as well as all documentation and oversight of the process for the disaster assistance application.

Finance Support Positions

The structure of Incident Command allows for special units under a Section to be established to effectively deal with the incident. For the campus setting the following units could be activated and supervised under the Finance Section Coordinator.

Accounting

The responsibility of this function is to keep time records for all personnel involved in the disaster response and to obtain and record all damage cost information by site.

OES/FEMA Documentation

The OES/FEMA Documentation staff initiates, prepares, and maintains a documentation package (or binder) that contains the documentation files and records supporting the disaster assistance application process.

FINANCE SECTION CHECKLISTS

Assignments and Responsibilities

This chapter contains the functional checklists for the Finance Section assignments.

Checklist	Title	Position
5-A	*Finance Coordinator*	Primary: ***VP of Finance & Administration*** Alternate: ***Exec. Dir. of Budget & Financial Planning***
	The Finance Coordinator sets up the accounting system to be used for the emergency and oversees all accounting and financial aspects of the disaster.	

PRIMARY RESPONSIBILITIES

- Function as the head of the FINANCE Section.
- Set up the accounting system to be used for emergency.
- Oversee all accounting and financial aspects of the disaster.
- Prepare periodic budget reports for the Incident Commander and college files for each major site for tracking expenses for the OES/FEMA disaster assistance application requirements.

SUPPORT RESPONSIBILITIES

- Assist with damage estimates.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the Emergency Operations Center (EOC), activate and organize the Fiscal Services, activate the Accounting and OES/FEMA Documentation functions.
- Establish a journal/log for recording major activities.
- Set up the accounting system for the emergency, including labor purchasing contracts and all other accounts.
- Oversee all accounting and financial aspects of the disaster.
- Prepare periodic budget reports for the Incident Commander containing estimated damage
- amounts (coordinated with Damage Assessment) and estimated emergency expenditures (coordinated with Planning and Logistics).
- Ensure that OES/FEMA documentation files for each major facility are initiated and expenses tracked by site in preparation for state and federal disaster assistance eligibility requirements.
- Compile the overtime costs and provide other personnel information for OES/FEMA documentation.
- Assist the Damage Assessment Officer with the preparation of reports and damage estimates.
- Provide information and recommendations to the Planning Coordinator for the After Action report. Continue to follow through with the OES/FEMA disaster assistance application process.

ADDITIONAL ITEMS THAT THE FINANCE COORDINATOR SHOULD FOCUS ON:

Campus Conditions

- What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Recovery Expectations

- When will the academic process resume?

Documentation

- Remind Emergency Section Coordinators and Officers concerning documentation of their activities for recovery records.

Checklist	Title	Position
5-B	*Accounting*	Primary: ***Assistant VP of Finance & Controller***
		Alternate: ***Exec. Dir. Budget & Financial Planning***
	Accounting provides accounting documentation of all emergency expenses, audits all expenditures and records, and supports the OES/FEMA Documentation.	

PRIMARY RESPONSIBILITIES

- Provide accounting documentation of all emergency expenses.
- Audit all expenditures and records.

SUPPORT RESPONSIBILITIES

- Support the OES/FEMA DOCUMENTATION.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the Emergency Operations Center (EOC), to the FINANCE COORDINATOR, and set up the Accounting function by computer. If the power is out, use a manual system.
- Assign a disaster account code for use in all emergency-related transactions to provide a tracking mechanism for calculating all disaster costs.
- Obtain copies of all purchase orders, contracts, labor hour reports, and other expense records pertaining to the emergency response.
- As soon as possible, provide a disaster cost estimate to the FINANCE COORDINATOR, updating the report as requested.
- Set up an accounting file by the facility; prepare files to provide detail on additional workforce labor, individual invoices for expenses, time records, etc.
- Maintain the files throughout the emergency and forward for OES/FEMA DOCUMENTATION. (It is helpful to organize the files as binders, with duplicates prepared for the disaster assistance program application.)
- Provide information and recommendations to the PLANNING COORDINATOR Officer for the After Action Report.
- Assist with the OES/FEMA disaster assistance application process.

ADDITIONAL ITEMS THAT THE ACCOUNTING UNIT SHOULD FOCUS ON:

Campus Condition

- What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Checklist	Title	Position
5-C	***OES/FEMA Documentation***	Primary: ***Mgr. Financial Services***
		Alternate: ***Administrative Assistant***
	OES/FEMA Documentation prepares and maintains the OES/FEMA documentation package, maintains the documentation files, and supports the disaster assistance application process.	

PRIMARY RESPONSIBILITIES

- Prepare and maintain the OES/FEMA documentation package.

- Maintain the documentation files supporting the disaster assistance application process.

FOR ACTION

- Keep a detailed log of your activities.

- Report to the Emergency Operations Center (EOC) and the FINANCE COORDINATOR.

- Coordinate with the **FINANCE COORDINATOR** to obtain source documentation for every OES/FEMA expense area.

- Set up and maintain a binder or other system for documentation information.

- Make arrangements to attend the briefing with a representative appointed by the FISCAL SERVICES and be prepared to submit a Notice of Interest at that time. Time records, etc.

- Make sure you have a valid document on file to substantiate every expense listed in your application.

- Provide information and recommendations to the Planning Coordinator for the After-Action report.

- Manage the OES/FEMA disaster assistance application process. Keep a duplicate of the binder ready for inspection and review during the application and reimbursement process.

ADDITIONAL ITEMS THAT THE OES/FEMA DOCUMENTATION UNIT SHOULD FOCUS ON:

Campus Condition

- What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

SECTION FIVE – AREA-SPECIFIC EMERGENCIES

SUBJECT: *SUICIDE AND ATTEMPT SUICIDE RESPONSE*

- Call Safety and Security Department immediately.
- Give your name, location, and description of the person in crisis.
- Describe the type of action the person in crisis has taken or may take.
- If the person is talking about suicide, try to keep the person in one location until the Safety and Security Department arrives on the scene.
- If the person has overdosed, try to keep this person awake.
- If the person has a weapon, stay away from this person, and warn others to do the same.
- If this person is contemplating jumping from a building, keep a safe distance and let the person know that help is on the way.
- Try to warn those below to keep the area clear of foot traffic.
- If a person is successful, the area will be treated as a crime scene, and those in the area will be asked to cooperate as witnesses.
- If you believe another subject was involved with the person's suicide or attempt, inform the Safety and Security Department immediately.

NOTE: "Suicide by Cop" is another common form of suicide that one may try to utilize. "Suicide by cop" is a colloquial term used to describe an incident in which a suicidal individual consciously engages in life-threatening behavior(s) to the degree that it compels a police officer to respond with deadly force.

Guidelines for dealing with potential suicide:
- Call the Safety and Security Department immediately.
- Don't try to minimize the situation by telling the person how well off he/she is compared to others.
- Don't argue with the person.
- Don't be judgmental or moralizing about the situation.
- Don't deal with the person alone.
- Don't leave the person alone.
- Ensure the person doesn't have access to any harmful objects or substances.

Warning signs of suicide:
- Ideation (thinking, talking, or wishing about suicide).
- Substance use or abuse (increased use or change in substance).
- Purposelessness (no sense of purpose or belonging).
- Anger.
- Trapped (feeling like there is no way out).

- Withdrawal (from family, friends, work, school, activities, & hobbies).
- Anxiety (restlessness, irritability, & agitation)
- Recklessness (high risk-taking behavior)
- Mood disturbance (dramatic changes in mood)

Additional warning signs of suicide:
- Talking about suicide.
- Looking for ways to die (internet searches on how to commit suicide, looking for guns, pills, etc.)
- Preoccupation with death.
- Loss of interest in things one cares about.
- Visiting or calling people one cares about.
- Making arrangements; setting one's affairs in order.
- Giving things away, such as prized possessions.

Remember that the person who is in distress is asking for help from you in the only way possible for him/her at the time. You are not betraying the person by providing this help. It is best to have the person hospitalize himself/herself if necessary. It is important to know that the person can only be hospitalized in two ways: a) by choice, or b) by police if he/she is dangerous to himself/herself or others.

SUBJECT: MEDICAL/ FIRST AID EMERGENCIES

EMERGENCY ACTION

1. CALL "911"
2. DO NOT MOVE THE VICTIM UNLESS SAFETY DICTATES
3. IF TRAINED:
    - APPLY FIRST AID
    - USE PRESSURE TO STOP BLEEDING
    - USE CPR IF THERE IS NO PULSE OR NOT BREATHING

During a medical emergency, good communication is as important as first-aid rendered. The information is passed from the caller to the EMTs or Safety and Security Department Personnel, and each step in the communication process is vital for the victim. When calling the Paramedic **[911]** or Safety and Security Department [*ext. 6965/310-665-6965*] be prepared to give the following information:

A. Description of the victim, i.e., bleeding, breathing, ill
B. Your name
C. Location and extension number of victims

IMPORTANT: Deciding whom to call during an emergency is your decision. If the situation is serious, immediately call "**911**", then Safety and Security Department at *ext. 6965/ 310-665- 6965.*

Operations Manager – ext. 2609*(310-846-2609)*
Safety and Security Department – *ext. 6965 (310-665-6965)*

FIRE

PARAMEDICS 911

POLICE

AMBULANCE

DURING REGULAR BUSINESS HOURS (8:45 am to 4:00 pm)
CALL**: STUDENT HEALTH CENTER** *(310) 846-5738*

AFTER BUSINESS HOURS/ ON WEEKENDS CALL**:**
HOSPITALS: Marina Del Rey Hospital MEDICAL *(310) 823-8911*
CLINIC: CONCENTRA MEDICAL CLINIC **(310) 215-1600**

FIRST AID

First-aid has three(3) objectives:

1. To save a life
2. To prevent worsening injury(s) or condition(s)
3. To relieve anxiety, pain, and discomfort

First-aid measures are taken until the arrival of **HELP** or professional assistance. ***WHAT TO DO IF YOU ARE ALONE?*** The most important thing to remember in dealing with medical emergencies is that quick and proper actions are extremely important.

Call Safety and Security Department at ext. *6965/ (310) 665-6965* or dial "**911**". If "911" is called it is important that Safety and Security Department is also notified so they may direct emergency vehicles and support groups.

State that medical aid is needed and provide the following information:

- Address where aid is needed [9045 Lincoln Blvd. Los Angeles]
- Location of the injured person, i.e., building name, floor, room number, or area.
- Type of injury or problem
- The individual's present condition
- The events leading to the emergency
- Medical history and name of the injured person's doctor, if known
- The phone number you are calling from

The person making the call should stay on the phone with the dispatcher and answer any questions, possibly regarding the condition(s) of the injured person(s), so information can be radioed to responding units.

SEVERE WOUNDS AND BLEEDING

- Using a clean cloth or hand, apply direct pressure on the wound
- Elevate body parts. (**DO NOT** elevate a body part with broken bone(s)!
  (*the first two(2) directions will stop 80% - 90% of bleeding wounds*)
- Apply pressure to the pressure point closest to the injury. (Arm wounds: brachia! Artery/leg wounds: femoral artery)
- Add more cloth if blood soaks through

CAUTION: TO PREVENT TRANSMISSION OF DISEASES, WEAR GLOVES AND PROTECTIVE EYEWEAR.

BROKEN BONES

DO NOT move the victim unless he/she is in immediate danger of further injury.

Check for:

- Breathing – give mouth-to-mouth resuscitation if needed.
- Bleeding – apply direct pressure to the wound.
- Shock – Keep the victim calm and warm

Call for help

DO NOT try to push broken bone(s).

DO NOT try to straighten or move a suspected fractured limb.

DO NOT allow the victim(s) to walk around.

DO NOT move the victim of a suspected back injury unless of an extreme danger.

BURNS: [THERMAL & CHEMICAL]

- Immerse burned area in cool water
- Flush the chemical burn with cool water
- Cover burns with dry, clean, non-sticky bandage or cloth
- Keep victim(s) warm and comfortable

CHOKING

- If the victim(s) is coughing or speaking, **DO NOT** interfere. Encourage the victim to keep coughing.
- If the victim(s) **CAN NOT COUGH, SPEAK, OR BREATHE, GIVE ABDOMINAL THRUSTS.**

DROWNING

- Get the victim(s) immediately out of the water.
- Turn the victim(s) face downward. Allow a few seconds for the water to drain from the lungs.
- If the victim(s) coughs/ sputters and starts breathing without assistance, he/she will rid self of the remaining water. You need someone to call Safety and Security Department (ext. *6965 or (310) 665-6965)*. Stay with the victim to make sure recovery continues. However, if a victim is not breathing after a few seconds for the water to drain from the lungs, turn the victim over on his/ her back and start mouth-to-mouth resuscitation.
- If someone else is around, have them get help. Leave the victim only long enough to either get someone else to call for help or for you to get to a phone and call Safety and Security Department (*ext. 6965/310-665-6965*) or "911".

DRUG OVERDOSE/ ALCOHOL POISONING

- Call immediately for help.
- Check the victim(s) breathing and pulse. If breathing stops or is weak, perform mouth-to-mouth resuscitation.

CAUTION: Revived victims of alcohol poisoning can be violent both toward themselves and others.
BE CAREFUL!

While waiting for help;

- Watch breathing.
- Cover the victim for warmth with a blanket.
- Do not throw water in the victim(s) face.
- Do not give liquor or stimulants.
- Lie victim(s) on their side to prevent vomiting and choking.

REMEMBER: Alcohol in combination with other drugs can be deadly.

ELECTRIC SHOCK

- Do not touch the person who has been in contact with the electrical current until the electricity has been turned off. This must be done at the plug, circuit breaker or fuse box.
- If the victim is in contact with a wire or a downed power line, use a dry stick to move it away.
- Check for breathing - if the victim(s) stops breathing or is weak, immediately start mouth-to-mouth resuscitation.
- Call for help. While waiting for help to arrive:
  - Keep the victim(s) warm (cover with a blanket or coat).
  - Give the victim(s) nothing to eat or drink until he/ she has seen a doctor.
  - Give the victim(s) assurance that help is on the way.

FAINTING, UNCONSCIOUSNESS AND SHOCK

- Have the victim lie or sit down and rest.
- Keep the victim comfortable, not hot or cold, until help arrives.
- Treat other injuries

FRACTURES AND SPRAINS

- Keep victim still.
- Keep injured area immobile.
- **CAUTION**: for suspected head, neck, or back injuries; keep the victim still. Treat for shock and keep warm

HEAD INJURIES
- If there is bleeding from an ear, it may mean a skull fracture.
- When you suspect an existing skull fracture, special care must be taken to stop any scalp bleeding. Heavy bleeding from the scalp occurs even when injury (ies) are not serious.
- Do not press too hard. Be extremely careful when applying pressure over the wound so bone chips from a possible fracture will not be pressed into the brain.
- Do not bend the victim(s) neck as it may be fractured.
- Call for help. Let a professional medical person [paramedic, EMT, doctor, or nurse] clean the wound and if necessary, stitch it.

HEART ATTACK
- If the victim is conscious, he/she may be more comfortable sitting up.
- If unconscious, place the victim down on his/her back.
- If trained, give resuscitation or CPR, as necessary.
- Keep the victim comfortable until help arrives.

INTERNAL BLEEDING
- If the victim(s) are coughing or vomiting up blood or "coffee ground" material, they may have internal bleeding.
- Have the victim(s) lie flat on their back and breathe deeply.
- Call for help. Do not let the victim(s) take any medication until a professional medical person approves.
- Treat for shock.

POISONING
- If a child or adult is suspected of swallowing any substance that might be poisonous, assume the worst. "**TAKE ACTION**"!
- Call for help. Call "**911**" for the Paramedics AND Safety and Security Department at ext. 6965 (or 310-665-6965) or *Emergency Phone* located at elevators on each floor). Have suspected items, substances, or containers available for responding emergency units.
- If the victim is unconscious:
  - Make sure the victim is breathing. +If not, tilt the head back and perform mouth-to-mouth resuscitation.
  - Do not give anything by mouth.
  - Do not attempt to stimulate the victim.
- If victim is vomiting:

- o Roll the victim over on his/her left side to prevent choking.
- o Keep the victim calm and warm.
- Be prepared, keep all emergency phone numbers near the phone and often review first aid procedures.

MOUTH-TO-MOUTH RESUSCITATION
- Place victim on his/her side and remove foreign matter from the mouth with your finger.
- Place victim on his/ her back.
- Tilt victim(s) head back to open the air-way.
- Close victim(s) nostrils with your fingers.
- Inhale and close your mouth.
- Exhale until victim(s) chest expands.
- Repeat every five [5] seconds.
- Continue until help arrives.
- If a problem exists, check the victim(s) for air-way obstruction(s).

SEIZURES
During the seizure:
- Let the seizure run its course.
- Help the victim lie down to avoid injury.
- Move items away from the victim that might cause injury.
- Loosen restrictive clothing.
- Do not try to restrain the victim, **AND DO NOT PUT ANYTHING IN THEIR MOUTH**!
- Have someone immediately call Safety and Security Department (*ext. 6965/310-665-6965*) or dial "911"

After the seizure:
- Check to see if the victim(s) is breathing. If he/ she is not, give mouth to mouth resuscitation.
- Check to see if the victim(s) is wearing a medical emergency alert or similar communication of medical emergency requirement.
- Check to see if the victim(s) has any burns around the mouth; this might indicate poison.
- Stay with the victim as he/she may be conscious, but not talkative when the intense movement stops.
- Send for help as soon as possible.

SUBJECT: *EXPLOSION OR SIMILAR INCIDENT*

- Immediately take cover under tables, desks, or other objects that give protection from broken glass or debris.

- After the effects of the explosion have subsided, call the Safety and Security Department immediately.

- Give your name; describe the location and nature of the emergency.

- Evacuate the immediate area of the explosion by quickly walking to the nearest exit, alerting people as you go.

- Be aware of structural damage. Stay away from glass doors and windows.

- Do not touch or move any suspicious object.

- Assist others, especially the injured and disabled, in evacuating the building.

- Once outside, move to a clear area at least 300 feet away or to the closest parking lot from the affected building.

- Keep the walkways clear for emergency vehicles.

- To the best of your ability, and without re-entering the building, assist Safety and Security Department and emergency personnel in their attempt to determine that everyone has evacuated safely.

- Do not return to a building until told to do so.

SUBJECT: UTILITY FAILURE

EMERGENCY ACTION

1. **CALL** Facilities Management AT EXT. *6872/310-665-6872*
2. **CALL** Safety and Security Department AT EXT. *6965/310-665-6965*
3. **EVACUATE** IF NECESSARY

In the event of a major utility outage during regular working hours (8:30 am to 5:00 pm, Monday through Friday), call Facilities Management immediately at *ext. 6872/310-665-6872*

If there is a potential danger to the building occupants, or if the utility failure occurs after hours, on the weekend, or a holiday, notify Safety and Security Department at ext. *6965/310-665-6965*.

Otis Facilities Management Staff and/or Safety and Security Department will check all buildings in the event of a power failure. Do not evacuate a building unless directed to do so by Safety and Security Department, Otis Facilities Management, or L.A.P.D., Do not return to an evacuated building unless the **"ALL-CLEAR"** signal is given.

ELECTRICAL/ LIGHT FAILURE:

At present, most buildings are equipped with emergency lighting. If the light fails to operate, or there is insufficient light to safely evacuate, it is advisable to have a flashlight nearby for emergencies. If it appears that only your building is without power, call Otis Facilities Management and/or Safety and Security Department.

ELEVATOR FAILURE:

If you are trapped in an elevator, use the Emergency Phone inside the elevator to call the elevator company. Activate the emergency alarm on the control panel. Stay calm and encourage others to do the same; help is on the way.

PLUMBING FAILURE/ FLOODING/ WATER LEAK:

1. Cease using all electrical equipment.
2. Notify Otis Facilities Management at ext. *6872/310-665-6872* and/or Safety and Security Department at *ext. 6965/310-665-6965*.
3. Evacuate the immediate area to prevent injuries.

NATURAL GAS LEAK:

1. Cease all operations.

2. Evacuate the area immediately.

3. Notify Otis Facilities Management at ext. *6872/310-665-6872* and/or Safety and Security

    Department at ext. *6965/310-665-6965*.

DO NOT SWITCH LIGHTS ON OR OFF OR UNPLUG ANY ELECTRICAL EQUIPMENT!

Electrical arcing could trigger an explosion.

VENTILATION PROBLEMS:

1. If smoke or odor comes from the ventilation system, immediately call Otis Facilities Management at

    ext. 6872/310-665-6872 and/or Safety and Security Department at *ext. 6965/310-665-6965.*

2. If necessary, cease all operations and vacate the area.

DO NOT RETURN TO AN EVACUATED AREA UNLESS THE "ALL CLEAR" SIGNAL IS GIVEN.

SUBJECT: *BUILDING EVACUATION*

EMERGENCY ACTION

1. WHEN THE ALARM SOUNDS, **LEAVE IMMEDIATELY**!

2. **ASSIST THE HANDICAPPED**

3. **DO NOT USE THE ELEVATOR UNLESS INSTRUCTED TO DO SO BY EMERGENCY PERSONNEL**

4. **GO TO AN ASSEMBLY AREA DESIGNATED BY EMERGENCY RESPONSE PERSONNEL**

    a. All building evacuations occur when an alarm sounds continuously or upon notification by emergency personnel, Facilities Management and/or Safety and Security Department.

    b. Be aware of marked exits from your area and building. Know the routes from your work area. Marked exit signs are in all on-campus buildings.

    c. Take note of physically handicapped individuals in your area who may need assistance.

    d. If necessary or if directed to do so by an emergency official(s), activate the building alarm.

    e. **DO NOT USE ELEVATORS** during an emergency evacuation.

    f. When the building fire alarm sounds or when told to leave by an emergency official(s), quickly walk to the nearest marked exit and ask others to do the same. Once outside, move to an area designated by emergency personnel.

DO NOT return to an evacuated building until the "ALL-CLEAR" signal is given by Otis Facilities Management or Safety and Security Department.

SUBJECT: *ELEVATOR EMERGENCY*

EMERGENCY ACTION

1. **REMAIN CALM**
2. **PULL THE ELEVATOR ALARM FOR ACTIVATION**
3. **PICK UP THE ELEVATOR PHONE. IT DIALS TO THE ELEVATOR COMPANY. TELL THEM**:
   - **NAME AND ADDRESS OF OTIS BUILDING**
   - **WHICH ELEVATOR**
   - **WHICH FLOOR IT STOPPED**
   - **HOW MANY PEOPLE ARE IN THE ELEVATOR, AND ANY INJURIES**
   - **KEEP EVERYONE CALM IN THE ELEVATOR**

If you are near the elevator and hear the elevator alarm:

1. **IMMEDIATELY** contact the Safety and Security Department Desk (ext. 6965/310-665-6965). Advise them of the situation.
2. Notify the Facilities Management ext. 6872/310-665-6872).
3. Before you hang up, ensure Facilities Management and/or Safety and Security Department have all the necessary information! They will coordinate the rescue operations.
4. If you can hear the people in the elevator, assure them that no danger exists. Elevators have mechanical safety breaks that operate in all situations, even during power failure.
5. Try to keep the occupants calm and tell them that help is on the way.

If necessary, the LA Fire Department, EMTs, or Paramedics will provide medical assistance.

THE ACTIVATION OF BUILDING FIRE ALARMS MAY CAUSE BUILDING ELEVATORS TO STOP AT THE NEAREST FLOOR OR RECALL TO THE FIRST FLOOR AND LOCK THE DOORS OPEN. NEVER USE ANY ELEVATOR TO EVACUATE BUILDING(S).

SUBJECT: *TRAFFIC COLLISIONS*

- Call Safety and Security Department immediately.

- Give your name, location, and vehicle descriptions.

- Advise if there are injuries, traffic problems, or any hazards.

- If you're involved in or observe a hit-and-run collision, note down the suspect vehicle plate number, suspect vehicle description, the direction of travel, and suspect driver description.

SUBJECT: *CRIME AND VIOLENT BEHAVIOR*

EMERGENCY ACTION
IN-PROGRESS INCIDENTS:

1. **CALL 911**
2. **GIVE YOUR NAME, LOCATION AND TYPE OF INCIDENT**
3. **MAKE SURE THE DISPATCHER KNOWS THAT THE INCIDENT IS IN PROGRESS**

The Safety and Security Department Desk is located on the First Floor of Ahmanson Hall and is staffed 24 hours a day all year long for your assistance and protection.

HOW TO REPORT:

From an Otis line, dial "911" for the Los Angeles Police Department's emergency line. In the event you directly contact LAPD, you **MUST** also contact the Otis Chief Facilities and Operations Officer (***ext. 6872/310-665-6872***) and/or the Safety and Security Department (***ext. 6965/310-665-6965***). From a pay phone or phone not on the Otis phone system, dial "**911**" and ***310-665-6965*** for Safety and Security Department.

REPORTING CRIMES IN-PROGRESS:

If you are a victim or a witness to any in-progress criminal offense, report the incident as soon as possible to LAPD. Provide the following information:

- Nature of the incident. **MAKE SURE** the dispatcher understands the incident is **IN PROGRESS!**
- Location of the incident.
- A description of the involved suspect(s).
- A description of any involved weapon(s).
- A description of the involved property.

Stay on the line with the dispatcher until an officer arrives at the scene. Keep the dispatcher informed of any changes in the situation so that updated information can be relayed to responding units. Even if you are the victim and are unable to communicate further, keep the line open. The dispatcher may gain information by hearing what is going on at the scene.

REPORTING CRIMES NOT IN PROGRESS:

Even though it seems futile, all crime(s) should be reported. Police can identify suspects with physical evidence at the scene or by comparing the method(s) of operation {MO}, the crime com- mitted in the area and the habits of known criminals. In addition, Police may recover stolen property and trace it to the thief.

Be prepared to provide the following information to the investigating officer: the time when the incident occurred; if it was a property crime; what was taken or damaged, including an accurate description with serial numbers and approximate value(s) of item(s); and the names (and/ or) descriptions of suspects or witnesses.

SUBJECT: TERRORIST INCIDENT

NOTE: There is usually little or no warning for a terrorist incident. An individual must use his/her own discretion during a terrorist incident as to how to respond. However, best practices for a terrorist incident are listed below:

At all times:

- Be aware of your surroundings.
- Note suspicious items, packages, or vehicles that seem out of place and report them to the Safety and Security Department.
- Note suspicious activities or behaviors and report them to the Safety and Security Department.

Potential targets recognized by the U.S. Government:

- Airports, seaports, and harbors
- Major cities or landmarks
- Large crowds
- Infrastructuresre such as power plants, transportation centers, or communication centers
- Businesses, industrial centers, and large sporting events

Types of terrorist attacks

- **Explosive** devices cause detonations which throw debris into the air and start fires. Explosive devices can be left in place and detonated remotely or carried by a vehicle or even an individual. Explosive devices are used in most terrorist attacks.
- **Biological** agents such as bacteria, viruses, and toxins typically make people sick.
- **Chemical** agents are toxic to people, plants, or animals and are found in the form of solids, liquids, vapors, or aerosols.
- **Radioactive** attacks include nuclear explosions and "dirty bombs." A "dirty bomb" is designed to spread radioactive material over a region.

Protective measures to implement following a terrorist incident:

- Distance yourself from the location of the incident and seek shelter as soon as possible.
- Follow instructions from Safety and Security Department or emergency personnel.
- If exposed to a chemical agent or if you have trouble breathing, use your clothing as a simple filter by covering your face and breathing through your clothing.
- If exposed to a chemical, biological, or radioactive agent, change out of any contaminated

clothing shower, put on clean clothing, and seek medical attention as soon as possible.

- Seek medical attention as soon as possible for any injuries, if you have trouble breathing, or believe you were exposed to a contaminating agent.

Chemical or BioTerrorism

The covert release of a chemical or biological agent will almost certainly go initially undetected in most areas of the country. Infected persons begin to be present at doctor's offices, managed care clinics, and hospital emergency rooms days, and perhaps weeks after the release of the chemical or biological agent.

In an overt release, officials will have advanced notice of the outbreak, but most local public health systems will be overwhelmed by community requests for information and treatment as soon as the threat is made public.

Campus response to confirmed incidents of this nature will probably be limited to the following possibilities, depending on circumstances:

- Act as an information source, passing on information from Center of Disease Control (CDC), and other government agencies, to students and staff via existing information channels. Information might include infection control precautions and treatment facilities, etc.
- Potential evacuation and closure of facilities.
- Cooperate with the use of College facilities, if requested, by local agencies.
- Use of universal precautions in the handling of victims to prevent the further infection or contamination of students and staff.

Suspicious Mail

- If a Radiological, Biological, or Chemical threat is identified in any letter, parcel, or package:
- Do not handle the mail piece or package suspected of contamination.
- Call Safety and Security Department immediately.
- Make sure that damaged or suspicious packages are isolated, and the immediate area cordoned off.
- Ensure that all persons who have touched the mail piece wash their hands with soap and water.
- List all persons who have touched the mail piece or package.
- Include contact information and have this information available for the Safety and Security Department.
- Place all items worn when in contact with the suspected mail piece in plastic bags and have them available for law enforcement agents.
- As soon as practical, shower with soap and water.

SUBJECT: SEVERE WINDS

- Windstorms severe enough to cause damage may occur at infrequent intervals and may be accompanied by torrential rains.

- At the time of warning of impending severe winds, property and equipment not properly anchored should be moved inside a building or tied down. Close windows.

- The best protection in severe winds is in permanent buildings. As a result, steps will be taken to ensure the safety of students/personnel within buildings rather than to evacuate.

- Time permitting, students in temporary structures will be moved to a permanent structure.

- Immediately after the cessation of severe winds, Facilities Management & Planning and Safety and Security Department will inspect the campus for damage and safety hazards.

SUBJECT: *BIOLOGICAL EMERGENCY*

BACKGROUND

A Biological Emergency is an incident involving the release of, exposure to, toxins that are capable of causing bodily harm or death. A biological agent can come in the form of a solid, powder, liquid, or gaseous state.

A biological agent can be introduced through the following:

- By mail, via contaminated letter or package
- Using a small explosive device to help it become airborne
- Through a building's ventilation system
- Using a contaminated item, such as a backpack, book bag, or other parcel left unattended
- By intentionally contaminating a food or water supply
- By aerosol release into the air
- By a missile warhead

The following indicators may suggest the release of a biological substance:

Multiple victims suffering from watery eyes, twitching, choking, or loss of coordination, or having trouble breathing, severe vomiting, diarrhea, and abdominal cramping (if foodborne or waterborne). Also, severe skin reactions for certain other agents. Other indicators may include the presence of distressed animals or dead birds.

Anthrax

Anthrax is the most common of biological agents. Anthrax is a disease-causing organism which can produce and keep spreading long after its release. Anthrax has a low mortality rate when properly treated. Anthrax is usually sent to individuals by letters or packages.

The following steps will assist in identifying suspicious letters or packages:

- The mail is unexpected, or from someone you do not know
- It is addressed to a title, but no name
- It is addressed to someone no longer at your address
- It is handwritten and has no return address or bears one that you cannot confirm its legitimacy
- The return address does not match the postmark
- Common words are misspelled
- It is lopsided or lumpy in appearance
- It has wires or tinfoil protruding from the envelope/package
- It is sealed with excessive amounts of tape or string

- It is marked with restrictive delivery instructions, such as "Personal" or "Confidential"
- It has excessive postage
- It has oily stains, discoloration, crystallization, or a strange odor
- It is leaking a powdery substance

The following steps should be taken after a suspicious letter/package is identified:

- Stay calm. Do not get excited. Most threats are, in fact, hoaxes. Regardless, you must treat each incident seriously.
- Do not shake or empty the contents of any suspicious envelope/package.
- Place the envelope/package in a plastic bag or other types of container to prevent leakage of contents.
- If a container is unavailable, cover with anything (e.g. clothing, paper, trash can) and do not remove cover.
- Leave room and close door, or section off area to prevent others from entering.
- Everyone who touched the letter should wash hands. Wash hands with soap and water to prevent spreading any powder to face, other persons, or other objects.
- Have the colleges ventilation system, heating system, or air conditioning system shut down, if possible, and turn off any blowers to the room.
- Report incident to administration staff.
- Administration staff should contact the Safety and Security Department. Give specific location of
- Suspicious envelope/package and what makes it suspicious. List all the people in the room or area when the envelope/package was recognized. Give list to the Safety and Security Department and health authorities for follow-up investigations and advice.

The following steps should be taken in the event an envelope/package with powder spills/ leaks out onto a surface:

- Stay calm. Do not get excited. Most threats are, in fact, hoaxes. Regardless, you must treat each incident seriously.
- Do not clean up the powder. Cover spilled contents immediately with anything and do not remove cover.
- Leave the room, close and lock the door or section off the area to prevent others from entering.
- Wash hands with soap and water to prevent spreading powder to face, other persons, or other objects.
- Have the colleges ventilation system, heating system, or air conditioning system shut down, if possible, and turn off any blowers to the room.

- Remove heavily contaminated clothing as soon as possible and place in a sealable plastic bag. Give sealed bag to the emergency responders for proper disposal.
- Shower with soap and water as soon as possible. Do not use bleach or other disinfectant on skin.
- Report incident to administrative staff.
- Administrative staff should contact the Safety and Security Department. Give specific location and type of spilled contents. List all the people in the room or area when envelope/package with powder spilled/leaked.
- If a site or building receives a biological threat by phone alleging a contaminated package, backpack, or book bag, administration staff should follow the appropriate procedures.

SUBJECT: HAZARDOUS MATERIAL SPILL/RELEASE

EMERGENCY ACTION

1. Call Otis Facilities Management (*ext. 6872/310-665-6872*) and/or Safety and Security Department Desk (*ext. 6965/310-665-6965*).

2. Secure the area around the spill/release.

3. Assist the injured.

4. If necessary, evacuate the area.

For spills, leaks, and incidents (when a fire is not involved), staff and faculty may take the following steps:

- Any spill or release of the hazardous chemical(s) is to be immediately reported to Otis Facilities Management (ext. *6872/310-665-6872*) and/or Safety and Security Department Desk (ext. 6965/310- 665-6965).

- When reporting the incident, please provide the following information:
  - o Your name, location, and telephone number.
  - o Time and type of incident.
  - o Name and quantity of the material.
  - o Possible hazards to persons or the environment.

- The staff or faculty should vacate the affected area(s) and seal it off to prevent further contamination of others until the arrival of the "**HAZARDOUS MATERIALS RESPONSE TEAM**" and/or Otis Facilities Management and/or Safety and Security Department.

- Anyone contaminated by the spill MUST wash off the contamination (wash the affected area for a minimum of 15 minutes) and avoid contact with others.

- No effort to contain or clean up spills or releases should be made unless you have been trained.

- If it is a large release, contaminates more than one room, has toxic or flammable vapors, or may cause an immediate threat to human life, activate the fire alarm for evacuation or start the selective evacuation.

- Quickly and quietly walk to the nearest exit or follow the instructions given by emergency personnel. **DO NOT PANIC**!

- Assist the handicapped in exiting the building! Remember that the elevators are reserved for the use of the handicapped person(s). In cases of fire, do not use the elevators!

- Once outside, move to a safe area designated by emergency personnel.

DO NOT RETURN TO AN EVACUATED BUILDING UNLESS THE "ALL-CLEAR" signal is given by Otis Facilities Management, Safety and Security Department, or the Hazardous Materials Response Team, or Fire Department.

SUBJECT: *DISTURBANCES AND DEMONSTRATIONS*

BACKGROUND

Site administrators may be confronted with disturbances or demonstrations adjacent to a college site or on a college site.

The courts have held that demonstrations are lawful as long as the demonstrators' conduct does not materially disrupt class work, involve substantial disorder, or invade the rights of others. However, any demonstration on campus may interfere with college activities and, therefore, could be unlawful.

Site administrators and police officers are empowered to order persons whose presence interferes with the peaceful conduct of the college or disrupts the college or its students or college activities, to leave campus. Persons who fail to comply with such instructions are subject to arrest.

DISTURBANCE OR DEMONSTRATION (STUDENTS)

- Site Administration should carefully assess the situation. Designated free speech areas should be considered prior to any demonstration.
- With assistance from the Safety and Security Department, determine the urgency of the situation, the type of assistance needed, and if the crowd really needs to be dispersed.
- If Demonstrators are participating in an unlawful assembly on campus or causing class disruptions, it is recommended that the site administrator:
  - *Consult with law enforcement officers to establish the best plan of action.*

DISTURBANCE OR DEMONSTRATION (NON-STUDENT)

- Politely inform the individual(s) they are disrupting the college, its students, and/or activities and tell them to leave.
- If the individual(s) refuse to comply, notify the Safety and Security Department. An officer(s) will be dispatched to your location. If a physical assault begins, call **"911."**
- The officer and site administrator will devise a plan of action. The situation will dictate whether additional officers will be needed and/or if the Emergency Operations Center needs to be activated.

OTHER CONSIDERATIONS

- Consider placing staff to answer telephone calls from the concerned.
- Try to determine the issues causing the disturbance and attempt to communicate with the participants.
- With assistance from the Safety and Security Department, try to meet with authorized representatives or leaders who can present their issues and possibly respond to your needs.

SUBJECT: *EARTHQUAKE*

Unlike other emergencies, procedures dealing with an earthquake are less specific. Since earthquake magnitude cannot be predetermined, everyone must initiate emergency precautions within seconds after the initial tremor is felt, assuming the worst case. The best earthquake instructions are to take precautions before the earthquake [e.g., secure or remove objects above you that could fall during an earthquake].

EARTHQUAKE PREPAREDNESS TIPS FOR:

THE OFFICE:
- Check your office for overhead shelves that may fall during the quake.
- Have an available flashlight in your office.
- Know the emergency exits in your area.
- Be trained in CPR and First-Aid.
- Follow the instructions of emergency personnel.

THE HOME:
- Train family members how to shut off the gas, water & electricity.
- Keep emergency supplies in a secure place(s):
- Water
- Canned and/or dry food
- Flashlights with extra batteries
- Portable radio with extra batteries
- First-aid kit
- Cash
- Extra clothes, coats, etc. and
- Train family members in CPR & first-aid

DURING THE EARTHQUAKE:
- Remain calm and **ACT**, do not react.
- If indoors, seek refuge under a desk or table or in a doorway and hold on. Stay away from windows, shelves, and heavy equipment.
- If outdoors, quickly move from buildings, utility poles, overhead wires, and other structures. CAUTION! Avoid downed power or utility lines as they may be energized. Do not attempt to enter buildings until you are advised to do so by proper authorities. If in an automobile, stop in the safest place available, preferably in an open area away from power lines and trees. Stop quickly as safety permits and stay in the vehicle for shelter.

- Should you become trapped in a building, DO NOT PANIC!
- If a window exists, place an article of clothing [shirt, coat, etc.] outside the window as a marker for rescue crews.
- If there is no window, tap on the wall at regular intervals alerting emergency crews.
- The Otis Facilities Management or Safety and Security Department will immediately search all buildings after a major earthquake if it is safe to do so

AFTER INITIAL SHOCK:
- Be prepared for aftershocks. Aftershocks are usually less intense than the main quake but can cause further structural damage.
- Protect yourself.
- Evaluate the situation and if necessary, call Otis Facilities Management. (*ext. 6872/310-665-6872*) or Safety and Security Department (*ext. 6965/310-665-6965*).
- Do not use lanterns, torches, lighted cigarettes, or open flames because gas leaks could be present.
- Open windows to ventilate the building. Watch for broken glass.
- If a fire is caused by an earthquake, implement fire procedures.
- Determine whether or not anyone has been trapped in the elevators or by falling objects. If so, notify Otis Facilities Management (*ext. 6872/310-665-6872*) or Safety and Security Department Desk (*ext. 6965/310-665-6965*).
- Check water, gas, and sprinkler valves for leaks. If there are leaks, immediately report them to Otis Facilities Management (*ext. 6872/310-665-6872*) or Safety and Security Department Desk (*ext. 6965/310-665-6965*) or use Emergency Red Phone.
- If the integrity of the structure appears to be rapidly deteriorating, immediately evacuate the building.

DO NOT USE THE TELEPHONE UNLESS IT IS ABSOLUTELY NECESSARY FOR EMERGENCIES
- Damaged facilities should be reported to Otis Facilities Management (*ext. 6872/310-665-6872*) or Safety and Security Department Desk **(*ext. 6965*)**. NOTE: Gas leaks and power failures create hazards. Please refer to the Utility Failure section of this handbook
- If an emergency exists, call Otis Facilities Management (*ext. 6872/310-665-6872*) or Safety and Security Department Desk (*ext. 6965/310-665-6965*). The College cannot depend on 911 services in a natural disaster(s).
- If the building's fire alarm sounds, quickly walk to the nearest marked exit and ask others to do the same.
- **DO NOT** use elevators.
- Once outside, move to an open area clear of overhead power lines or other structures that may fall.

Keep fire lanes, hydrants, and walkways clear for emergency crews and equipment.

- Be cooperative and follow the instructions of emergency personnel.
- Do not return to an evacuated building until the "**ALL-CLEAR**" signal is given. Assembly area designations will occur when surveys are completed.

SUBJECT: FIRE

EMERGENCY ACTION

1. SOUND/SHOUT "ALARM!"
2. CALL 911 FROM A SAFE LOCATION
3. CALL OTIS FACILITIES MANAGEMENT (**EXT.** *6872/(310) 665-6872*) OR Safety and Security Department (**EXT.** *6965/(310) 665-6965*).
4. EVACUATE TO A SAFE AREA

In all cases when an employee, student, or visitor becomes aware of a fire, the Fire Department MUST be immediately called.

▪ Go to the nearest, safe location and activate the fire alarm pull station or shout the alarm as evacuating from the building. Call the Fire Department at **"911."**

   Give them the following information:

   - Address of the **9045 Lincoln Blvd, Los Angeles. CA. 90045**
   - Name of the building, e.g., Ahmanson Hall or Galef Building
   - Location of the fire within the building.
   - A description of the fire and [if known] how it started.
   - The phone number you are calling from.
   - DO NOT hang up until you are told to do so.
   - After calling "**911**", CALL Otis Facilities Management (***ext. 6872/310-665-6872***) or the Safety and Security Department (***ext. 6965/310-665-6965***) and tell them you called the Fire Department.

▪ Know the location of all fire extinguishers, fire exits, and fire alarm pull stations in your area and know how to use them. In most cases, do not attempt to extinguish the fire. Instead, a warning signal should be sounded, and the building should be evacuated. The fire should be left for the Fire Department to contain.

▪ If a minor fire seems to be controllable and you know how to use a fire extinguisher, attempt to extinguish the fire using a fire extinguisher. Do so after the fire department and Public Safety have been called. In all cases, possible injuries and excessive risks should be avoided. (NOTE: Rule of Thumb: If the fire fails to go out using one fire extinguisher, assume the fire Is uncontrollable and evacuate the area).

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- If the fire is or could get out of control, the area and/or building should be evacuated following the Emergency Evacuation Procedures. Safety and Security Department and Otis Facilities Management respond to the scene and assist in the evacuation of people to strategic locations, meet the Fire Department, and direct them to the proper location.

- When the building fire alarm sounds or an emergency exists, quickly walk to the nearest, marked, safe exit and encourage others to do likewise.

- Once outside, move to a safe area keeping clear of fire lanes, hydrants, and walkways for emergency crews and vehicles.

- **DO NOT** return to an evacuated building until the "**ALL-CLEAR**" signal is given by Safety and Security Department, Otis Facilities Management and/or the Fire Department.

- The Uniform Fire Code requires that fires in educational institutions be reported to the Fire Department regardless of size or damage. Notify Safety and Security Department (*ext. 6965*) or Otis Facilities Management (*ext. 6872/310-665-6872*) in the event of ANY fire.

- If you become trapped in a building during a fire, do the following:

    o If a window is available, place an article of clothing [shirt, coat, etc.] outside the window for the rescue crews to see.

    o If there is no window, stay near the floor where the air will be less toxic. Shout at regular intervals to alert emergency crews of your location. DO NOT PANIC.

    o Check to see if the door is warm. If it is warm, do not open it. If smoke is entering the room through cracks around the door, stuff something in the cracks to slow the flow of smoke.

IMPORTANT: Report missing persons to Safety and Security Department Desk (ext. 6965) or Otis Facilities Management *(ext. 6872/310-665-6872*) after an evacuation.

FIRE LIFE SAFETY EQUIPMENT: A sprinkler system is installed in most buildings on campus and/or smoke detectors as required. Manually activated pull stations are on all floors.

Emergency lighting will automatically illuminate during a power outage, and illuminated exit signs are provided throughout the buildings.

SUBJECT: *FLOODING*

NOTE: Serious water damage can occur from a number of sources: broken pipes, clogged drains, broken skylights or windows, construction oversights, or inclement weather.

If a water leak occurs:

- Call the Safety and Security Department immediately.
- Advise the dispatcher of the location and severity of the leak.
- Indicate whether any valuables, art collections, or books are involved or are in imminent danger.
- If there are electrical appliances or electrical outlets near the leak, use extreme caution
- If there is any possible danger, evacuate the area. If evacuation is not possible, find a higher ground.
- If you know the source of the water and are confident of your ability to stop it (i.e., unclog the drain, turn off the water, etc.), do so cautiously.
- Be prepared to assist, as directed, in protecting college and personal property that is in jeopardy.
- Take only the steps needed to avoid or reduce immediate water damage: cover large objects with plastic sheeting; carefully move small or light objects out of the emergency area.

SUBJECT: *VIOLENT OR CRIMINAL BEHAVIOR*

- Assist in making the campus safe by being alert to suspicious situations and reporting them as outlined below.

Do not take any unnecessary chances.

- If you are the victim or are involved in any on-campus violation of the law such as assault, robbery, theft, unwanted sexual behavior, etc. - Call the Safety and Security Department as soon as possible and supply them with the following information:

  A. Nature of the incident.

  B. Campus location of the incident.

  C. Description of the person(s) involved.

  D. Description of property involved.

  E. Your name.

  F. Your current location.

  G. Your contact telephone number.

  H. Any injuries, including how many and the extent of injury (if known).

- If you witness an on-campus violation of the law, immediately call the Safety and Security Department and give them the information outlined above.

- Report to your departmental office anyone loitering or soliciting on campus. These people may be asked to leave if they do not have permission or a proper reason for being on campus. Call Campus Safety and Security Department if they refuse to leave when asked.

- Call the Safety and Security Department for an escort to and from class or your workstation if you are concerned about your safety.

- If in a room or building and you hear gunfire, lock your door(s) from the inside if the door(s) can be locked, call Safety and Security Department to describe what you heard and give them your building name and room number, turn off room lights (whether day or night), and then take shelter so that you are not visible through a window to anyone outside of the window.

- Remain sheltered in place until the Safety and Security Department notifies you to take other action.

SUBJECT: ACTIVE SHOOTER

An active shooter is a person who appears to be actively engaged in killing or attempting to kill people in a populated area. In most cases, active shooters use firearms and there is no pattern or method to their selection of victims. These situations are dynamic and evolve rapidly, demanding immediate deployment of law enforcement resources to stop the shooting and mitigate harm to innocent victims.

If you feel that an active shooter is on campus:

- Call Safety and Security Department immediately *(ext. 6965/310-665-6965)*.

- Remain calm and answer the dispatcher's questions. The dispatcher is trained to obtain the necessary and required information for an appropriate emergency response.

- If safe to do so, stop and take time to get a good description of the criminal. Note height, weight, sex, race, approximate age, clothing, type of weapon used, method and direction of travel, and his/her name, if known. If the suspect is entering a vehicle, note the license plate number, make and model, color, and outstanding characteristics. All of this takes only a few seconds and is of the utmost help to the responding officers.

NOTE: An individual must use his/her own discretion during an active shooter event as to whether he/she chooses to run to safety or remain in place. However, best practices for an active shooter event are listed below.

IF OUTSIDE WHEN A SHOOTING OCCURS

- Drop to the ground immediately, face down as flat as possible. If within 15-20 feet of a safe place or cover, duck and run to it.

- Move or crawl away from gunfire, trying to utilize any obstructions between you and the gunfire.

- When you reach a place of relative safety, stay down and do not move.

- Wait and listen for directions from the Safety and Security Department and/or public safety personnel.

IF SUSPECT IS OUTSIDE YOUR CLASSROOM/OFFICE

- Stay inside the classroom/office.

- If possible, close and lock the outside door to the room.

- Close the blinds, turn off the lights, remain quiet and move behind available cover. Stay on the floor, away from doors or windows, and do not peek out to see what may be happening.

- If possible and safe to do so, report the location of the assailant.

IF SUSPECT IS IN CLOSE PROXIMITY

- Lie motionless and pretend to be unconscious.

- DO NOT attempt to apprehend or interfere with the suspect except for self-protection.

- An individual must use his/her own discretion about when he/she must engage a shooter for survival.

What to expect from responding officers?

Police responding to an active shooter are trained in a procedure known as Rapid Deployment and proceed immediately to the area in which shots were last heard. Their purpose is to stop the shooting as quickly as possible.

They may be dressed in regular patrol uniforms or wearing external bulletproof vests, Kevlar helmets, and other tactical equipment. The police may be armed with rifles, shotguns, or hand- guns and might also utilize pepper spray or tear gas to control the situation. Regardless of how they appear, remain calm, do as the police tell you and do not be afraid of them.

Put down any bags or packages you may be carrying and keep your hands visible at all times. Since the police do not know who the suspect is, they may stop, question, or search you.

If you know where the shooter is, tell the police. The first police officers to arrive will not stop to aid injured people. Their goal is to respond to the shooter's location to neutralize or isolate them as quickly as possible. Rescue teams composed of other police and emergency medical personnel will follow the first officers into

secured areas to treat and remove injured persons.

Keep in mind that even once you have escaped to a safer location, the entire area is still a crime scene; police will usually not allow anyone to leave until the situation is fully under control and all witnesses have been identified and questioned. Until you are released, remain at whatever assembly point authorities designate.

SUBJECT: BOMB THREAT

EMERGENCY ACTION

1. **CALL "911"**

2. **IF A SUSPICIOUS OBJECT IS OBSERVED:**

   - **DO NOT TOUCH IT!**

   - **EVACUATE THE AREA.**

Bomb threats must be treated seriously. To ensure the safety of the employees, students, and general public bomb threats must be considered real until otherwise proven. In most cases, bomb threats are meant to disrupt normal activities. However, building evacuations are decisions made by proper authorities as listed below. The procedures described below should be implemented regardless of whether the bomb threat appears to be real or not.

All personnel should be trained in the following procedures:

- If a suspicious object or potential bomb is discovered, **DO NOT HANDLE THE OBJECT, CLEAR THE AREA AND CALL** Campus Safety and Security Department *(ext. 6965 /310-665-6965*). Be sure to include the object's location and appearance when reporting.

- If a bomb threat is received by phone, ask the caller the following questions and record the answers:

  - When is the bomb going to explode?

  - Where is the bomb's location?

  - What kind of bomb is it?

  - What does it look like?

  - Why did you place the bomb?

- Keep the caller talking as long as possible and try to determine and record the following information:

  - Time of call.

  - Age and sex of caller.

  - Speech pattern, accent, possible nationality, etc.

  - Emotional state of the caller.

- Background noise.
- If your phone is equipped with Caller ID, the phone number.

IMMEDIATELY Call **"911"** and notify Safety and Security Department at ext. *6965 (310-665- 6965*). DO NOT evacuate unless directed to do so by Safety and Security Department or LAPD. Evacuating before an evacuation route has been ordered may place more people in danger than not evacuating at all.

If an evacuation is called, quickly exit, taking your personal belongings. By doing so, search crews will have fewer articles to cope with. Once outside, move away from the building in case of an explosion. Always expect at least a one-hour period before re-entry into the building will be allowed. Never re-enter a building until the "**ALL-CLEAR**" signal is given. Keep streets, fire lanes, hydrants, and walkways clear for emergency crews.

SUBJECT: *CIVIL DEFENSE PROCEDURES I WMD (WEAPONS OF MASS DESTRUCTION)*

SIGNAL

In all likelihood, there will be NO advanced warning for a WMD. If there is, tune radio to Emergency Broadcasting Systems:

KFI (640 AM)

KNX(1070 AM)

ACTION

1. Remain calm

2. Proceed at once to the evacuation area (See Evacuation Map)

3. Stay clear of glass windows

4. Tune the radio to Emergency Broadcasting Systems:

   KFI (640 AM)

   KNX (1070 AM)

5. Stay in the evacuation area until directed by authorities to leave.

SURPRISE ATTACK

1. Take cover instantly.

2. Lie behind a solid object or in a ditch.

3. Assume the civil defense protective position:

   - Lie on your side and curl up.

   - Cover your head and close your eyes.

SUBJECT: *FACTS AND GOVERNMENTAL RESPONSE TO PANDEMIC FLU*

INTRODUCTION
The purpose of this Influenza Pandemic Response Plan is to lessen the impact of an influenza pandemic on the residents by providing a guide for health care providers for detection and response to an influenza pandemic event.

BACKGROUND/THREAT
The worst natural disaster in modern times was the infamous "Spanish flu" of 1918-1919, which caused 20 million deaths worldwide and over 500,000 deaths in the U.S. Although the Asian influenza pandemic of 1957 and the Hong Kong influenza pandemic of 1968 were not as deadly as the Spanish influenza pandemic, both were associated with high rates of illness and social disruption.

Influenza is a highly contagious viral disease. Pandemics occur because of the ability of the influenza virus to change into new types, or strains. People may be immune to some strains of the disease either because they have had that strain of influenza in the past or because they have recently received influenza vaccine. However, depending on how much the virus has changed, people may have little or no immunity to the new strain. Small changes can result in localized epidemics. But, if a novel and highly contagious strain of the influenza virus emerges, an influenza pandemic can occur and affect populations around the world.

California, with its West Coast location and several major ports of entry for flights and shipping from Asia (a likely location for the development of a novel virus), would likely be among the first U.S. locations for an influenza pandemic to establish a foothold. The California Department of Health Services (CDHS) estimates that the impact of an influenza pandemic on California's population of 35 million would include:

- 8.8 million persons ill with influenza (estimated range: 5.3 million to 12.3 million)
- 4.7 million outpatient visits (estimated range: 2.8 million to 6.6 million)
- 97,200 persons hospitalized (estimated range: 58,300 to 136,000)
- 21,500 deaths (estimated range: 12,900 to 30,200).

An influenza pandemic is unlike any other public health emergency or community disaster:

- Many experts consider influenza pandemics to be inevitable, yet no one knows when the next one will occur.

- There may be very little warning. Most experts believe that we will have between one and six months between the time that a novel influenza strain is identified and the time that outbreaks begin to occur in the U.S.

- Outbreaks are expected to occur simultaneously throughout much of the U.S., preventing sharing of human and material resources that normally occur with other natural disasters.

- The effect of influenza on individual communities will be relatively prolonged weeks to months.

- When compared to minutes-to-hours observed in most other natural disasters.

- Because of the substantial lead times required for vaccine production once a novel strain has been identified, it is likely that vaccine shortages will exist, especially during the early phases of the pandemic. Effective preventive and therapeutic measures, including antiviral agents, will likely be in short supply, as may some antibiotics to treat secondary infections.

- When the vaccine becomes available, it is expected that individuals will need an initial priming dose followed by a second dose approximately 30 days later to achieve optimal antibody responses and clinical protection.

- Healthcarere workers and other first responders will likely be at at even higher risk of exposure and illness than the general population, further impeding the care of victims.

- Widespread illness in the community will also increase the likelihood of sudden, potentially significant shortages of personnel in other sectors who provide critical community services: military personnel, police, firefighters, utility workers, and transportation workers, just to name a few.

Benefits of pre-event planning

In addition to preparing to respond to an actual pandemic, increasing awareness among the public health, medical, and emergency response communities will foster greater concern about "routine", annual influenza

epidemics, which kill an average of 20,000 Americans every winter.

Prompt improvements in infrastructure to address the major elements of pandemic preparedness can have immediate and lasting benefits and can also mitigate the effect of the next pandemic. For example, increasing routine, annual influenza vaccination coverage levels in high-risk patients will not only reduce their risk of dying or being hospitalized during the pre-pandemic period, but will also facilitate access to such patients through greater confidence in the benefits of influenza vaccination and expanded programs to access those patients when the next pandemic occurs. Similarly, increasing the coverage of pneumococcal vaccine in such patients could have a significant impact on the incidence and severity of secondary bacterial pneumonia.

Concept of Operations

1. Stages of Alert

For the purposes of consistency, comparability, and coordination of the national, state, and local response, identification, and proclamation of the following "stages" will be done at the national level:

Pandemic Phase	Definition
Novel Virus Alert	- Novel virus detected in one or more humans - Little or no immunity in the general population - Potential, but not inevitable, a precursor to pandemic
Pandemic Alert	- Novel virus demonstrates sustained person-to-person transmission and causes multiple cases in the same geographic area.
Pandemic Imminent	- Novel virus causing unusually high rates of morbidity and/or mortality in multiple, widespread geographic areas.
Pandemic	- Further spread with involvement of multiple continents; formal proclamation made.
Second Wave	- Reoccurrencece of epidemic activity within several months following the initial wave of infection.

Pandemic Over	- Cessation of successive pandemic "waves" accompanied by return (in the U.S.) of more typical wintertime "epidemic" cycle.
Second Wave	- Reoccurence of epidemic activity within several months following the initial wave of infection.
Pandemic Over	- Cessation of successive pandemic "waves," accompanied by return (in the U.S.) of more typical wintertime "epidemic" cycle.

As the pandemic develops, the World Health Organization (WHO) will notify the Centers for Disease Control and Prevention (CDC) and other national health agencies of progress of the pandemic from one stage to the next. CDC and other national health agencies of progress of the pandemic stages, vaccine availability, virus laboratory findings, and national response coordination. The State will communicate with local health agencies through the California Health Alert Network (CAHAN).

2. The Federal Role

The Federal government has assumed primary responsibility for a number of key elements of the national plan, including:

- Vaccine research and development.

- Coordinating national and international surveillance.

- Assessing and potentially enhancing the coordination of vaccine and antiviral capacity and coordinating public-sector procurement.

- Assessing the need for and scope of a suitable liability program for vaccine manufacturers and persons administering the vaccine.

- Developing a national "clearing house" for vaccine availability information, vaccine distribution, and redistribution.

- Developing an adverse events surveillance system at the national level.

- Developing a central (national) information database/exchange/clearinghouse on the Internet.

3. The State Role

Novel Virus Alert Stage

During this stage, CDHS activities will be limited to monitoring reports of the progress of the disease and surveillance to detect the arrival of disease caused by the novel virus in California. Novel virus detection will be carried out by WHO and CDC.

Pandemic Alert Stage

During this stage, CDHS will monitor reports of disease spread and meet with surveillance partners to activate and augment surveillance systems. The State Viral and Rickettsial Disease Laboratory (VRDL) in Richmond will increase laboratory surveillance.

The CDHS Immunization Branch (1B) will maintain close contact with CDC and the Food and Drug Administration to obtain information on plans for vaccine delivery. 1B will work with local health departments (LHDs) and representatives of the private medical sector to plan the delivery and administration of vaccines when they are available.

The CDHS Division of Communicable Disease Control (DCDC) will meet with the California Medical Association and the California Pharmacists Association to plan for vaccine administration and for antiviral and antimicrobial supplies. The 1B will prepare training materials for vaccine administrators.

CDHS DCDC will provide technical information, public information, and press releases to be released by the CDHS Office of Public Affairs (OPA). Public information will include travel alerts, guidelines on limiting the spread of the disease, and information about when and where to obtain medical care. The CDC's Epidemiology Program Office (EPO) and the California DCDC will ensure communication among epidemiology efforts, laboratory surveillance, and emergency management agencies (EMAs). CDC EPO and the EMAs will address personnel and equipment shortfalls.

Pandemic Imminent Stage

In the pandemic imminent stage, the pandemic alert activities will continue at an intensified level. Surveillance efforts will be increased for both influenza illness and the circulation of the influenza virus.

If vaccine is available, the distribution system will be implemented, and security measures will be put in

place to ensure that vaccine will be given first to groups with highest priority for receiving them. DCDC and OPA will step up information flow to LHDs, medical providers and all other stakeholders. DCDC and OPA will provide translations of all public information messages into Spanish and the 14 other major languages in California. The State OES, local Emergency Management Agencies, OHS, and hospitals will activate the emergency response system.

Local coroners and funeral directors will be advised to prepare for increases in the number of dead they will have to handle.

Pandemic Stage

Surveillance efforts will be overwhelmed. Emphasis will be shifted from detecting cases caused by the influenza virus to monitoring demographic characteristics that may indicate a need to revise priority groups for receiving a vaccine and antiviral medications if available supplies are limited. Vaccine delivery will be at its highest level, and the system to detect possible adverse reactions to the vaccine will be closely monitored. EMAs will establish alternative treatment sites since hospitals will be overwhelmed.

Second Wave

All agencies and health care providers must make use of the interim period to prepare for a resurgence of disease. This includes addressing shortfalls in supplies and personnel.

Although there are likely to be medical resources and technical assistance available from state and federal agencies, local counties should expect to manage the local response at the time of the pandemic, including temporary redirection of personnel and financial resources from other programs.

4. Local Response

Chapters I through Ill of this Plan address how the OHS response will be integrated into the overall Operational Area Emergency Operations Plan, of which this Plan is an annex. These chapters include procedures for command and control, detection and notification of public health threats, and the roles of key OHS personnel during a public health emergency. Since many aspects of the public health response would be the same, this Influenza Pandemic Response Plan focuses on response characteristics unique to pandemic influenza.

Chapter V of this Plan is the "Risk Communications and Public Information Plan." This plan describes the OHS approach to:

- Facilitating cooperation among all involved parties (e.g., government officials, health experts, industry, and the public).
- Persuading and directing the behavior of individuals or communities.
- Promoting informed decision-making about the acceptability of known risks.
- Educating and correcting false or misleading information.

Chapter VI of this Plan, the "Strategic National Stockpile Management Plan", describes the plan for mass vaccination. This plan contains additional position checklists for workers at vaccination sites and at a warehouse established to coordinate the distribution of vaccines or antibiotics to these sites if needed.

Isolation of symptomatic victims and quarantine of exposed individuals would be essential to ending an influenza pandemic. These interventions are addressed in Chapter VII of this Plan.

In the pre-event (Phase 1) smallpox planning process, OHS discussed the need to vaccinate personnel who are needed to maintain the human infrastructure of the community during an epidemic. The absence of services provided by these personnel would pose a serious threat to public safety or would significantly interfere with the ongoing response to the pandemic. These key personnel, who would also be the County's first priority for administration of influenza vaccine or antivirals, may include, but are not limited to:

- Public health physicians and staff
- Hospital employees
- Physicians, pharmacists, and other clinicians
- Local government decision-makers
- First responders: Public Safety, Fire, and EMS
- Utility, food service, and transportation personnel
- Family members of the key personnel listed

Public Health Response Procedures

In the early stages of a pandemic, there may be no vaccine at all. The federal Planning Guide indicates that a minimum of six to eight months would elapse before the tens of millions of doses needed could be produced

for distribution. When vaccine first becomes available the demand will likely exceed the supply.

Pharmaceutical delivery will become an important issue during a pandemic. While antiviral agents will play a role in both prophylaxis and treatment of influenza, the existing supplies would certainly fall short of the need. As the pandemic progresses, there may not be sufficient supplies of antibiotics for treating persons with complications of influenza. In addition to supply problems, other difficulties are associated with use of antiviral agents. Priorities for target groups and the use of limited supplies for prophylaxis versus therapy have not yet been established. Widespread use of antivirals and antibiotics could lead to emergence of drug-resistant viral strains. Adverse antiviral reactions and liability issues will also be of concern. In a pandemic, OHS would provide consultation on the handling and administration of pharmaceuticals in cooperation with California OHS.

1. *NOVEL VIRUS ALERT STAGE*

Novel virus detected in one or more humans. Little or no immunity in the general population. Potential, but inevitable, precursor to a pandemic.

A. **Surveillance**

- Monitor bulletins from CDC and CDHS regarding virologic, epidemiologic, and clinical findings associated with new variants isolated within or outside the U.S.
- Meet with appropriate partners and stakeholders and review major elements of enhanced surveillance activities; modify and update plan as needed.
- Activate enhanced local surveillance to detect importation and local spread in coordination with the State Viral and Rickettsial Disease Laboratory (VRDL) in Richmond.
- Obtain appropriate reagents from the VRDL, if appropriate, to detect and identify the novel strain.

B. **Vaccine and Pharmaceutical Delivery**

- Meet with hospitals, healthcare providers, and other partners and stakeholders to review major elements of the vaccine distribution plan, including plans for storage, transport, and

administration of vaccines and antivirals.

- ▪ Modify the plan as needed to account for updates, if any, on recommended target groups and projected vaccine supply.

C. Emergency Response and Communications

- ▪ Test local communication systems, including ReddiNet and CAHAN, to ensure that local and statewide communications are functional.

- ▪ Notify hospitals, healthcaree providers, and other partners and stakeholders of the novel virus alert.

- ▪ Modify communications plan (and written materials) as needed (in collaboration with state officials) to account for updates, if any, on projected effects of the novel virus.

- ▪ Implement contingency plans, if any, for obtaining critical hardware, software, or personnel to expand communications systems if needed for a pandemic.

- ▪ Ensure ongoing coordination among surveillance, epidemiology, laboratory, EMS, OES, and other local response efforts.

- ▪ Develop and/or update press release templates. Develop materials for responding to questions that may come from the media.

2. *PANDEMIC ALERT STAGE*

Novel virus demonstrate sustained person-to-person transmission and causes multiple cases in the same geographic area.

Novel virus alert activities will be continued at a more advanced level and other activities will be added.

A. Surveillance

- ▪ Fully activate enhanced surveillance activities. Assess functionality, timeliness, and completeness of data entry and dissemination, data links, and feedback mechanisms throughout the local system.

- ▪ Monitor daily CDC and state reports, which will include information from the following sources:

- o   Kaiser facilities' inpatient diagnosis and pharmacy surveillance systems.

- o   Collaborating with laboratories and LHDs.

- o   California sentinel physicians who report directly to CDC and/or CDHS.

- o   Quarantine Station reporting of infected individuals arriving from other countries.

- Meet with surveillance partners to increase the amount of patient demographic information collected in order to identify groups with increased risk.

- Inform surveillance partners of the need to increase specimen collection for the detection of novel viruses and alert laboratories to prepare for increased numbers of specimens.

- If requested by VRDL, distribute specimen collection kits to hospitals and clinicians and obtain cooperation to facilitate sending isolates to VRDL.

- Recruit pharmacies to participate in reporting antiviral prescriptions filled.

- Assess inventory of laboratory equipment and supplies, noting what is needed.

- Assess inventory of medical equipment and supplies (including ventilators, ICU equipment, and oxygen saturation monitors), noting what is needed.

- Develop contingency plans for procurement of laboratory equipment and supplies, and also for possible redirection and hiring of additional laboratory employees, including clerical/data entry personnel.

- Explore recertification of non-traditional labor pool and redirection of staff with appropriate skills to alleviate need for additional laboratory personnel.

B. **Vaccine and Pharmaceutical Delivery**

During the pandemic alert stage, vaccine would not yet be available, and may not be for several months.

- Monitor reports from the CDC, FDA, and CDHS to obtain information on plans for vaccine manufacture.

- Prepare to implement plan for storing and delivering vaccine as it becomes available to OHS (vs. private distribution).

- Review elements of plan for vaccine delivery with partners and stakeholders.

- Ensure that human resources, equipment, and plans for mass immunization clinics are in place (see Chapter VI Mass Vaccination/Prophylaxis and Management Plan).

- Obtain latest CDHS recommendations for priority groups for vaccine allocation and modify as necessary based on current surveillance data.

- Meet with local pharmacists and medical association to discuss potential need to:

  o Increase antiviral and antimicrobial supplies.

  o Increase role of pharmacists in vaccine delivery.

- Coordinate with CDHS to receive the state satellite broadcast training/refresher on vaccine administration techniques for persons who do not normally administer vaccines, but will be enlisted to do so in a pandemic:

  o Arrange for viewing by appropriate groups.

  o Provide video copies of the broadcast for local training.

C. Emergency Response and Communications

- Ensure communication among the epidemiology and laboratory surveillance programs and emergency management.

- Alert surveillance groups to increase surveillance activities.

- Identify a contact person (and backup person) for communication with CDHS.

- Identify a spokesperson (and backup person) for communication with the press, public, etc.

- Prepare fact sheets detailing responses to questions coming from the media and the public:

  o Include documents intended for electronic distribution on the OHS website.

  o Include telecommuting advice to employers, labor organizations, and others.

  o Include travel alert information received from the State and/or CDC.

- Respond to media inquiries regarding the outbreak.

- Notify hospitals, health care providers, emergency responders, coroners, and mortuary organizations via CAHAN, ReddiNet, or other means as needed.

- Increase laboratory surveillance and disease surveillance.

- Alert emergency responders to work with EMS to inventory critical supplies and solve problems arising from high response volumes.

- Alert Medical Reserve Corps, neighborhood watch, and/or other community-based response organizations.

- Conduct inventory of critical equipment, supplies, and personnel, including the availability of hospital beds, antiviral pharmaceuticals, refrigerated depots for vaccines, and transport for delivery of vaccines.

- Identify methods to address personnel and supply shortfalls.

- Plan for the implementation of emergency medical treatment sites and temporary infirmary locations, in coordination with local mass-care organizations such as the American Red Cross and/ or Salvation Army.

- Send bulletins to private providers via local medical association and/or lists acquired from state licensing boards.

- Issue guidelines on influenza precautions for workplaces, emergency departments, airlines, colleges, jails and prisons, public safety agencies, and individuals.

3. *PANDEMIC IMMINENT STAGE*

Novel viruses cause unusually high rates of morbidity and mortality in widespread geographic areas.

In the pandemic imminent stage, the pandemic alert activities will continue at an intensified level.

A. Surveillance

- Outside of normal surveillance season, verify that hospital and health care surveillance has been activated and OHS is receiving ongoing reports of cases within the county.

- Report the data collected to all participating facilities as well as to CDHS.

- Analyze the inpatient data to determine which population groups are at greatest risk and provide the information to CDHS and to those determining priority groups for vaccine allocation

when the supply is limited.

- Participate in special studies, as requested by CDHS:

    o To describe unusual clinical syndromes.

    o To describe unusual pathologic features associated with fatal cases.

    o To conduct efficacy studies of vaccination or chemoprophylaxis.

    o To assess the effectiveness of control measures such as college and business closings.

- Maintain increased laboratory surveillance and other activities outlined previously in the pandemic alert section.

B. Vaccine and Pharmaceutical Delivery

- Continue activities as listed in the pandemic alert stage, including meetings with the local pharmacist and medical associations.

- Increase public information efforts designed to keep ill persons at home.

- If the vaccine delivery date is predicted by CDC, work with CDHS to:

    o Establish local delivery date.

    o Review the distribution plan and update it when new information is available.

    o Obtain signed agreements with hospitals and private providers on the priority order of groups to receive vaccines when supply is limited.

    o Alert need for security at immunization sites.

    o Alert to need for reporting adverse events to VAERS system.

- If a vaccine is available, fully activate the immunization program.

4. PANDEMIC STAGE

Further spread of influenza disease with involvement of multiple continents.

A. Surveillance
Influenza morbidity and mortality surveillance systems will likely become overwhelmed.

- Continue to monitor selected vital statistics for mortality and morbidity data received from

the inpatient diagnosis surveillance system to establish age and geographic area-specific rates.

- Use above data to establish priority groups for immunization as vaccine availability changes, providing data to CDHS, hospitals, and private providers.

- Continue to monitor reports from WHO, CDC, and CDHS on national and worldwide morbidity and mortality data.

- Laboratory surveillance will focus on the detection of antigenic drift variants and resultant viruses that could limit the efficacy of vaccines produced against the original pandemic strain.

B. **Vaccine and Pharmaceutical Delivery**

Continue all pandemic imminent activities. Presumably, vaccines would be available for a sizable proportion of the population.

- Monitor VAERS data for evidence of adverse reactions to the influenza vaccine. Report findings routinely to CDHS.

- Modify recommendations and agreements on priority groups for receiving the vaccine to reflect greater availability of the vaccine.

- Review surveillance data for changes in risk factors that could require modification of recommendations for priority groups for receiving vaccines.

- Monitor the availability of antivirals and, when appropriate, recommend changes in priority groups for receiving vaccines or antivirals.

C. **Emergency Response and Communications**

All of the activities of the pandemic imminent stage and the following:

- Notify hospitals, health care providers, and first responder agencies of the Pandemic Stage.

- Implement emergency medical treatment sites and temporary infirmary locations as needed in coordination with local mass-care organizations, such as American Red Cross and Salvation Army, to respond to the overwhelming caseload.

- Increase public information effort designed to keep ill persons at home, providing

translations into Spanish and other major languages.

- Request law enforcement mutual aid, if needed. If law enforcement mutual aid system is overwhelmed, the Governor may issue a waiver to allow National Guard and military to act as law enforcement.

- If the medical/health mutual aid system is overwhelmed, the State may request healthcare workers from other states and/or the federal government.

- Obtain data on antiviral and antimicrobial supplies.

- Prepare or update recommendations and plans for allocation of antiviral and antimicrobial supplies.

D. Emergency Response and Communications

- Notify hospitals, health care providers and first response agencies of pandemic imminent stage. Set up information flow to all partners and stakeholders, including posting information on County website, CAHAN, and ReddiNet.

- Update documents and fact sheets based on current surveillance information.

- Provide translations of all public information messages into Spanish and the other major languages.

- Monitor the ability of hospitals and outpatient clinics to cope with increased patient loads.

- Implement health education campaign with emphasis on the following:

    o Hand washing.

    o Stay home rather than be exposed to/spread the influenza virus.

    o Check on family, friends living alone.

    o Vaccination clinic locations.

    o Signs, symptoms.

    o Vaccine safety and storage.

  - Work with employers and labor organizations to implement a telecommuting system so more people can stay home.

- Activate emergency response system, including Emergency Operations

- Center and/or OHS Department Operations Center, as appropriate.

- Implement mutual aid or other procedures to address supply and personnel shortfalls.

- Conduct inventory of critical supplies/personnel and solve problems: shortage of supplies (gloves, safety needles, ventilators), personnel shortage (how to get nontraditional labor pool recertified or alternative staff redirected).

- Develop plan for counseling/psychiatric services (Department of Mental Health, private)

5. *Second Wave*

Typically, in a pandemic, the number of new cases of influenza peaks and then declines, giving the impression that the pandemic is over. Then within a few months, influenza incidence once again increases. State and local officials and health care providers need to remain vigilant for a return of the epidemic activity. This is especially difficult given that all personnel and supplies involved in responding to the epidemic will be exhausted by efforts to respond to the pandemic. The perceived "end of the pandemic" may be viewed as an opportunity to relax and recover. However, all essential functions should be restored to return to pandemic imminent status.

Public health personnel who provide the data to CDHS will probably still be backlogged with reports but should be encouraged to maintain extra staffing levels.

All sources of surveillance data will need to be convinced that their contributions are still essential because of the likelihood of a second wave. If the decline in the number of cases occurs outside the normal influenza season, it will be necessary to explain the importance of maintaining vigilance be- cause the second wave could occur at any time.

Immunization efforts in lower risk groups should continue as vaccine becomes available to increase "herd immunity" in the population in the event of a second wave.

Laboratory surveillance should also return to pandemic imminent status while maintaining surveil lance for possible antigenic drift.

Public Information and Risk Communication

Dissemination and sharing of timely and accurate information with the health care community, the media, and the general public will be one of the most important facets of the pandemic response. Instructing the public in actions they can take to minimize their risk of exposure or actions to take if they have been exposed will reduce the spread of the pandemic and may also serve to reduce panic and unnecessary demands on vital services.

The Public Health PIO in consultation with the Health Officer and Communicable Disease staff will identify public health issues and concerns that will or may need to be addressed through public information messages regarding pandemic influenza and will identify affected target audiences for messages.

Messages will address, but not be limited to, vaccine supply, antiviral use, low-tech prevention methods, and maintenance of essential services. They will also identify appropriate strategies for dissemination of messages including postings to the Public Health website.

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Influenza (the Flu) Questions and Answers. National Center for Infectious Diseases (CDC) (October 2003).

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Program Office (January 2003). http://www.cdc.gov/od/nvpo/pubs/pandemicflu.htm

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Practices (ACIP). MMWR April 12, 2002 / 51(RR03); 1-31.

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Recommendations for the Prevention, Detection, and Control of Influenza Outbreaks in California Long-Term

Care Facilities, 2002-2003. California Department of Health Services.

http://www.dhs.ca.gov/ps/dcdc/disb/pdf/Flurecs-0203.pdf

Additional Influenza links

1. **The National Immunization Program (NIP), CDC (http://www.cdc.gov/nip)**

   The NIP is a part of the Centers for Disease Control and Prevention, located in Atlanta, Georgia. As a disease-prevention program, NIP provides leadership for the planning, coordination, and conduct of immunization activities nationwide.

2. **Influenza Branch, National Center for Infectious Diseases, CDC**

   The Influenza Branch provides leadership for the prevention and control of influenza in the U.S. and worldwide. Major activities include coordinating surveillance and conducting research.

3. **Influenza Prevention and Control home page**

   (http://www.cdc.gov/ncidod/diseases/flu/fluvirus.htm) contains information on influenza vaccine, antiviral agents, and surveillance.

   The Influenza Branch operates one of the four World Health Organization (WHO) Collaborative Centers for Reference and Research on Influenza and is the main reference laboratory for characterizing influenza viruses in the U.S. and North America. It also:

   - Characterizes influenza viruses circulating in the U.S. and worldwide, using molecular and serological techniques to detect new strains and the emergence of viruses with pandemic potential.
   - Coordinates U.S. influenza surveillance and publishes a weekly influenza surveillance update (http://www.cdc.gov/ncidod/diseases/flu/weekly.htm) from October through May.

4. **Center for Biologics Evaluation and Research (CBER), FDA (http://www.fda.gov/cber/index.htm)**

   The mission of CBER is to protect and enhance public health through the regulation of biological products, including blood, vaccines, therapeutics, and related drugs and devices according to statutory authority. The regulation of these products is founded on science and law to ensure their purity, potency, safety, efficacy, and availability. CBER plays a critical role in the manufacture and licensing of influenza vaccines.

   National Institutes of Health (NIH), National Institute of Allergy and Infectious Diseases (NIAID)

   (http://www.niaid.nih.gov/)

   The National Institute of Allergy and Infectious Diseases (NIAID), part of the NIH, conducts and supports research aimed at finding better ways to treat and prevent influenza infections. This site includes NIAID fact sheets, brochures, and news releases on influenza, as well as links to influenza information maintained by other federal agencies.

5. **Animal and Plant Health Inspection Service, Veterinary Services, U.S. Department of Agriculture**

   (http://www.aphis.usda.gov/)

The U.S. Department of Agriculture, Animal and Plant Health Inspection Service (APHIS), Veterinary Services (VS) protects the health, quality, and marketability of our nation's livestock and poultry resources. Within VS, the Emergency Programs staff coordinates efforts to prepare for and respond to outbreaks of exotic animal diseases, including highly pathogenic avian influenza. Surveillance for influenza A viruses in avian species in the U.S. are reported each year by the USDA, APHIS, VS, National Veterinary Services Laboratories in the Proceedings of the U.S. Animal Health Association Annual Meeting

(http://www.usaha.org/reports/poult97.html).

6. **The USDA Agricultural Research Service (ARS) (http://www.ars.usda.gov/)**

    The ARS conducts research to develop and transfer solutions to agricultural problems of high national priority and provides information access and dissemination. The ARS' Southeast Poultry Research Laboratory publishes information on avian influenza research and contacts for further information.

7. **The Department of Defense Global Emerging Infections Surveillance and Response System (http://www.geis.ha.osd.mil/main2.html).**

    (DoD-GEIS) was created in response to Presidential Decision Directive NSTC-7. In the directive, former President Clinton recognized the threat posed by emerging infectious diseases to the health of our global community and to our national security. Responsibilities and actions to improve our nation's ability to identify and respond to the threat are assigned too many organizations and agencies, including the DoD.

8. **The World Health Organization (http://www.who.org)**

    The World Health Organization's Influenza Program was created in 1946 as an international center to collect and distribute information, coordinate laboratory work on influenza, and train laboratory workers. After 50 years, WHO's global surveillance of influenza now maintains 110 National Influenza Centers in 83 countries and four WHO Collaborating Centers for Virus Reference and Research in Atlanta, USA; London, UK; Melbourne, Australia; and Tokyo, Japan. (http://www.who.org) (http://who.int/emc/diseases/flu/)

SECTION SIX – GLOSSARY OF TERMS

For the purposes of the SEMS/NIMS, the following terms and definitions apply:

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

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

Area Command (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 multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

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

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branch- es are identified by the use of Roman numerals or by functional area.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections:

Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section). Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority. In this plan, Chief is synonymous with Coordinator.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence. Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

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

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can 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.

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

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Emergency: Absent a Presidentially proclaimed 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 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 judrisdiction (e.g., Federal, State, Regional, County, City, Tribal), or some combination thereof.

Emergency Operations Plan: The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Response Provider: Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and

related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

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.

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

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.

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

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

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, wildland 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: An oral or written plan containing a general objective 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 the management of the incident during one or more operational periods.

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

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

Initial Action: The actions taken by those responders 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 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 coordianted interagency messages; developing, recommeding, and executing public information plans and strategies on behalf of the IC; advising the IC 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). Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

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, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management. Logistics Section: The section responsible for providing facilities management, services, and material support for the incident.

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.

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, local, and tribal – for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

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

management activities.

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

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under 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: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

National Disaster Medical System: A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Home- land Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and non-governmental 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; multi-agency 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: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

Nongovernmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government but may work cooperatively with

government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing 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 incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

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

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

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 and fora that provide interagency coordination for domestic incident management activities in a non-emergency 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.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO). Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering, tracking, and coordination.

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

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materialareis managed through this subsystem. Consistent documentation is critical to success because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responders and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

Reception Area: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies, and equipment, feeding, and bed down.

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.

Recovery Plan: A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

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.

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. This unit also evaluates resources currently committed to the incident, the effects 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 operation 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 pepetrators and bringing them to justice.

S**afety 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.

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.
Site Administrator: Administrator or Supervisor in charge.

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, Pub. L.107-296, 116 Stat. 2135 (2002).

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 set number of resources of the same kind and type that have an established minimum number of personnel.

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

Supporting Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All

resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).
Threat: An indication of possible violence, harm, or danger.

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.

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.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area 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 UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

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.

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

SECTION SEVEN – EXTRA CHECKLISTS

Checklist	Title	Position
1-A	*President*	Primary: *President*
		Alternate: *Provost*
	During the emergency, the President determines if a **PROCLAMATION OF EMERGENCY** is warranted. He/she authorizes the official request for assistance or notification to appropriate state and federal agencies and supports the management of emergency forces involved with the response to situations associated with the emergency.	

FOR CONSIDERATION OR ACTION

- Keep a detailed log of your activities
- Assess the situation; obtain information through the **INCIDENT COMMANDER**
- Proclaim a Proclamation of Emergency when warranted
- Confer as needed with local and state officials
- Activate **EMERGENCY PLAN** on the recommendation of the **INCIDENT COMMANDER** or designee
- Evaluate the need for closure of the college or evacuation. Ensure that the following are notified:
  - Incident Commander
  - College Vice Presidents/Deans
  - Public Information Officer
- Review and approve media releases
- Activate Management System
- Inform and bried the Management System on the emergency situation and status as it affects their areas
- Issue any necessary public statements through the **PUBLIC INFORMATION OFFICER**
- Obtain periodic situation updates from **INCIDENT COMMANDER**
- Authorize the Incident Commander to announce the end of the Proclamation of Emergency when appropriate
- Child Care Center (Safety, Parent Notification, and Pick-Up)
- Special Populations (Disabled Students, etc…)

Items to Focus On

Campus Condition

- What ist the extent of casualities, injuries, and damage? What is the extent of the damage to the surrounding local community?

Campus Closure

- Will the incident require the closing of the campus? How long will the campus be closed? What information will students and employees need?

Recovery Expectations

- When will the academic process resume?

Checklist	Title	Position
1-B	***Incident Commander (EOC Director)***	Primary: ***VP of Fianance & Administration*** Alternate: ***VP of Campus Life***
	During the emergency, the Incident Commander implements the opening and staffing of the Emergency Operations Center (EOC), focusing on the highest priorities (life & death) and controlling problems. The Incident Commander initiates intelligence gathering concerning casualties and damage, reviewing the vast amount of information coming in from field units, identifying immediate problems, performing a rapid assessment of casualties and damage, and prioritizing response teams to incidents. The Incident Commander also provides the President with recommended courses of action.	

PRIMARY RESPONSIBILITIES

- Function as the **INCIDENT COMMANDER** of the **EMERGENCY OPERATIONS CENTER**.
- Conduct an initial situation assessment to determine:
    - Type of emergency
    - Location of emergency
    - Type of structure/vehicles involved
    - Size of the area involved
    - Number of additional people required
    - Incident Command Post location
    - Staging Area locations
    - Access routes for emergency vehicles
    - Assistance required (e.g., medical, fire, facilities, environmental safety)
    - Number and type of casualties/injuries

FOR ACTION

- Keep a detailed log of your activities.
- Implement the plan, and activate an EOC.
- Evaluate the need for a field command post.
- Inform the President of the current situation: casualties, damage, nature of the problem, and the location of the EOC.
- Establish a communication link with the dispatch center.
- Set priorities, delegate tasks, and manage the EOC.
- Assign personnel to staff SEMS/NIMS functions:
    - Operations
    - Planning
    - Logistics
    - Finance

- Develop and implement control plans which may include:
    - Perimeter control provisions/Interior patrol provisions
    - Evacuation procedures
    - Liaison with other emergency agencies
    - Traffic control plans
    - Mobilization of on-duty personnel
    - Mutual Aid contingencies
- Update the President with current information on the status of the emergency response and the incident
- Request personnel and equipment resources needed for control of the incident
- Provide the PUBLIC INFORMATION OFFICER with information for release to the media

FIRST PRIORITY TASKS/CONSIDERATIONS

- Human resources are immediately available.
- Immediate fire and medical needs.
- Initial damage to the campus and infrastructures.
- If evacuation will be needed and set up a plan.
- If campus closure is ordered, implement closure procedure.
- If an emergency alert or warning will be needed.
- Child Care Center (Safety, Parent Notification, and Pick-Up).
- Special Populations (Disabled Students, etc...)

CONTINUING PRIORITY TASKS /CONSIDERATIONS

- The status of emergency communications.
- Need for closure and advise the President.
- Request from Coordinators ongoing status reports on their activities and resources.
- Evaluate the need and use of field command post.
- Request recommended sites for casualty collection point and coroner operations.
- Establish contact with local (city, county) emergency operations centers.
- Implement mutual aid plans (Consider Sheriff's Policies or police, Fire, Emergency Medical Services, American Red Cross, Primary/Secondary Schools, Churches, Unified Sc,hool Districts and Hospitals).
- Determine the impact of the incident beyond the campus; advise the President.
- Direct situation analysis (planning) staff to prepare detailed assessment of damages, injuries, and casualties.

ADDITIONAL ITEMS THAT THE INCIDENT COMMANDER SHOULD FOCUS ON:

Continued Operations and Resources

- Estimate the duration of the response and develop plans for replacing human and physical resources.
- Identify staging areas for incoming resources.

Security and Access Control

- Perimeter security needs and resources for night operation.
- Will the campus become a reception point for outside victims?

Checklist	Title	Position
1-C	*Assistant EOC Director*	Primary: ***VP of Student Affairs & Campus Diversity & Inclusion*** Alternate: ***Campus Safety & Security Senior Manager***
	During the emergency, the Assistant EOC Director serves as the primary link to the Incident Commander and ensures the emergency organization performs according to established procedures and oversees the operation of the emergency plan. In addition, the Assistant EOC Director guides the management of emergency forces involved with the response to situations associated with an emergency by establishing operational policies as needed and adjudicating conflicting demands for support.	

FOR ACTION

- Keep a detailed log of your activities.
- Notify the Incident Commander of the situation ·and inform him/her of changes and conditions.
- Report to EOC as the situation dictates.
- Keep a written log of phone messages.
- Obtain authorization from Incident Commander to activate Emergency Plan. Consider proclamation of emergency, activation of an EOC, evacuation, sheltering, and closure.
- Direct activation of an EOC if required.
- Establish communications with incident command personnel and EOC.
- Determine if all emergency notifications have been made.
- Authorize deviations of procedures for implementing the emergency plan.
- If closure is directed, implement the closure procedure.
- Authorize emergency messages and dissemination of public education/information to the campus.
- Obtain information on the situation and actions taken from the Incident Commander and brief the coordinators.
- Establish priorities and adjudicate conflicting demands for support.
- When the emergency is over, assist Incident Commander in notifying the emergency organization and, as appropriate, the campus community.
- Direct the recovery effort.

Items to Focus On:

Communicating the Problem to the Campus Community

- Members of the campus community need to know the problem is being handled and what they (students, faculty & staff) should do. When can they help, and how can they help?

Closure

- Will the incident require the closing of the campus? How long will the campus be closed? What information will employees who may be sent home need? When will the academic process resume?

Documentation

- Remind Emergency Coordinators concerning documentation of their activities for recovery records

Campus Condition

- What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community? Will the campus be called upon to be a reception area for off-campus victims?

Checklist	Title	Position
1-D	*Public Information Officer (PIO)*	Primary: *VP of Marketing* Alternate: *AVP, Communication & External Relations*
	During the emergency, the Public Information Officer will provide the rapid dissemination of accurate instructions and information to the general public and campus community and oversee the establishment of a Media Center to provide information concerning the incident to representatives of the print and electronic media. The PIO establishes a Rumor Control Center as it relates to the situation and responds to inquiries from relatives and friends outside the impacted area concerning the college and students.	

PRIMARY RESPONSIBILITIES

- Release emergency instructions/information to faculty, staff, and students about the emergency and what steps individuals should take.
- Release emergency instructions/information to the college and electronic print media.
- Produce news releases to media and campus community on a regular basis (i.e., Hourly).

FOR ACTION

- Keep a detailed log of your activities.
- Open Media Center.
- Ensure that all information is clear, concise, confirmed, and approved by the appropriate authority before release to the media or public.
- Do not release unconfirmed information or speculate on the extent of the emergency, despite repeated urging by reporters to do so.
- Gather information on the emergency situation and response actions.
- Assign a Public Information Representative, if appropriate, to:
- Establish Media Control Point near the incident site.
- Keep Emergency Operations Center (EOC) Staff informed of the media situation at the incident site.
- Establish and release a "media only" telephone number(s).
- Post press releases on the College Web Site.
- Monitor published and broadcast Emergency Alert Systems (EAS) for accuracy. Correct serious misinformation whenever possible.
- Maintain Emergency Alert System (EAS) status boards and maps. Post hard copy of news releases.
- Attend periodic EOC briefings and policy meetings. Consider additional methods for distributing emergency instructions as required (i.e., message boards, text messages, mass notification systems).

PRIORITY TASKS FOR CONSIDERATION

- Schedule media briefings/press conferences and tours as conditions permit.

- Arrange for media access to the incident site when appropriate.

- Establish a center for rumor control.

ADDITIONAL ITEMS THAT THE PUBLIC INFORMATION OFFICER SHOULD FOCUS ON:

Communicating the Problem to the Campus Community

- Members of the campus community need to know the problem is being handled and what they (students, faculty & staff) should do. When can they help and how can they help?

Closure

- Will the incident require the closing of the campus? What is the best process to communicate this information?

Checklist	Title	Position
1-E	*Liaison Officer*	Primary: ***Campus Safety & Security Senior Manager***
		Alternate: ***Director, Facilities Management***
	During the emergency, the Liaison Officer functions as the campus point of contact for instructions and assistance to outside responding agencies.	

PRIMARY RESPONSIBILITIES

- Provide a point of contact for assisting mutual aid agency representatives
- Provide information and maintain a liaison with other public and private agencies

FOR ACTION

- Keep a detailed log of your activities
- Report to the Emergency Operations Center (EOC)
- Talk to the INCIDENT COMMANDER to determine:
    - The extent and nature of the emergency
    - Are outside agencies responding, i.e., fire services and medical?
    - What location will be used for receiving and staging responding agencies?
    - What will be the communication and coordination frequency used?
    - Will mutual aid be requested?
- Notify the responding outside agencies where to check in and the staging location.
- Identify agency representatives from each agency, including the Communications link and their location.
- Monitor the incident operations to identify what might be potential inter-organizational problems.
- Provide the INCIDENT COMMANDER with status reports concerning the arrival times of responding agencies, number of personnel responding, and the type of resources expected.
- Provide information to other Section officers on the number and type of resources coming to the campus to assist with the emergency.

ADDITIONAL ITEMS THAT THE LIAISON OFFICER SHOULD FOCUS ON:

Outside Agency Issues

- Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that effors are not going at cross-purposes.

Extended Operations

- Some incidents could extend for several hours or days. The LIAISON OFFICER must

determine the continued availability of the resources and arrange for long-term stays.

Deployment and Release

- It is important that the LIAISON OFFICER closely monitor the use and release of outside resources. Outside agencies are not familiar with the campus and should be either thoroughly briefed or assisted by a campus member.

Checklist	Title	Position
1-F	***Safety Officer/OSHA (Occupational Safety & Health Administration)***	Primary: ***Operations Manager*** Alternate: ***Campus Safety Officer***
	During the emergency, the Safety Officer monitors and assesses hazardous and unsafe situations and develops measures to ensure personnel safety.	

Activation of the position is at the option of the Incident Commander unless it is a hazardous materials incident. OSHA mandates the Safety Officer position for all hazardous materials incidents. For other incidents, the Safety Officer has the authority to stop all unsafe activity deemed to be outside the scope of the incident action plan.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the Emergency Operations Center (EOC).
- Talk to the **INCIDENT COMMANDER** to determine the extent and nature of the emergency operation.
- Monitor and assess hazardous and unsafe situations and develop measures for assuring personnel safety.

Checklist	Title	Position
2-A	***Operations Coordinator***	Primary: ***Operations Manager*** Alternate: ***Director, Facilities Management***
	The Operations Coordinator initiates intelligence gathering concerning casualities and damage, identifies immediate problems, focuses on the highest priorities (life & death), and controls problems. Based on information obtained and resources available, the Operations Coordinator will establish approriate branches to deal with the emergency.	

PRIMARY RESPONSIBILITIES

- Assumes operational command of the response.
- Manages the OPERATIONS Section of the Emergency Operations Center (EOC), including the following response teams:

o LAW ENFORCEMENT/SECURITY	o MEDICAL
o COMMUNICATIONS DISPATCHER	o HEALTH & SAFETY
o SEARCH & RESCUE	o BUILDINGS & UTILITIES

- Keeps the INCIDENT COMMANDER informed of response team activities.
- Evaluates operational information and determine priorities.
- Deploys teams to address problems.

SUPPORT RESPONSIBILITIES

- Recommends mutual aid needs and resources.
- Provides information to the SITUATION STATUS representative.

FOR IMMEDIATE ACTION

- Keep a detailed log of your activities.
- Report to the EOC for briefing, then organize and activate the OPERATIONS Section.
- Establish a journal/log for recording activities.
- Establish a communication link with the communications dispatcher.
- Evaluate operational needs and responses based on:
  - The type of emergency.
  - Location of emergency and types of facilities involved.
  - Size of the area involved (limited area or campus-wide).
  - Number and type of casualties/injuries.
  - Access routes for emergency vehicles.
  - Assistance required (e.g., Medical, Fire, Facilities Management & Environmental Health and Safety).

- In coordination with the INCIDENT COMMANDER and the PLANNING Coordinator, develop a tactical plan.

FIRST PRIORITY/CONSIDERATION

- Number one priority is LIFE & SAFETY. Determine if the following branches need to be activated:
  - MEDICAL for emergency triage or first aid.
  - SEARCH & RESCUE to find and rescue injured and trapped students and staff.
  - LAW ENFORCEMENT/SECURITY to evacuate people away from a danger zone.
  - HEALTH & SAFETY to assist with control and containment of hazardous material.

- Authorize immediate actions according to safety and emergency operation procedures, including on-site treatment of the injured, occupancy status of the buildings, and procedures for relocating students, employees, and visitors away from dangers and hazards.

STAFFING ACTIONS

- Determine what staff resources are immediately available and make requests for appropriate personnel and equipment resources needed for control of the incident.
- Make requests to LOGISTICS for resources that are needed or will be needed soon. Determine if public agency mutual aid is required for any operations on campus. Upon concurrence with the INCIDENT COMMANDER, determine if outside assistance will be responding; establish procedures and staffing for the in- coming assistance. INCIDENT COMMANDER determines if outside assistance will be responding; establish procedures and staffing for the incoming assistance.

MEDICAL ACTIONS

- Direct the establishment of the Medical Staging and Treatment Area. Ensure that supplies are available. Establish and implement procedures and priorities for Medical Treatment, First Aid, etc. Verify that emergency transportation has been called for severe cases transport to the closest emergency facility.

ACCESS CONTROL ACTIONS

- Direct staff to cordon off unsafe areas, secure facilities, and control access where there is damage. Have utilities shut down if presenting a possible hazard.
- Ensure traffic control is established to provide access for emergency vehicles. D Direct the establishment and control of on-campus evacuation reception areas.

- Deal with requests to re-enter buildings and coordinate with the **INCIDENT COMMANDER**.

PLANNING & SITUATION STATUS ACTIONS

- Coordinate with **DAMAGE ASSESSMENT** regarding safety and initial damage inspections, support damage assessment with BUILDING and UTILITY Teams, as required. Following **DAMAGE ASSESSMENT**, continue to have SECURITY inspect and ensure people are kept out of damaged and/or dangerous areas.

- Coordinate with **PLANNING** and **DAMAGE ASSESSMENT** to identify priorities for further inspections, repairs, service restoration, and facility restoration. Forward information to **SITUATION STATUS** and others in the **EOC**. Keep the **INCIDENT COMMANDER** informed of events and actions. Work closely with **SITUATION STATUS** to keep track of site operations.

RESOURCE LOGISTICS ACTIONS

- Request site food/water and other personnel support for response teams from the LOGISTICS Coordinator. Request arrangements for a secure site away from public access (THE EOC IS NOT A SHELTER OPERATION).

- Plan for ongoing operations if the damage is severe or field activities appear to be extensive. Coordinate with **LOGISTICS, PLANNING,** and the **INCIDENT COMMANDER** to plan for extended operations, especially during non-business hours.

RECOVERY ACTIONS

- Coordinate and direct the cleanup, salvage, and repair efforts for all facilities.
- Provide lists of personnel on duty and any preliminary information on personnel matters or claims to **HUMAN RESOURCES**.
- Provide information and recommendations to PLANNING for the After-Action Report.
- Support the OES/FEMA DOCUMENTATION files with photographs and source documents, time records, field notes, etc.

ADDITIONAL ITEMS THAT THE OPERATIONS OFFICER SHOULD FOCUS ON
Continued Operations and Resources

- Estimate the duration of the response and develop plans for replacing human and physical resources.

Extended Operations

- Some incidents could extend for several hours or days.

Security and Access Control

- Perimeter security needs and resources for night operation.
- Will the campus become a reception point for outside victims?

Checklist	Title	Position
2-B	*Law Enforcement/Security*	Primary: *Campus Safety & Security Senior Manger*
		Alternate: *Campus Safety Lieutenant*
	LAW ENFORCEMENT/SECURITY will provide assistance with first-priority (life-threatening) tasks: warnings, immediate evacuation of hazardous areas, etc... In addition, LAW ENFORCEMENT/SECURITY will provide for traffic control, access containment, and property protection.	

PRIMARY RESPONSIBILITIES

- Provide a rapid warning to the campus community of hazards or dangers.
- Assist with clearing and closing buildings following an earthquake.
- Evacuate people from potential or existing danger.
- Close off areas and controlling access (limited or no access).
- Traffic control.
- Protect property.

FOR ACTION

- Report to the staging area at the Emergency Operations Center (EOC). Contact the OPERATIONS
- COORDINATOR with the list of team members and obtain equipment and assignments.
- Determine the number of personnel available to respond.
- Keep the OPERATIONS COORDINATOR briefed.
- Develop an Action Plan for your assignment.
- Advise SITUATION STATUS of the SECURITY mission and assignment.

IF ASSIGNED TO WARN THE CAMPUS OF A DANGER

- Determine who needs to be warned.
- Clarify the message that will be given out. If the message deals with evacuation from an area, BE
- SPECIFIC WHERE YOU WANT PEOPLE TO GO.
- Determine the method for giving the warning (In person, by going to specific locations, etc.).

IF ASSIGNED TO CLEAR & CLOSE BUILDINGS FOLLOWING AN EARTHQUAKE

- Make sure the plan identifies all building(s) to be searched and closed.
- Obtain safety instructions for damaged buildings (How to recognize hazards, conditions that would prevent entering a damaged building, protective clothing, etc.).
- Establish a procedure for clearing injured persons from the building.
- Provide each team with materials to post "Building Closed" signs.

IF ASSIGNED TO EVACUATE AN AREA* OR *THE CAMPUS

- Plan should include:

- Assembly areas and safe exit routes.

- Traffic control devices, barricades, and signs

- Accommodations for relocating the physically impaired

- Review the **CLOSURE PLAN**

- Determine if special transportation is needed

- Assign staff to the reception area

IF ASSIGNED TO SEARCH OR ASSIST PERSONS INJURED OR TRAPPED.

- Obtain safety instructions for damaged buildings (How to recognize hazards, conditions that would prevent entering a damaged building, protective clothing, etc.)

- Search the assigned area according to the established pattern.

- Check each building, ensuring complete evacuation. Make a note of unsafe conditions and areas.

- Remove any trapped or injured persons according to established procedures. Assist the injured to the **FIRST AID CENTER**. Send for help if the person cannot be safely moved.

Note: If there is structural damage to the building or severe hazards (electrical, fire, hazardous materials, etc.) to personnel, advise the Operations Coordinator before proceeding. You may need to call the Fire Department and other experts to successfully rescue a victim without further harm to yourself and/or the victim. This is especially important for the earthquake-damaged building, which may fully collapse during aftershocks.

IF ASSIGNED TO CLOSE OFF AREAS AND/OR CONTROL ACCESS

Determine the type of control of persons and vehicles into and out of the area.

NO ACCESS

All people will be prohibited from entering the closed area. Authorized personnel, i.e., campus, local, state, or federal personnel performing emergency work, will be permitted entry. Media representatives will be allowed access to non-crime scene areas on a controlled basis by the Public Information Officer.

LIMITED ACCESS

Allow persons into the closed area according to criteria established by Incident Commander. A person entering must abide by the policies established in order to gain entry.

- Direct the placement of barricades, traffic control devices, and signs.

- Establish an entry system.

- Establish and staff control points.
- Determine the pass system for entry and exit for the area secured.

Security Alert and Warning

Response – All Hazards

One aspect of emergency management is the process of issuing an effective warning of danger or hazard to the community. Depending upon the nature of the emergency, there may be time to plan and organize or it may only permit a spontaneous reaction. Alert & Warning is a function of the Emergency Management Operation that deals with the process of notifying the campus community of impending or existing hazards.

OBJECTIVES

The overall objectives of Alert and Warning are:

- Providing a process where the community is advised of potential or existing hazards
- Protecting lives by issuing alerts that will reduce the potential of risk
- Providing a rapid notification on short notice to the community

CONCEPT TO OPERATION

During an emergency, the Alert and Warning will be coordinated by Management and carried out by Operations. Performance of this function shall be in accordance with established procedures and will involve two distinct modes:

Mode 1 – During the first few hours of the emergency, operations staff will provide rapid warnings to people in the area with the greatest risk.

Mode 2 – Once the immediate threat of the emergency has been contained, the alert and warning will involve planned information concerning evacuation and closure of the area.

GENERAL PROCEDURES

Short Notice Warnings

This process usually does not allow time to develop specific plans, and the objective will be to quickly warn personnel to move from a high-risk area to a low-risk assembly area. Methods for this process will generally involve one or all of the following:

- Staff with portable public address systems walking through the area.
- Telephone calls if the system is operational and time permits.

Advance Notice Warnings

When time permits, other appropriate methods may be used to get the message disseminated to the public.

Law Enforcement/Security Field Command Post

RESPONSE-ALL HAZARDS

A Field Command Post (FCP) is a designated, secure area where those responsible for the incident direction and control can function. Key considerations include security, access, and a staging area for all necessary command personnel, regardless of what agency they each represent. The department may establish an FCP for a variety of daily routine operations. This concept is not restricted only to major disasters.

CONCEPT OF OPERATION

The Incident Commander shall evaluate the need for establishing a field command post based on the criteria listed below for an unusual occurrence or major incident:

- Will direction and command be improved by establishing a secure area close to the incident in progress?
- Will other agencies, both on and off campus, be responding and participating? If the answer to either or both above questions is yes, then an FCP should be established during an emergency. Performance of this function shall be in accordance with established procedures and will involve two distinct modes:

Mode 1 - At the beginning of the emergency, the Incident Commander will be involved with determining the location of the Field Command Post, the purpose of the FCP, communications, staffing, and equipment.

Mode 2 - Once the Field Command Post has been established, the Incident Commander will evaluate continued operations, replenishing staff & resources, access control, security, and long-range operations.

COMMAND POST SITE SELECTION FACTORS

Often the rapid pace of the incident will limit your choices. Select your location with the considerations listed below.

Usefulness

Selection of a site, which will provide you with most of the basic necessities, such as, restrooms, telephones, water and power.

The first preference for an FCP site would be a building that would have one or all of the following:

telephone, Local Area Network (LAN), restrooms, backup electricity, and a parking lot. You will have to make arrangements for basic needs if the event is extended over a longer period of time.

NOTE: When you make a site choice, it should be made with plans to remain there until the duration of the incident. Relocating during the incident creates numerous problems. Plan wisely.

Accessible

An important factor of site selection is the FCP's accessibility by responding personnel.

- The responding personnel, especially outside agencies, should be easily directed to the location. Do not pick an obscure location.
- The Communications Dispatcher should advise responding agencies with the FCP location and the best route.
- There should be sufficient area for vehicle parking and staging of personnel and equipment. Consider how heavy equipment would get in, if needed.
- Consideration should be given for establishing a helipad

Safety

The third factor of site selection is safety. The location should be defensible from hostile action or impending hazards.

- The site during HAZMAT incidents should be at least 2,000 ft. from the incident and NOT downwind.
- The site should have the ability to provide access control.

Security Access Control

RESPONSE-ALL HAZARDS

During an extraordinary emergency, particularly following a major disaster, it may be necessary to control the movement of persons and vehicles into and out of an area. Access control may be necessary at a vital facility, an area around an incident, or the entire campus.

CONCEPT OF OPERATION

During an emergency, the access control function is the responsibility of Facilities Management with the assistance of Law Enforcement/Security. Performance of this function shall be in accordance with established procedures and will involve two distinct modes:

Mode 1 - During the first few hours of the emergency, the Safety and Security Department along with Facilities Management staff and college resources, will be used to quickly limit the access to high hazard areas or specific

emergency operations.

Mode 2 - Once the immediate threat of the emergency has been stabilized, the access control operations will shift toward control and protection of specific areas, such as building(s), casualty collection sites, resource staging areas, etc. or the campus in general. An emergency could justify the need to close all or part of the campus for a short period of time or up to several days or weeks, depending on the emergency and its severity.

First:
- Determine what places on campus will need to be closed off.
- Determine what type of area or facility will be controlled.
- Determine how large the area to be controlled is.
- Determine if the closure will involve vehicles and/or pedestrians.
- Determine if people need to be evacuated out of the controlled area first.
- Coordinate with Management.

If the area is a vital facility. THEN:
- Determine how many people will be needed.
- Determine if the incident requires protection and access control.
- Determine if the personnel need to be armed.
- Determine who may get access and what types of controls will allow entry.

If the area is an incident or emergency operations scene THEN:
- Determine the size of the area to be controlled and how many people will be needed.
- Determine if both vehicles and pedestrians are to be controlled.
- Determine equipment needs radios, flares, reflective vests, lights, etc.
- Assign a person to provide breaks and replace equipment.
- Check access control needs for all pedestrian walkways through the area.
- Contact Resource and Logistics for staff, barricades, and signs.
- Arrange for transportation to move staff and equipment.
- Coordinate with Management for handling media requests to enter the area.
- Determine who and what may enter the area and advise control point staff.
- Determine where the Media will check in and assemble.
- Advise the EOC when the control measures are in place.
- Confirm with the EOC the policy and procedure for unauthorized entry.
- At street control points, make provisions for emergency vehicles to enter and exit.

If the entire campus is to be closed, THEN:

- Follow the campus closure procedures.

Additional Considerations

- Weather conditions.
- Night operations.
- Wind directions change during hazardous material operations.
- Develop contingency plans for reducing or expanding the perimeter.
- Using outside security personnel or volunteers.
- What special equipment may be needed?
- Personnel to direct and staff control points.
- Signs to control or restrict traffic.
- Radios to communicate to personnel within and outside the secured area.
- Establish additional control points.
- Additional street markers indicating closure of the area.
- Markers on the surface streets leading to the secured area.
- Officer patrols within and outside the secured area.
- Establish a pass system for entry and exit for the secured area.
- Handle Security duties within and outside secured area.
- Direct the placement of barricades and traffic control devices.
- Initiate the entry system.

Access Policy

The criteria for allowing entry into a closed area will be established by the Incident Commander for an incident.

The basic options are either of the following:

NO ACCESS:

All people will be prohibited from entering the closed area. Authorized personnel, i.e., campus, local, state, or federal personnel performing emergency work as necessary will be permitted entry. Media representatives will be allowed access to non-crime scene areas on a controlled basis by the Public Information Officer.

LIMITED ACCESS:

Allow persons into the closed area according to criteria established by the Incident Commander. Persons entering must abide by the policies established in order to gain entry.

Volunteers

After the initial stages of the incident, people may begin to arrive and volunteering their help. Listed below are some of the uses of volunteers:

- Traffic direction and information posts.

- Assist with loading and distributing signs and barricades.

- Information runners in the event of non-operational communications.

Checklist	Title	Position
2-C	***Communications Dispatcher***	Primary: ***Exec. Assistant to VP of Campus Life*** Alternate: ***Senior Exec. Assistant to President***
	The **COMMUNICATIONS DISPATCHER** implements and operates a communications network, handles radio traffic, and makes priority notifications.	

PRIMARY RESPONSIBILITIES

- Serve as the central point for receiving and sending communications.
- Assist with staff recall.
- Assesses communication capabilities and makes recommendations.
- Assign and distribute department communications equipment.
- Provide the Emergency Operations Center (EOC) with communications, including runners, and establishes
- Communication links with other agencies.

SUPPORT RESPONSIBILITIES

- Assists the campus with communications.

FOR ACTION

- Keep a detailed log of your activities.
- Immediately assess the communications capabilities (telephone, radio, computer networks, etc.) and set up the emergency communications system.
- Initiate priority notifications:
  - INCIDENT COMMANDER.
  - Key emergency managers and administrators.
  - Additional Security staff.
- Establish a priority communication network with any FIELD COMMAND POST that has been established.
- Develop an Action Plan for operation of the COMMUNICATION CENTER. The plan should have contingencies for:
  - Separating radio operations and telephone operations.
  - Maintaining status boards of staging areas, medical operations, and evacuation assembly sites.
  - Tracking the use of radio equipment.

- o Long-term operations.
- Receive and forward to the LOGISTICS Officer information such as notifications, warnings, and other communications.
- Assist with staff recall, as needed.
- When advised, establish, and maintain communications with other agencies, as appropriate, beginning with the Operational Area EOC (county).
- Assign and distribute communications equipment, as available.
- Assist departments and organizations with communications, as possible.
- Provide information and recommendations to the PLANNING COORDINATOR for the After-Action Report.

ADDITIONAL ITEMS THAT THE DISPATCHER SHOULD FOCUS ON CONTINUED OPERATIONS AND RESOURCES

- Estimate the duration of the response and develop plans for replacing human and physical resources.

Checklist	Title	Position
2-D	*Search & Rescue*	Primary: *Director, TSS*
		Alternate: *Campus Safety Lieutenant*
	SEARCH & RESCUE coordinates locating endangered, trapped, disabled, and/or isolated persons; gains access to persons in need of assistance or rescue according to the established rescue plans; assists the injured to the First Aid Center or sends for help if the person cannot be safely moved.	

PRIMARY RESPONSIBILITIES

- Search the campus.
- Assists and rescues victims.
- Evacuates and removes persons trapped or injured.

SUPPORT RESPONSIBILITIES

- **DAMAGE ASSESSMENT** - collect and report information concerning damaged facilities searched.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the staging area at the Emergency Operations Center (EOC). Make contact with the OPERATIONS COORDINATOR with a list of team members and obtain equipment and assignments.
- Determine the number of personnel available to respond.
- Keep the OPERATIONS COORDINATOR briefed.
- Develop an Action Plan for SEARCH & RESCUE operations. The plan should have contingencies for:
  - o Safety instruction for emergency team members.
  - o Protective equipment and clothing.
  - o Identifying structural damage to buildings or severe hazards that would require specialized equipment and personnel to successfully rescue a victim without further harm to team members and/or the victim.
  - o Implementing SEARCH & RESCUE mutual aid plans.
- Report the results of assignment operations to the SITUATION STATUS OFFICER under the PLANNING Section (deaths, injuries, etc.).

ADDITIONAL ITEMS THAT SEARCH & RESCUE SHOULD FOCUS ON:

Outside Agency Issues

- Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

Extended Operations

- Some incidents could extend for several hours or days; SEARCH & RESCUE must determine continued availability of staff and resources and arrange for replacements.

Deployment and Release

- It is important that SEARCH & RESCUE closely monitor the use and release of outside resources. Outside agencies are not familiar with the campus and should be either thoroughly briefed or assisted by a member of the campus.

Search & Rescue Support

SUPPORTING ORGANIZATIONS AND RESPONSIBILITIES

- Fire Department has overall responsibility for rescue operations.
- Facilities Management will assist with heavy equipment, trucks, forklifts, and personnel.
- Technical faculty and staff, when available, will provide expert advice on buildings and structures.
- Fire Departments will be requested for large and specialized rescue operations.

Checklist	Title	Position
2-E	*Medical*	Primary: ***Dir. Student Wellness & Health Center*** Alternate: ***Nurse Practitioner***
	MEDICAL establishes a safe site for medical treatment, activates and staffs a First Aid Center, provides first aid to injured victims, arranges and coordinates hospital transportation, and establishes a temporary morgue, if necessary.	

PRIMARY RESPONSIBILITIES

- Coordinate with damage assessment to determine location of a safe building for the First Aid Center.
- Activate and staff a First Aid Center.
- Provide first aid to injured persons.
- Arrange for and coordinate hospital transportation.
- Establish a temporary morgue, if necessary.

SUPPORT RESPONSIBILITIES

- Rescue operations.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the staging area at the Emergency Operations Center (EOC). Make contact with the **OPERATIONS COORDINATOR** with a list of team members and obtain equipment and assignments.
- Determine the number of personnel available to respond.
- Keep the OPERATIONS COORDINATOR briefed.
- Develop an Action Plan for MEDICAL operations. The plan should have contingencies for:
    1. An emergency FIRST AID STATION for the campus community and emergency workers.
    2. Transporting the critically injured to medical facilities.
    3. Set up a triage operation at specific location for mass injuries.
    4. Implementing the medical mutual aid.
    5. Implementing a coroner operation and a temporary morgue.

- Report the results of assignment operations to SITUATION STATUS under the PLANNING Section (deaths, injuries, etc.).

ADDITIONAL ITEMS THAT MEDICAL SHOULD FOCUS ON:

Outside Agency Issues

- Responding medical agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

Extended Operations

- Some incidents could extend for several hours or days. MEDICAL must determine continued availability of staff and resources and arrange for replacements.

Medical Support Operations

RESPONSE – ALL HAZARDS

- Request that field teams report persons needing medical assistance.
- Determine the number and location of persons requiring medical attention.
- Report information to the EOC.
- Request assistance with incoming ambulance and medical personnel.
- Assign staff until county responsers arrive.
- Request MEDICAL staff be sent to the site or transport victims to nearest Triage Center.
- Provide assistance to the EOC in accordance with the County Medical Casualty Incident Procedures.
- Obtain and record information on identify of victims and destination of transported casualities.

If county medical units cannot respond sufficiently under extreme emergency situation, consider the following actions as appropriate.

- Establish contact with EOC and determine condition of the local hospitals.
- Request the EOC contact outside public and private medical organizations to determine the availability of personnel and services.
- Contact the EOC and determine which facilities will be used to support the MEDICAL operation.
- Mobilize and brief volunteer medical personnel. Allocate staff to the following locations or activities as required.
  - Casualty Collection Point
  - Triage Center
  - Transport of injured
  - Staging location of medical support
  - Location of temporary morgue
- Assign volunteer medical staff to medical care sites.
- Ensure that briefings for staff and volunteers include:
  - Triage
  - Arrest of significant bleeding
  - Use of intravenous solution
  - Pain relief

- o   Tagging injured
- o   Patient tracking
- o   Identification and handling of facilities
- Ensure that injured requiring supplemental treatment are taken to the Casualty Collection Point site.
- Determine the following support needs and request from the EOC:
  - o   Medical supplies
  - o   Portable generators
  - o   Communications radio
  - o   Transportation for victims to other medical facilities
  - o   Food and water
- Conduct a periodic poll of injured and casualities to determine additonal support requirements.

Medical Support - Emergency Triage Procedures

During disaster situations that produce mass casualties and tax or overwhelm available campus medical resources, it may be necessary to use unusual techniques to provide the most effective aid. Under such conditions, the rule of "the greatest good for the greatest number" will be the guiding principle.

The emergency medical-care triage procedure initiated at campus disaster sites and disaster medical care facilities should be in accordance with the following guidelines:

Priority I - Immediate transport. First-priority casualties are those that have life-threatening injuries that are readily correctable. For purposes of priority for transport to a hospital, a second sorting or review may be necessary so only those "transportable" cases are taken first. Some may require extensive stabilization at the scene before transport.

Priority II - Delayed transport of casualties are all those whose therapy may be delayed without significant threat to life or limb and those for whom extensive or highly sophisticated procedures are necessary to sustain life.

Casualties requiring minimal care will not be tagged or registered. They will not be given professional level care and will not be admitted to hospitals. They will be sent from the incident scene in order to reduce confusion unless they are needed to assist as litter bearers or first aid staff.

The dead will be identified by an "X" on the forehead or covered with marked material. Professional opinion will be sought where needed. They will be completely covered with a sheet, blanket, or other available opaque material. They should be moved out of the immediate casualty sorting area by the Coroner team as

soon as practicable.

Panic-stricken or psychologically disturbed persons, who might interfere with casualty handling, should be isolated from the incident scene as soon as possible.

Medical Support - Multiple Casualty Incident Plan

Emergency Medical Services (EMS) are normally provided to the campus through an EMS system administered by the county. The EMS system has detailed procedures for responding to multiple casualty incidents. Multiple casualty incidents may occur on campus as a result of events such as fire, explosion, vehicle accident, or hazardous materials release. If an incident occurs on campus, the County Multiple Casualty Incident Operational Procedures will be activated by the EMS system. The COMMUNICATIONS DISPATCHER would contact the local fire department by dialing 911.

In an area-wide emergency that results in casualties on campus and delays or reduces the County EMS system's ability to respond, the campus medical response will be managed by the MEDICAL Branch under the OPERATIONS Section.

The response of campus personnel to the incident will be governed by the following guidelines:

- The COMMUNICATIONS DISPATCHER will request an EMS response. Information will be provided on the number of casualties, conditions, and any special hazards.

- LAW ENFORCEMENT/SECURITY will escort ambulances to the site and will assist ambulance personnel in establishing an ambulance staging area.

- LAW ENFORCEMENT/SECURITY personnel responding to the scene will establish a perimeter and, as feasible, initiate rescue and provide first aid to the victims.

- Health Services will be notified and placed on standby. A campus medical team will respond to the scene if the incident is a major medical emergency or larger incident, or if ambulance response is unduly delayed. Any medical personnel on scene will identify themselves to the Incident Commander or medical supervisor and provide assistance as requested.

Coroner Operation Support

SUPPORTING ORGANIZATIONS AND RESPONSIBILITIES

- Health Services is the primary unit for supporting coroner operations on campus.
- The County Coroner has support responsibility for coroner operations countywide, including the campus.

Coroner Operation Support

RESPONSE – ALL HAZARDS

- Determine the impact of the incident and have the EOC contact the County Coroner.
- Make recommendations to the EOC for sites that would be suitable as a temporary morgue.
- Refer all inquiries concerning number of the deceased to the EOC.
- Determine the number of personnel immediately available for assistance.
- Ensure personnel assisting the recovery teams to understand the County Coroner policies and procedures.

If the county coroner/medical examiner cannot be contacted under extreme emergencies, consider the following actions as appropriate:

- Designate Fatality Recovery Teams and prioritize assignments.
- Check condition of critical equipment and supplies. Obtain body bags, tags, gloves, masks, and other support items.
- Assign staff for the following functions as needed:
- Recovery teams.
- Identification records.
- Morgue.
- Assign a person to handle records and personal effects.
- Establish a communication system between the temporary morgue and EOC.
- Check with OPERATIONS before using or entering a damaged facility. Ensure staff has adequate protective clothing and equipment.
- Coordinate activities with LAW ENFORCEMENT, FIRE, MEDICAL, and SEARCH & RESCUE operations.
- Observe assigned staff carefully for indications of stress.
- Evaluate the need for security of the temporary morgue.
- Advise transportation of the coroner transport needs.

Checklist	Title	Position
2-F	*Health & Safety*	Primary: *Operations Manager*
		Alternate: *Campus Safety Officer*
	HEALTH & SAFETY quickly identifies hazardous material problems that will or could impact the emergency response, provides warnings, and assists with the containment of hazardous materials.	

PRIMARY RESPONSIBILITIES

- Identify, control, and contain chemical, biological, and radiological hazards that impact the emergency response.
- Provide emergency workers with appropriate safety instructions and protective clothing to carry out their mission safely.
- Provide and implement a sanitation plan for emergency operations.

SUPPORT RESPONSIBILITIES

Assist SEARCH & RESCUE and BUILDING & UTILITIES with identifying chemical, biological, and radiological hazards.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the staging area at the Emergency Operations Center (EOC). Make contact with the OPERATIONS COORDINATOR with a list of team members and to obtain equipment and assignments.
- Determine the number of personnel available to respond.
- Keep the OPERATIONS COORDINATOR briefed.
- Develop an Action Plan for HEALTH & SAFETY operations. The plan should have contingencies for:
- Safety instruction for emergency workers.
    o Providing protective equipment and clothing.
    o Providing critical information to fire fighters concerning hazardous materials contained inside buildings.
    o Analyzing building HAZMAT conditions for rescue worked, repair operations, and building inspection.
    o Preparing a sanitation plan.
    o Implementing the HEALTH & SAFETY mutual aid.
- Report the results of assignment operations to SITUATION STATUS under the PLANNING Section (deaths, injuries, etc.).

ADDITIONAL ITEMS THAT HEALTH & SAFETY SHOULD FOCUS ON:

Outside Agency Issues

- Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

Checklist	Title	Position
2-G	*Building & Utility*	Primary: *Facilities Assistant Manager Coordinator* Alternate: *Facilities Management Staff*
	BUILDING & UTILITY will focus on shutting off and/or restoring essential utilities, reducing further hazards; assisting with closing off areas and street, and clearing debris from roadways and essential areas for emergency equipment and building inspection.	

PRIMARY RESPONSIBILITIES

- Inspect and document damage to facilities in accordance with **DAMAGE ASSESSMENT**.
- Inspect utility systems and turn off utilities when necessary.
- Assist with closing off areas and streets, debris clearance for emergency equipment, and building inspection.

SUPPORT RESPONSIBILITIES

- Assist **SEARCH & RESCUE** Teams with the securing of utilities and initial inspection for structural integrity.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the staging area at the Emergency Operations Center (EOC). Make contact with the **OPERATIONS COORDINATOR** with the list of team members and to obtain equipment and assignments.
- Determine the number of personnel available to respond.
- Keep the OPERATIONS COORDINATOR briefed.
- Develop an Action Plan for BUILDING & UTILITY operations. The plan should have contingencies for:
    o Shutting off gas, power, and broken water lines.
    o Restoring utilities to emergency operations.
    o Providing protective equipment and clothing.
    o Clearing streets and areas for emergency vehicles and equipment.
    o Inspection of buildings.
    o Installing lighting for night operations.
    o Emergency construction to sustain the emergency operation.
    o Implementing construction and engineering mutual aid.

- Report the results of assignment operations to SITUATION STATUS under the PLANNING Section (deaths, injuries, etc.).

ADDITIONAL ITEMS THAT BUILDING & **UTILITY SHOULD FOCUS ON:**

Outside Agency Issues

- Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

Extended Operations

- Some incidents could extend for several hours or days. BUILDING & UTILITY must determine the continued availability of these resources and arrange for long-term operations.

Building & Utility Branch Support

SUPPORTING ORGANIZATIONS AND RESPONSIBILITIES

- Plant Operations has the overall responsibility for construction and engineering operations on campus.
- Purchasing will procure goods, services, and equipment.
- Fiscal Services arranges for financing and will maintain financial records.
- Structural Engineers should provide expert advice on structural problems.
- Facilities Management will assist in turning off utilities, repair, and debris clearance.
- Technical Faculty and Staff will provide expert advice as requested.
- Safety and Security Department will provide facility security.

Building & Utility Branch - General Response

RESPONSE - ALL HAZARDS

- Review initial reports on facility damage and recommend action required to the EOC to evacuate severely damaged areas. Report what repairs are necessary to remaining facilities.
- Report:
  - Any damage/hazards and general conditions on campus to the EOC.
  - Roads that are impassable.
  - Alternate routes that are available.
  - Buildings which are safe for usage. Buildings which are unsafe for usage.
  - Parking lots, fields, which can be, used as holding areas for supplies, people, etc.
  - Request information regarding damage or debris problems.
  - Check for chemical and electrical hazards.
  - Report injuries to the EOC.
  - Keep Planning Coordinator advised of information reported from field personnel.
  - Determine resources required for emergency repair and debris clearance.
    - County of Jurisdiction
    - Local contractors

- City
- Other schools/colleges/universities in the area
  - o Arrange for contractor assistance through Logistics Coordinator.
  - o If closure is ordered, implement closure procedures.
  - o Provide the Finance Coordinator with estimated damage/loss costs to facilities, roads, and other property.

EARTHQUAKE - SPECIFIC ACTIONS
- Check key facilities to determine the extent of damage and ability to operate.
- Determine the capacity and safety of any key roadways.
- Report all unsafe structures and roads.
- Post all hazardous structures.
- Post and close routes as required.
- Establish priorities for repair and debris clearance in conjunction with the EOC.
- Identify major debris problems.
- Determine status of available equipment for repair and for debris removal.
- Determine volunteer worker force needed.
- Identify need for barricades/cones. Procure or fabricate as necessary.
- Develop requisition lists for various equipment and materials needed for repair, temporary facilities, and rebuilding/replacement. Submit this information to Logistics Coordinator.
- Determine fuel requirements for vehicles and equipment, advise Logistics Coordinator.

HAZARDOUS MATERIALS - SPECIFIC ACTIONS
- Provide or construct barricades for hazardous areas on campus in coordination with LAW ENFORCEMENT/SECURITY.
- Assist LAW ENFORCEMENT/SECURITY in controlling on campus routes and exits to surrounding communities.

FLOOD SPECIFIC ACTIONS
Problems may develop over a few hours or a few days. Monitoring of susceptible areas should be initiated whenever torrential rains occur.
- Assign personnel to monitor known flood or rain damage.
- Prepare a plan for sand bagging flooded areas.
- Assign personnel to assist in moving material and equipment from endangered areas to upper floors, as needed.
- Shut down systems in locations where electrical hazards are present.

- Assign personnel to assist Security personnel in barricading flooded areas on campus.

Building & Utility Branch - Utility Emergencies

RESPONSE-ALL HAZARDS

The following action may/will be taken under any major emergency affecting the campus.

- Review initial reports on utility outages and problems and recommend to the command center the necessary action required to restore service.
- Report to the EOC any dangerous areas or hazards:
  - Transformer leaks
  - Broken high-voltage electrical lines
  - Electrical substation damage
  - Ruptured gas lines
  - Ruptured water lines
  - Ruptured sewage lines
  - Gas Company
  - Water and sanitation
- Post danger signs and barricade as necessary
- Establish contact with various utilities
  - Electric Company
- Coordinate telephone utility requirements with telephone services
- Act as point of contact for information flow between the EOC and utility companies on problems and report progress.
- Schedule all utility repairs as directed by the EOC.

Checklist	Title	Position
3-A	*Planning Coordinator*	Primary: *Dean of Student Affairs* Alternate: *Assistant Dean of Student Affairs & Title IX Coordinator*
	During the first few hours of the emergency, the President determines if a **PROCLAMATION OF EMERGENCY** is warranted and authorizes the official request for assistance or notification to appropriate state and federal agencies. The Planning Coordinator supports the management of emergency forces involved with the response to situations associated with emergency.	

PRIMARY RESPONSIBILITIES

- Oversee the management, display, and maintenance of all information about the following:
    - Situation status.
    - Planning for ongoing operations, developing the action plan.
    - Engineering safety.
    - Damage inspections.
    - Damage assessment.
    - Recovery aspects.
- Coordinate with the OPERATIONS Section for damage inspection team operations.
- Coordinate damage assessment with the OPERATIONS Section and others in the Emergency Operations Center (EOC).
- Manage the shutdown and restoration of damaged facilities.
- Ensure the survey of all structures and that posting and restricting entrance to campus is completed.

SUPPORT RESPONSIBILITIES

- OES/FEMA DOCUMENTATION and program.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the EOC and manage the PLANNING Section; provide and maintain current and updated information on the emergency situation.
- Activate SITUATION STATUS, ensuring the displays are set-up and maintained and the proper reports are made.
- Activate DAMAGE ASSESSMENT, assuring that:
    - Initial facility inspections are made, and that proper reports and assessments are made.
    - All damage to the College facilities is fully documented, damage estimates are made, and damaged buildings are posted and secured.
- Coordinate with the OPERATIONS Section regarding facility inspections and posting; determine whether follow-up inspections are required. Advise need for structural engineers or other structural

specialists. Coordinate damage assessment with other EOC functions.

- Make plans for ongoing operations to include the expected duration and extent of the response effort and initiation of recovery activities and programs.
- Identify immediate repair and construction projects, prioritizing for public and employee safety and assure containment of hazards and unsafe areas and priority use of buildings.
- Coordinate with the INCIDENT COMMANDER to begin on projects.
- Determine that information is verified for accuracy and consistency before it is recorded or reported
- Assist with the OES/FEMA DOCUMENTATION for disaster assistance programs.
- Provide copies of inspection reports and photographs to substantiate damage and estimates.
- Collect information from all response staff and prepare the After-Action Report for the INCIDENT COMMANDER'S signature.
- Assist FISCAL SERVICES with the continuing application process for disaster assistance.

ADDITIONAL ITEMS THAT THE PLANNING COORDINATOR SHOULD FOCUS ON

Campus Condition

What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Campus Closure

Will the incident require the closing of the campus? How long will the campus be closed? What information will students and employees need?

Recovery Expectations

When will the academic process resume?

Types of Intelligence Reporting

During a disaster, there are three types of intelligence reporting. These types are listed under the Planning Coordinator's Checklist and are ranked in order of priority of collection.

FLASH REPORTS

This is the first series of reports submitted from the first responders and field units to the Emergency Operations Center. Generally, these are verbal via portable radios.

SITUATION REPORTS

These are more refined reports, which have been confirmed. These reports provide a clearer picture of the

total impact and are the basis for establishing priorities. These should be submitted through channels every two hours with updates.

DETAILED REPORTS

Following situation reports, the Emergency Management team at all levels will require more detailed information, particularly resulting from damage estimates and analysis. These reports may be needed for city, county, and state emergency operations centers.

Checklist	Title	Position
3-B	***Situation Status***	Primary: ***Senior Executive Assistant to President*** Alternate: ***Administrative Assistant to VP of Finance & Administration***
	Situation Status collects, verifies, and processes all information and intelligence. They evaluate and disseminate information throughout the Emergency Operations Center (EOC); maintain the status of all college buildings, facilities, operations, and posts and maintains status boards and other EOC displays.	

PRIMARY RESPONSIBILITIES

- Collect, verify, and process all information and intelligence.
- Evaluate and disseminate information throughout the EOC. Monitor radio and television for information.
- Maintain the current status of all college buildings, facilities, and operations.
- Post and maintain status boards and other EOC displays.
- Identify inconsistencies and verify information for accuracy.

SUPPORT RESPONSIBILITIES

- Assist the PUBLIC INFORMATION OFFICER with information verification, rumor control, and event posting.
- Assists the OPERATIONS Officer with keeping track of field operations, staff, numbers, and the progress of building inspections.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the EOC and check in with the PLANNING Coordinator; install and set-up status boards, maps, and other displays.
- Collect information from all available sources and post it for easy access and interpretation, keeping the displays current and updated as new information is received.
- Quickly collect PRIORITY 1 information necessary to determine operational problems and immediate needs of the victims:
    - Type of emergency (fire, earthquake, etc.).
    - Location of emergency.
    - Types of facilities involved (classrooms, etc.).
    - Size of area involved (limited area or campus wide).
    - Incident Command Post location.
    - Staging Area locations.
    - Access routes for emergency vehicles.

- o Assistance required. (e.g., Medical, Fire, EHS)
    - o Number and type of casualties/injuries.
- Identify inconsistencies or information that obviously are not correct.
- Refer to the appropriate EOC section to verify and clear up any problems.
- Refrain from posting information until it is verified.
- Maintain the EOC Activity Log.
- Record major events, situation reports, major decisions, etc.
- Provide copies to the INCIDENT COMMANDER and other EOC staff as needed
- Evaluate information and disseminate it to EOC staff, assisting with periodic briefings.
- Provide information to DAMAGE ASSESSMENT for use in compiling damage cost estimates.
- Assist the PUBLIC INFORMATION OFFICER by providing and verifying information and assisting with rumor control.
- Monitor radio and television broadcasts for information that is of importance to college operations, including:
    - o Weather
    - o Transportation routes status
    - o Local sheltering sites
    - o Reports from other college campuses, if affected.
    - o Major Activities from the City and County
- Take pictures of status boards at regular intervals as a record keeping measure to track the progress of operations.
- Provide information, recommendations, and assistance to the PLANNING Coordinator for the After Action Report.

ADDITIONAL ITEMS THAT THE SITUATION STATUS OFFICER SHOULD FOCUS ON:

Campus Condition

What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Documentation

Remind other Section Officers to document their activities for recovery records.

Checklist	Title	Position
3-C	**_Damage Assessment_**	Primary: **_Facilities Assistant Manager Coordinator_** Alternate: **_Facilities Management Staff_**
	Damage Assessment makes initial damage inspections; assesses and documents damage to the buildings and facilities; determines the occupancy status of buildings; posts and secures unsafe buildings; and recommends building emergency repairs.	

PRIMARY RESPONSIBILITIES

- Determine a safe location for Emergency Operations Center (EOC) and a First Aid Center.
- Assign teams to make the initial damage inspections, coordinating with the OPERATIONS Section.
- Assess and document damage to buildings and facilities.
- Determine the occupancy status of buildings, then post and secure unsafe buildings.
- Recommend building emergency repairs.
- Maintain complete records of all damage and loss by site location.
- Assess repair and restoration costs.
- Provide contract management for all emergency repair contracts.

SUPPORT RESPONSIBILITIES

- Assist the **PUBLIC INFORMATION OFFICER** with damage assessment information.
- Assist the **OPERATIONS COORDINATOR** with inspections and field operations.
- Assis with t the OES/FEMA application process.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the Emergency Operations Center (EOC) and check in with the PLANNING Section and set up the Damage Assessment position. Initial building inspections and develop a priority list; also determine if it is safe for the inspectors.
- Coordinate with the OPERATIONS Coordinator to assign the BUILDING and UTILITY teams and schedule inspections of the buildings, ensuring they are provided with safety and personal protective equipment.
- Receive reports and keep files on damaged buildings.
- Forward copies of reports and information to OES/FEMA DOCUMENTATION. D Post and secure damaged buildings and recommend emergency repairs.
- Follow the damaged building guidelines. If inspection operations require further inspection, contact the Operational Area EOC to request inspections.
- Contact utility and contracted resources as needed for special areas.
- Identify and categorize specific locations of damage and amounts of loss, updating as necessary;

provide the reports to the **INCIDENT COMMANDER**, the **PLANNING Coordinator** and **SITUATION STATUS**.

- Obtain copies of all field inspection reports; establish files by site location; keep and maintain originals of all reports and other documentation of college damage and losses by site location.

- Assess repair and restoration costs; provide assessments to the PLANNING Coordinator; update as more information is received.

- Provide information, recommendations, and assistance to the PLANNING Coordinator for the After-Action Report.

- Support FISCAL SERVICES with the OES/FEMA disaster assistance application process.

Checklist	Title	Position
4-A	***Logistics Coordinator***	Primary: ***Purchasing Manager*** Alternate: ***Senior Buyer***
	The Logistics Coordinator provides all resources and support for the response operation, including purchasing and delivery arrangements, including facilities, transportation supplies, equipment maintenance, food/water/shelter, and personnel support.

PRIMARY RESPONSIBILITIES

- Provide all resources and support for the response operation, including purchasing and delivery arrangements for:
  - Facilities.
  - Transportation vehicles and supplies.
  - Equipment maintenance.
  - Food/water/shelter supplies and facilities.
  - Communications equipment and personnel.
  - Personnel support.   ·
- Arrange emergency service contracts.
- Ensure information is maintained regarding the status of all college personnel, members of the public, visitors, and contractors on college property. Tracks all emergency expenses.
- Manage compensation claims and related matters. Manage the deactivation process.

SUPPORT RESPONSIBILITIES

- Support FINANCE with collecting documentation and records. D Support OPERATIONS with identifying mutual aid resources.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the Emergency Operations Center (EOC) and function as the LOGISTICS Section Head.
- Set-up and organize the LOGISTICS Section.
- Check with OPERATIONS and PLANNING to identify resources that will be needed.
- Arrange for the inventory and distribution of available resources and equipment.
- Prepare for the provision of all resources for the operation, including purchasing and delivery arrangements for the following possibilities:
  - Facilities.
  - Transportation vehicles and supplies.
  - Equipment maintenance.
  - Food/water/shelter supplies and facilities.

- o Communications equipment and personnel.
- o Personal support
- Make all logistical arrangements for purchasing delivery, payment, and site contact of resources.
- Contact the Operational Area (City/County) to request mutual aid resources.
- Advise the Operational Area (City/County) if any college resources are used for mutual aid.
- Support the provision of College facilities for American Red Cross Shelter sites, as directed by the INCIDENT COMMANDER.
- Prepare to order resources needed from off-site locations.
- Prepare to arrange emergency service contracts, as requested.
- Provide resources to the campus, as requested, and approved by the INCIDENT COMMANDER.
- Ensure that information is maintained regarding the status of all college personnel, members of the public, visitors, and contractors on college property, coordinating with the EOC.
- Track all emergency expenses, maintaining complete records and using the specified accounting system.
- Manage compensation claims and related matters.
- Manage the deactivation process, tracking the return of equipment and supplies that are borrowed or leased, the cessation of services when jobs are completed, and shutting down of temporary operations as the emergency subsides.
- Assist FINANCE with the collection of documentation and records.
- Provide information and recommendations to the PLANNING COORDINATOR for the After Action Report.

ADDITIONAL ITEMS THAT THE LOGISTICS COORDINATOR SHOULD FOCUS ON:
CONTINUED OPERATIONS AND RESOURCES
- Estimate the duration of the response and develop plans for replacing human and physical resources.

SECURITY AND ACCESS CONTROL
- Perimeter security needs for storage and distribution sites and resources for night operations.
- Will the campus become a reception point for outside victims?

Extended Operations
- Some incidents could extend for several hours or days. LOGISTICS must determine continued availability of staff and resources and arrange for replacements.

Checklist	Title	Position
4-B	***Supply and Purchasing***	Primary: ***Purchasing Manager*** Alternate: ***Senior Buyer***
	Supply and Purchasing orders receive, store, process, and allocate emergency supplies and resources. Conducts the supply process to ensure reimbursement. Assists with the deactivation process.	

PRIMARY RESPONSIBILITIES

- Order, receive, store, process, and allocate emergency supplies and resources.
- Conduct the supply process to ensure reimbursement.
- Keep complete and accurate records.

SUPPORT RESPONSIBILITIES

- Assist with **OES/FEMA DOCUMENTATION**.
- Assist with the deactivation process.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the Emergency Operations Center (EOC) and check in with the LOGISTICS COORDINATOR and set up the supply and purchasing operation.
- Determine the goods, equipment, and services needed by the college staff.
- Obtain and arrange for delivery and distribution of the needed resources.
- Conduct the process according to the applicable guidelines for disaster reimbursement in order to maximize the financial recovery.
- Keep complete and accurate records for OES/FEMA DOCUMENTATION: provide them to the Finance Coordinator.
- Make all logistical arrangements for purchasing, delivery, payment, and site contact of resources.
- Assist with the deactivation process, tracking the return of equipment and supplies, the reactivation of services, and shut down of temporary services.
- Provide information and recommendations to the PLANNING COORDINATOR for the After Action Report.

ADDITIONAL ITEMS THAT THE SUPPLY & PURCHASING OFFICER SHOULD FOCUS ON:

CONTINUED OPERATIONS AND RESOURCES

- Estimate the duration of the response and develop plans for replacing human and physical resources.

SECURITY AND ACCESS CONTROL

- Perimeter security needs for storage and distribution sites and resources for night operations.

Checklist	Title	Position
4-C	*Care/Shelter/Transportation*	Primary: *Dir. Of Res Life & Housing* Alternate: *Ass. Dir. Of Res Life & Housing*
	Care/Shelter/Transportation provides emergency food and water during the emergency. Provides for the support of the Emergency Operations Center (EOC). Sets up and manages a Rest Station for employees and emergency workers. Arranges for the use of campus transportation vehicles and drivers.	

PRIMARY RESPONSIBILITIES

- Provide emergency food and water for the site.

- Arrange support for on-site shelter, if needed.

- Provide support for the EOC.

- Set up and manage a Rest Station for College employees and emergency workers.

- Arrange for the use of College transportation vehicles and drivers.

SUPPORT RESPONSIBILITIES

- Assist with OES/FEMA DOCUMENTATION.

- Assist with the deactivation process.

FOR ACTION

- Keep a detailed log of your activities.

- Report to the EOC and check in with the **LOGISTICS COORDINATOR**.

- Determine the needs of the EOC staff and field staff.

- Set up a Rest Area for college workers that is secured from public view and access.

- Advise the OPERATIONS COORDINATOR of the Rest Area location and services.

- Coordinate with the PLANNING Section to determine the expected duration of the emergency response and the need for food and water.

- Coordinate with SUPPLY and PURCHASING OFFICER to obtain and arrange for delivery and distribution of the needed resources.

- Coordinate with the EOC to determine if there is an anticipated need for temporary shelter to be provided at the site.

- Check with the INCIDENT COMMANDER for sheltering requests. Remember that if the American

- Red Cross selects colleges for shelter us; they are responsible for all shelter support.

- If shelter needs are anticipated, make arrangements for the resources, beginning with contacting the American Red Cross. It is expected that these resources will only be needed on a short-term basis, as every effort will be made to remove everyone to more suitable sites.

- Take an inventory of the college vehicle resources and fuel supplies.

- Be prepared to provide transportation resources as requested. Be sure to include a licensed driver

with buses and trucks.

- Provide temporary lodging and other support for responding outside agencies and others as requested by the **INCIDENT COMMANDER**.
- Provide information and recommendations to the **PLANNING COORDINATOR**.

Care and Shelter

The following action may/will be taken under any major emergency affecting the campus.

- Contact the Damage Assessment Unit for a rest/break building.
- Determine what numbers of campus community members (students, faculty, and staff) will require emergency care and shelter.
- Determine which designated campus facilities will be needed for emergency care and shelter. Contact the FACILITIES Management OFFICER for this information.
- Determine the status and safety of care and shelter facilities. Contact SITUATION STATUS and FACILITIES MANAGEMENT for this information.
- Coordinate actions with following campus organizations: Business Services, Fiscal Services, and the Foundation.
- Contact HUMAN RESOURCES for volunteer staff.
- Request assistance from American Red Cross (through the E.O.C.) if necessary.
- Activate campus care centers as needed. Activation sequence should be:
  - Have HUMAN RESOURCES alert basic staff (e.g., administrators, building safety coordinators, etc.) and have them recruit additional volunteers.
  - Have FACILITIES MANAGEMENT arrange building for operations, place signs, etc.
  - Obtain required supplies.
  - Arrange for food service for shelters.
  - Set up Registration & Inquiry desk.
- Use the following as emergency care and shelter planning guidelines when normal water and sanitation are not available:
  - 1 toilet per 40 persons, 40 square feet sleeping space (5'x 8') per person, 1 quart of drinking water (minimum per person, per day).
  - 5 gallons of water per person per day (all uses), 2500 calories per person per day (approx.3 1/2 lb. unprepared food).
- Provide communications, where needed, to link mass care centers to the EOC.
- Request necessary food supplies, equipment, and supplies to operate care facilities.
- Coordinate with neighboring jurisdictions for the care of students if evacuation is required.
- Evacuate and relocate any mass care facilities which become endangered by any hazardous

conditions.

- Coordinate efforts with American Red Cross, Salvation Army, campus religious centers, and other emergency welfare agencies.
- Ensure procedures are in effect to link Registration & Inquiry operations at different care centers with the EOC.
- Develop plans to close down the care centers as the emergency stabilizes or another temporary housing becomes available.

Transportation

The following action may/will be taken under any major emergency affecting the campus.

- Determine the status and location of all campus-owned vehicles and drivers.
- Determine the status of fuel storage pumps and determine if they are operable. If not, proceed to make necessary repairs, supply emergency power, etc.
- Determine spare parts inventory and establish repair schedule for damaged vehicles.
- Stage all available vehicles at a designated location.
- Determine the probable requirement for vehicle use during the anticipated duration of the emergency.
- When directed by COMMAND, request additional transportation resources as necessary through the city, county, or private rental agencies.
- When directed by COMMAND, request through the city, county, or private concerns, heavy-duty equipment as necessary i.e.: earthmovers, forklifts, tractor trailers, cranes, etc.
- Provide equipment operators as needed.
- Dispatch vehicles and equipment as requested by the EOC. Ensure the FISCAL SERVICES
- COORDINATOR is aware of any direct arrangements made with an off-campus vehicle and/or equipment provider.

Checklist	Title	Position
4-D	*Facilities Management*	Primary: ***Director, Facilities Manager*** Alternate: ***Facilities Assistant Manager***
	Facilities Management sets up and maintain the College facility needs to support the emergency.	

PRIMARY RESPONSIBILITIES

- Assist with finding temporary facilities.
- Set up and maintain emergency facilities.

SUPPORT RESPONSIBILITIES

- Assist CARE/SHELTER/TRANSPORTATION with establishing temporary campus rest areas and shelter sites as needed.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the Emergency Operations Center (EOC) and check in with the LOGISTICS COORDINATOR.
- Provide information and recommendations to the PLANNING COORDINATOR for facilities and locations (playing fields, parking lots) that can be used for emergency operations.
- Coordinate with the EOC to determine the facility needs of the campus.
- Set up any emergency operations facilities, as requested. These might include:
- An alternate Emergency Operations Center
- First Aid station
- An alternate Communications dispatch center
- Assembly locations for evacuations
- Rest areas for emergency workers
- Coordinate with BUILDING AND UTILITIES to verify sites are safe for occupancy.
- Assists CARE/SHELTER/TRANSPORTATION with establishing temporary campus rest areas and shelter sites as needed. Provide information on available locations.
- Provide information and recommendations to the PLANNING COORDINATOR for the After-Action Report.

ADDITIONAL ITEMS THAT FACILITIES MANAGEMENT

SHOULD FOCUS ON: SECURITY AND ACCESS CONTROL

- Perimeter security needs and resources for night operation.
- Will the campus become a reception point for outside victims?

Extended Operations

- Some incidents could extend for several hours or days. FACILITIES MANAGEMENT must determine continued availability of staff and resources and arrange for replacements.

Checklist	Title	Position
4-E	*Human Resources*	Primary: *Assistant VP of HR & Development* Alternate: *Dir. HRIS & Faculty Contracts*
	Human Resources determines the status and location of all personnel. Provides information about available staff. Assists in determining staff recall needs, receiving and processing injury reports, compensation claims, and other personnel-related matters.	

PRIMARY RESPONSIBILITIES

- Determine the status and location of all personnel.

- Provide information about available staff.

- Register and assign all volunteer workers.

- Assist in the determination of staff recall needs.

- Receive and process injury reports, compensation claims, and other personnel-related matters.

- Make family notifications as needed.

SUPPORT RESPONSIBILITIES

- Compile personnel information for OES/FEMA DOCUMENTATION.

- Assist OPERATIONS Coordinator with policy decisions regarding extended work hours and duties.

FOR ACTION

- Keep a detailed log of your activities.

- Report to the Emergency Operations Center (EOC) and check in with the LOGISTICS COORDINATOR.

- Coordinate with the EOC and other staff to determine the status of all college faculty, staff, and students.

- Provide information to the LOGISTICS COORDINATOR about available staff.

- Coordinate with EOC staff to determine staffing needs and provide staff as available.

- Assist OPERATIONS with determining policy for overtime hours, extended workdays, and special duty assignments.

- Compile overtime costs and provide, along with other personnel information, for OES/FEMA.

DOCUMENTATION

- Receive (from the MEDICAL Team) and keep on file, records of all injuries and casualties. Handle notifications and family messages for employees.

- Arrange for the recruitment and orientation of any temporary employees.

- Register and maintain records on any volunteers that are used.

- Provide information and recommendations to the **PLANNING COORDINATOR** for the After-Action Report.

ADDITIONAL ITEMS THAT THE HUMAN RESOURCE OFFICER SHOULD FOCUS ON:

CONTINUED OPERATIONS AND RESOURCES

- Estimate the duration of the response and develop plans for replacing human and physical resources.

SECURITY AND ACCESS CONTROL

- Perimeter security needs for storage and distribution sites and resources for night operations.

Volunteer Workers Operation

RESPONSE-ALL HAZARDS

The following action may/will be taken under any major emergency affecting the campus.

FIRST PRIORITIES:

- Identify personnel resources on duty and available.
- Determine the number of additional personnel needed and skills required.
- Establish a pool of available personnel.
- Activate community resource plans.
- Provide the INCIDENT COMMANDER with current status of staff.
- Establish a clearinghouse for employee information.
- Maintain employee records for payroll or claims purposes.
- Contact functional coordinators and determine staffing needs.
- Establish a process to register all volunteers and issue ID cards.
- Set up volunteer assignments and schedules.
- Establish schedules for work crews and arrange for relief.

EARTHQUAKE CONSIDERATIONS:

- Coordinate with Situation Status Officer to determine structural status of buildings before assigning volunteer workers.
- Plan for the possibility that prior established routes will be blocked and impassable.
- Coordinate with Medical staff the use of volunteer personnel for rescue of injured.
- Determine specialized equipment and personnel needed.

HAZARDOUS MATERIAL INCIDENT/FIRE CONSIDERATIONS:

- Develop staging area away from the hazard for volunteers.
- Ensure personnel has adequate protective clothing and equipment.
- Ensure the operational area has been evaluated by Health & Safety personnel.

ADDITIONAL CONSIDERATIONS:

- Identification of staff, equipment, and supplies needed for long term operations.
- Special equipment needed for night operations.
- Staging areas and requirements for incoming assistance.

Checklist	Title	Position
5-A	***Finance Coordinator***	Primary: ***VP of Finance & Administration*** Alternate: ***Director of Budget & Planning***
	The Finance Coordinator sets up the accounting system to be used for the emergency and oversees all accounting and financial aspects of the disaster.	

PRIMARY RESPONSIBILITIES

- Function as the head of the FINANCE Section.

- Set up the accounting system to be used for the emergency.

- Oversee all accounting and financial aspects of the disaster.

- Prepare periodic budget reports for the Incident Commander and college files for each major site, for tracking expenses for the OES/FEMA disaster assistance application requirements.

SUPPORT RESPONSIBILITIES

- Assist with damage estimates.

FOR ACTION

- Keep a detailed log of your activities.

- Report to the Emergency Operations Center (EOC), activate and organize the Fiscal Services, activate the Accounting and OES/FEMA Documentation functions.

- Establish a journal/log for recording major activities.

- Set up the accounting system for emergency, including labor purchasing contracts and all other accounts.

- Oversee all accounting and financial aspects of the disaster.

- Prepare periodic budget reports for the Incident Commander containing estimated damage

- amounts (coordinated with Damage Assessment) and estimated emergency expenditures (coordinated with Planning and Logistics).

- Ensure that OES/FEMA documentation files for each major facility are initiated and expenses tracked by site, in preparation for state and federal disaster assistance eligibility requirements.

- Compile the overtime costs and provide other personnel information for OES/FEMA documentation.

- Assist the Damage Assessment Officer with the preparation of reports and damage estimates.

- Provide information and recommendations to the Planning Coordinator for the After Action report. Continue to follow through with the OES/FEMA disaster assistance application process.

ADDITIONAL ITEMS THAT THE FINANCE COORDINATOR SHOULD FOCUS ON:

Campus Conditions

- What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Recovery Expectations

- When will the academic process resume?

Documentation

- Remind Emergency Section Coordinators and Officers concerning documentation of their activities for recovery records.

Checklist	Title	Position
5-B	***Accounting***	Primary: ***AVP of Finance & Business Services Controller*** Alternate: ***Director of Budget & Planning***
	Accounting provides accounting documentation of all emergency expenses, audits all expenditures and records, and supports the OES/FEMA Documentation.	

PRIMARY RESPONSIBILITIES

- Provide accounting documentation of all emergency expenses.
- Audit all expenditures and records.

SUPPORT RESPONSIBILITIES

- Support the OES/FEMA DOCUMENTATION.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the Emergency Operations Center (EOC), to the FINANCE COORDINATOR and set up the Accounting function by computer. If the power is out, use a manual system.
- Assign a disaster account code for use in all emergency related transactions, to provide a tracking mechanism for calculating all disaster costs.
- Obtain copies of all purchase orders, contracts, labor hour reports and other expense records pertaining to the emergency response.
- As soon as possible, provide a disaster cost estimate to the FINANCE COORDINATOR, updating the report as requested.
- Set up an accounting file by facility; prepare files to provide detail on additional work force labor, individual invoices for expenses, time records, etc.
- Maintain the files throughout the emergency and forward for OES/FEMA DOCUMENTATION. (It is helpful to organize the files as binders, with duplicates prepared for the disaster assistance pro- gram application.)
- Provide information and recommendations to the PLANNING COORDINATOR Officer for the After Action Report.
- Assist with the OES/FEMA disaster assistance application process.

ADDITIONAL ITEMS THAT THE ACCOUNTING UNIT SHOULD FOCUS ON:

Campus Condition

- What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

Checklist	Title	Position
5-C	***OES/FEMA Documentation***	Primary: ***Mgr. of Financial Services*** Alternate: ***Administrative Assistant, Business Office***
	OES/FEMA Documentation prepares and maintains the OES/FEMA documentation package, maintains the documentation files, and supports the disaster assistance application process.	

PRIMARY RESPONSIBILITIES

- Prepare and maintain the OES/FEMA documentation package.
- Maintain the documentation files supporting the disaster assistance application process.

FOR ACTION

- Keep a detailed log of your activities.
- Report to the Emergency Operations Center (EOC) and the FINANCE COORDINATOR.
- Coordinate with the FINANCE COORDINATOR to obtain source documentation for every OES/ FEMA expense area.
- Set up and maintain a binder or other system for documentation information.
- Make arrangements to attend the briefing with a representative appointed by the FISCAL SERVICES and be prepared to submit a Notice of Interest at that time. Time records, etc.
- Make sure you have a valid document on file to substantiate every expense listed in your application.
- Provide information and recommendations to the Planning Coordinator for the After-Action report.
- Manage the OES/FEMA disaster assistance application process. Keep a duplicate of the binder ready for inspection and review during the application and reimbursement process.

ADDITIONAL ITEMS THAT THE OES/FEMA DOCUMENTATION UNIT SHOULD FOCUS ON:

Campus Condition

- What is the extent of casualties, injuries, and damage? What is the extent of the damage to the surrounding local community?

SECTION EIGHT /CS FORMS

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident #:	3. Date/Time Initiated:
		Date: Time:

4. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):

5. Situation Summary and Health & Safety Briefing (for breifings or transfer of command): Recognize potential Incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard to protect responders from those hazards.

6. Prepared by:	Position/Title:	Signature:
Name:		

ICS 201, Page 1	Date/Time:

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident #:	3. Date/Time Initiated: Date: Time:

7. Current and Planned Objectives:

8. Current and Planned Actions, Strategies, and Tactics:

9. Prepared by: Name:	Position/Title:	Signature:

ICS 201, Page 2	Date/Time:

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                                    │  PRESIDENT   │
                                    └──────┬───────┘
         ┌──────────┬───────────────────────┴─────────────────────┬─────────────┐
 ┌───────────┐ ┌───────────┐            ┌───────────┐       ┌──────────────┐ ┌───────────┐
 │  PUBLIC   │ │  FINANCE  │            │ INCIDENT  │       │ ASSISTANT EOC│ │ SITUATION │
 │INFORMATION│ │COORDINATOR│            │ COMMANDER │       │   DIRECTOR   │ │  STATUS   │
 │  OFFICER  │ └─────┬─────┘            └─────┬─────┘       └──────┬───────┘ └───────────┘
 └───────────┘       │                        │                    │
            ┌────────┴────────┐               │            ┌───────┴────────┐
     ┌────────────┐  ┌────────────┐           │       ┌─────────┐  ┌────────────┐
     │  OES/FEMA  │  │ ACCOUNTING │           │       │ MEDICAL │  │  PLANNING  │
     │DOCUMENTATION│ └────────────┘           │       └─────────┘  │COORDINATOR │
     └────────────┘                           │                    └─────┬──────┘
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                                              │          │CARE/SHELTER/T│ │COMMUNICATION│
                                              │          │RANSPORTATION │ │ S DISPATCHER │
                                              │          └─────────────┘ └──────────────┘
                        ┌─────────────────────┼─────────────────────┐
                 ┌────────────┐        ┌────────────┐        ┌────────────┐
                 │  SEARCH &  │        │   HUMAN    │        │   SAFETY   │
                 │   RESCUE   │        │ RESOURCES  │        │OFFICER/OSHA│
                 └────────────┘        └────────────┘        └─────┬──────┘
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                                                           ┌──────────────┐
                                                           │ HEALTH & SAFETY│
                                                           └──────┬───────┘
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     ┌────────────┐     ┌────────────┐     ┌────────────┐          ┌────────────┐
     │ LOGISTICS  │     │  SUPPLY &  │     │  LIASION   │          │ OPERATIONS │
     │COORDINATOR │     │ PURCHASING │     │  OFFICER   │          │COORDINATOR │
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                                          │ ENFORCEMENT &│ │ FACILITIES │  │   DAMAGE   │
                                          │   SECURITY   │ │ MANAGEMENT │  │ ASSESSMENT │
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                                                                          │ BUILDING & │
                                                                          │   UTILITY  │
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INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident #:	3. Date/Time Initiated: Date: Time:

10. Resource Summary:

Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)

11. Prepared by: Name:	Position/Title:	Signature:
ICS 201, Page 3	Date/Time:	

ICS 201
Incident Briefing

Purpose: The Incident Briefing (ICS 201) provides the Incident Commander (and the Command and General Staff with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the ICS 201 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident.

Preparation: The briefing form is prepared by the Incident Commander for presentation to the incoming Incident Commander, along with a more detailed oral briefing.

Distribution: Ideally, the ICS 201 is duplicated and distributed before the initial briefing of the Command and General Staff or other responders as appropriate. The "Map/Sketch" and "Current and Planned Actions, Strategies, and Tactics" sections (pages 1-2) of the briefing form are given to the Situation Unit, while the "Current Organization" and "Resource Summary" sections (pages 3-4) are given to the Resources Unit.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Date/Time Initiated** • **Date, Time**	Enter the date initiated (month/day/year) and time initiated (using the 24-hour clock).
4	**Map/Sketch** (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on map/sketch or with attached maps. Utilize commonly accepted ICS map symbology. If the specific geospatial reference points are needed about the incident's location or area outside the ICS organization at the incident, that information should be submitted on the Incident Status Summary (ICS 209) North should be at the top of page unless noted otherwise.
5	**Situation Summary and Health and Safety Briefing** (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.	Self-explanatory

6	**Prepared by** ▪ Name ▪ Position/Title ▪ Signature ▪ Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter (month/day/year) and time prepared (24-hour clock).
7	**Current and Planned Projects**	Enter the objectives used on the incident and note any specific problem areas.
8	**Current and Planned Actions, Strategies, and Tactics** ▪ Time ▪ Actions	Enter the current and planned actions, strategies, and tactics and time they may or did occur to attain the objectives. If additional pages are needed, use a blank sheet or another ICS 201 (page 2), and adjust page numbers accordingly.
9	**Current Organization (fill in additional organization as appropriate)** ▪ Incident Commander(s) ▪ Liaison Officer ▪ Safety Officer ▪ Public Information Officer ▪ Planning Section Chief ▪ Operations Section Chief ▪ Finance/Administration Section Chief ▪ Logistics Section Chief	• Enter on the organization chart the names of the individuals assigned to each position. • Modify the chart as necessary and add any lines/spaces needed for Command Staff Assistants, Agency Representatives, and the organization of each of the General Staff Sections. • If Unified Command is being used, split the Incident Commander box. • Indicate agency for each of the Incident Commander's listed if Unified Command is being used.
10	**Resource Summary**	Enter the following information about the resources allocated to the incident. If additional pages are needed, use a blank sheet or another ICS 201 (Page 4), and adjust pages numbers accordingly.
	Resource	Enter the number and appropriate category, kind, or type of resource ordered.
	Resource Identifier	Enter the relevant agency designator and/or resource designator (if any)
	Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.
	ETA	Enter the estimated time of arrival (ETA) to the incident (use a 24-hour clock)
	Arrived	Enter an "X" or a checkmark upon arrival to the incident
	Notes **(location/assignment/status)**	Enter notes such as the assigned location of the resource and/or the actual assignment and status.

INCIDENT OBJECTIVES (ICS 202)

1. Incident Name:	2. Operational Period	
	Date From:	Date To:
	Time From:	Time To:

3. Objective(s):

4. Operational Period Command Emphasis:

5. General Situation Awareness:

6. Incident Action Plan (the items checked below are included in this Incident Action Plan):

☐ ICS 203	☐ ICS 207	☐ _____
☐ ICS 204	☐ ICS 208	☐ _____
☐ ICS 205	☐ Map/Chart	☐ _____
☐ ICS 205A	☐ Weather Forecast/Tides/Currents	☐ _____
☐ ICS 206		

7. Prepared by:	Position/Title:	Signature:
Name:		

8. Approved by Incident Commander:	Name:	Signature:

ICS 202	IAP Page	Date/Time:

ICS 202
Incident Objectives

Purpose: The Incident Objectives (ICS 202) describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

Preparation: The ICS 202 is completed by the Planning Section following each Command and General Staff meeting conducted to prepare the Incident Action Plan (IAP). In case of a Unified Command, one Incident Commander (IC) may approve the ICS 202. If additional IC signatures are used, attach a blank page.

Distribution: The ICS 202 may be reproduced with the IAP and may be part of the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms must be given to the Documentation Unit.

Notes:
- The ICS 202 is part of the IAP and can be used as the opening or cover page.
- If additional pages are needed, use a blank ICS 202, and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident. If needed, an incident number can be added.
2	**Operational Period** ▪ **Date & Time From** ▪ **Date & Time To**	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Objective(s)**	Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives are for the incident response for this operational period as well as for the duration of the incident. Include alternative and/or specific tactical objectives as applicable. Objectives should follow the SMART model or a similar approach: **S**pecific – is the wording precise and unambiguous? **M**easurable – How will achievements be measured? **A**ction-oriented – Is an action verb used to describe expected accomplishments? **R**ealistic – is the outcome achievable with given available resources

			$\underline{T}$ime-sensitive – What is the timeframe?
4		**Operational Period Command Emphasis**	Enter command emphasis for the operational period, which may include tactical priorities or a general weather forecast for the operational period. It may be a sequence of events or order of events to address. This is not a narrative on the objectives, but a discussion about where to place emphasis if there are needs to prioritize based on the Incident Commander's or Unified Command's direction. Example: Be aware of falling debris, secondary explosions, etc.
		General Situational Awareness	General situational awareness may include a weather forecast, incident conditions, and/or a general safety message. If a safety message is included here, it should be reviewed by the Safety Officer to ensure it is in alignment with the Safety Message/Plan (ICS 208).
5		**Site Safety Plan Required?** **Yes** ☐ **No** ☐	Safety Officer should check whether or not a site safety plan is required for this incident.
		Approved Site Safety Plan(s) Located At	Enter the location of the approved Site Safety Plan(s)
6		**Incident Action Plan** (the items checked below are included in this Incident Action Plan): ☐ ICS 203 ☐ ICS 204 ☐ ICS 205 ☐ ICS 205A ☐ ICS 206 ☐ ICS 207 ☐ ICS 208 ☐ Map/Chart ☐ Weather Forecast/Tides/Currents ☐ Other Attachments	Check appropriate forms and list other relevant documents that are included in the IAP ☐ ICS 203 – Organization Assignment List ☐ ICS 204 – Assignment List ☐ ICS 205 – Incident Radio Communications Plan ☐ ICS 205A – Communications List ☐ ICS 206 – Medical Plan ☐ ICS 207 – Incident Organization Chart ☐ ICS 208 – Safety Message/Plan
7		**Prepared by** ▪ Name ▪ Position/Title ▪ Signature	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
8		**Approved by Incident Commander** ▪ Name ▪ Signature ▪ Date/Time	In the case of a Unified Command, one IC may approve the ICS 202/ If additional IC signatures are used, attach a blank page.

ORGANIZATIONAL ASSIGNMENT LIST (ICS 203)

1. Incident Name:	2. Operational Period	Date From:	Date To:
		Time From:	Time To:

3. Incident Commander(s) and Command Staff:		7. Operations Section:		
IC/UCs		Chief		
		Deputy		
Deputy		Staging Area		
Safety Offficer		Branch		
Public Info. Officer		Branch Director		
Liaison Officer		Deputy		
4. Agency/Organization Representatives:		Division/Group		
Agency/Organization	Name	Division/Group		
		Division/Group		
		Division/Group		
		Division/Group		
		Branch		
		Branch Director		
		Deputy		
5. Planning Section		Division/Group		
Chief		Division/Group		
Deputy		Division/Group		
Resources Unit		Division/Group		
Situation Unit		Division/Group		
Documentation Unit		Branch		
Demobilization Unit		Branch Director		
Technical Specialists		Deputy		
		Division/Group		
		Division/Group		
		Division/Group		
6. Logistics Section:		Division/Group		
Chief		Division/Group		
Deputy		**Air Operations Branch**		
Support Branch		Air Ops Branch Dir.		
Director				
Supply Unit				
Facilities Unit		**8. Finance/Administration Section:**		
Ground Support Unit		Chief		
Service Branch		Deputy		
Director		Time Unit		
Communications Unit		Procurement Unit		
Medical Unit		Comp/Claims Unit		
Food Unit		Cost Unit		

9. Prepared by:	Name:	Position/Title:	Signature:
ICS 203 **IAP Page**		Date/Time:	

ICS 203
Organization Assignment List

Purpose: The Organization Assignment List (ICS 203) provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the Incident Organization Chart (ICS 207), which is posted on the Incident Command Post display. An actual organization will be incident or event-specific. Not all positions need to be filled. Some blocks may contain more than one name. The size of the organization is dependent on the magnitude of the incident and can be expanded or contracted as necessary.

Preparation: The Resources Unit prepares and maintains this list under the direction of the Planning Section Chief. Complete only the blocks for the positions that are being used for the incident. If a trainee is assigned to a position, indicate this with a "T" in parentheses behind the name (e.g., "A. Smith (T)").

Distribution: The ICS 203 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

Notes:

The ICS 203 serves as part of the IAP.

- If needed, more than one name can be put in each block by inserting a slash.

- If additional pages are needed, use a blank ICS 203, and repaginate as needed.

- ICS allows for organizational flexibility, so the Intelligence/Investigations Function can be embedded in several different places within the organizational structure.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.

2	**Operational Period**
	    ▪ **Date & Time From**
	    ▪ **Date & Time To**
		Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.

3	**Incident Commander(s) and Command Staff**
	    ▪ **IC/UC**
	    ▪ **Deputy**
	    ▪ **Safety Officer**
	    ▪ **Public Information Officer**
	    ▪ **Liaison Officer**
		Enter the names of the Incident Commander(s) and Command Staff. Label Assistants to Command Staff as such (for example, "Assistant safety Officer")
		For all individuals, use at least the first initial and last name
		For Unified Command, also include agency names

4	**Agency/Organization Representatives**
	    ▪ **Agency/Organization**
	    ▪ **Name**
		Enter the agency/organization names and the names of their representatives. For all individuals, use at least the first initial and last name.

5	**Planning Section**	Enter the name of the Planning Section Chief, Deputy, and Unit Leaders after each position title. List Technical Specialists with an indication of specialty. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.

6	**Logistics Section**
	    ▪ **Chief**
	    ▪ **Deputy**
	Support Branch
	    ▪ **Director**
	    ▪ **Supply Unit**
	    ▪ **Facilities Unit**
	    ▪ **Ground Support Unit**
	Service Branch
	    ▪ **Director**
	    ▪ **Communications Unit**
	    ▪ **Medical Unit**
	    ▪ **Food Unit**
		Enter the name of the Logistics Section Chief, Deputy, Branch Directors, and Unit Leaders after each position title.
		If there is a shift change during the specified operational period, list both names, separated by a slash.
		For all individuals, use at least the first initial and last name.

7	**Operations Section**
	    ▪ **Chief**
	    ▪ **Deputy**
	    ▪ **Staging Area**
		Enter the name of the Operations Section Chief, Deputy, Branch Director(s), Deputies, and personnel staffing each of the listed positions. For Divisions/Groups, enter the Division/Group

	Branch
	   ▪ **Branch Director**
	   ▪ **Deputy**
	   ▪ **Division/Group**
	Air Operations Branch
	   ▪ **Air Operations Branch Director**
		identifier in the left column and the individual's name in the right column
		Branches and Divisions/Groups may be named for functionality or by geography. For Division/Groups, indicate Division/ Groups supervisor. Use an additional page if more than three Branches are activated.
		If there is a shift change during the specified operational period, list both names, separated by a slash.
		For all individuals, use at least the first initial and last name.

8	**Finance/Administration Section**
	   ▪ **Chief**
	   ▪ **Deputy**
	   ▪ **Time Unit**
	   ▪ **Procurement Unit**
	   ▪ **Compensation/Claims Unit**
	   ▪ **Cost Unit**
		Enter the name of the Finance/Administration Section Chief, Deputy, and Unit Leaders after each position title.
		If there is a shift change during the specified operational period, list both names, separated by a slash.
		For all individuals, use at least the first initial and last name.

9	**Prepared by**
	   ▪ **Name**
	   ▪ **Position/Title**
	   ▪ **Signature**
	   ▪ **Date/Time**
		Enter the name, ICS position, and signature of the person preparing the form. Ender date (month/day/year) and time prepared (24-hour clock).

ASSIGNMENT LIST (ICS 204)

1. Incident Name	2. Operational Period	3.
	Date From: Date To: Time From: Time To:	Branch: Division: Group: Staging: Area:

4. Operations Personnel   Name: Contact Number(s)

Operations Section Chief:

Branch Director:

Division/Group Supervisor:

5. Resources Assigned"		# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information
Resource Identifier	Leader			

6. Work Assignments:

7. Special Instructions:

8. Communications (radio and/or phone contact numbers needed for this assignment):

Name	/Function	Primary Contact: Indicate cell, pager, or radio (frequency/system/channel)
	/	
	/	
	/	
	/	
	/	

9. Prepared by:	Name:	Position/Title:	Signature:
ICS 204	IAP Page	Date/Time:	

ICS 204
Assignment List

Purpose. The Assignment List(s) (ICS 204) informs Division and Group supervisors of incident assignments. Once the Command and General Staff agree to the assignments, the assignment information is given to the appropriate Divisions and Groups.

Preparation. The ICS 204 is normally prepared by the Resources Unit, using guidance from the Incident Objectives (ICS 202), Operational Planning Worksheet (ICS 215), and the Operations Section Chief. It must be approved by the Incident Commander but may be reviewed and initialed by the Planning Section Chief and Operations Section Chief as well.

Distribution. The ICS 204 is duplicated and attached to the ICS 202 and given to all recipients as part of the Incident Action Plan (IAP). In some cases, assignments may be communicated via radio/telephone/fax. All completed original forms must be given to the Documentation Unit.

Notes:
- The ICS 204 details assignments at Division and Group levels and is part of the IAP.
- Multiple pages/copies can be used if needed.
- If additional pages are needed, use a blank ICS 204, and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** ▪ **Date & Time From** ▪ **Date & Time To**	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Branch** **Division** **Group** **Staging Area**	This block is for use in a large IAP for reference only. Write the alphanumeric abbreviation for the Branch Division, Group, and Staging Area (e.g., "Branch 1," "Division D," "Group 1A") in large letters for easy referencing.
4	**Operations Personnel** ▪ **Name, Contact Number(s)** ▪ **Operations Section Chief** ▪ **Branch Director** ▪ **Division/Group Supervisor**	Enter the name and contact number of the Operations Section Chief, applicable Branch Director(s), and Division/Group Supervisor(s).

5	**Resource Assigned**	Enter the following information about the resources assigned to the Division or Group for this period.
	Resource Identifier	The identifier is a unique way to identify a resource (e.g., ENG-13, IA-SCC-413). If the resource has been ordered but no identification has been received, use TBD (to be determined).
	Leader	Enter resource leader's name.
	# of Persons	Enter the total number of persons for the resource assigned, including leader.
	Contact (e.g., phone, pager, radio frequency, etc.)	Enter primary means of contacting the leader or contact person (e.g., radio, phone, pager, etc.). Be sure to include the area code when listing a phone number.
	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	Provide special notes or directions specific to this resource. If required, add notes to indicate: (1) specific location/time where the resource should report or be dropped off/picked up; (2) special equipment and supplies that will be used or needed; (3) whether or not the resource received briefings; (4) transportation needs; (5) other information.
6	**Work Assignments**	Provide a statement of the tactical objectives to be achieved within the operational period by personnel assigned to this Division or Group.
7	**Special Instructions**	Enter a statement noting any safety problems, specific precautions to be exercised, drop-off or pickup points, or other important information.
8	**Communications (radio and/or phone contact numbers needed for this assignment)** **Name/Function** **Primary Contact: Indicate cell, pager, or radio (frequency/system/channel)**	Enter specific communications information (including emergency numbers) for this Branch/Division/Group. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and my satellite phone specifics. In light of potential IAP distribution, use sensitivity when including cell phone number. Add a secondary contact (phone number or radio) if needed.
9	**Prepared by** **Name** **Position/Title** **Signature** **Date/Time**	Enter the name, ICS position, and signature of the person preparing the form. Ender date (month/day/year) and time prepared (24-hour clock)

Communications List (ICS 205A)

1. Incident Name	2. Operational Period	
	Date From:	Date To:
	Time From:	Time To:

3. Basic Local Communications Information:

Incident Assigned Position	Name (Alphabetized)	Method(s) of Contact (Phone, Pager, Cell, etc.).

4. Prepared by:	Name:	Position/Title:	Signature:
ICS 205A IAP Page		Date/Time:	

ICS 205A
Communication List

Purpose: The Communications List (ICS 205A) records methods of contact for incident personnel. While the Incident Radio Communications Plan (ICS 205) is used to provide information on all radio frequencies down to the Division/Group level, the ICS 205A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.), and functions as an incident directory.

Preparation: The ICS 205A can be filled out during check-in and is maintained and distributed by Communications Unit personnel. This form should be updated each operational period.

Distribution: The ICS 205A is distributed within the ICS organization by the Communications Unit and posted as necessary. All completed original forms must be given to the Documentation Unit. If this form contains sensitive information such as cell phone numbers, it should be clearly marked in the header that it contains sensitive information and is not for public release.

Notes:
- The ICS 205A is an optional part of the Incident Action Plan (IAP).
- This optional form is used in conjunction with the ICS 205.
- If additional pages are needed, use a blank ICS 205A and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** - **Date & Time From** - **Date & Time To**	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Basic Local Communications Information**	Enter the communications methods assigned and used for personnel by their assigned ICS position.
	Incident Assigned Position	Enter the ICS organizational assignment.
	Name	Enter the name of the assigned person.
	Method(s) of Contact (phone, pager, cell, etc.)	For each assignment, enter the radio frequency and contact number(s) to include area code, etc. If applicable, include the vehicle license or ID number assigned to the vehicle for the incident (e.g., HAZMAT 1, etc.)
4	**Prepared by** - **Name** - **Position/Title** - **Signature** - **Date/Time**	Enter the name, ICS position, and signature of the person preparing the form. Enter date (monthy/day/year) and time prepared (24-hour clock).

Incident Radio Communications Plan (ICS 205)

1. Incident Name:	2. Date/Time Prepared: Date: Time:	3. Operational Period Date From: Date To: Time From: Time To:

4. Basic Radio Channel Use:

Zone Grp.	Ch #	Function	Channel Name/ Trunked Radio System Talkgroup	Assignment	RX Freq N or W	RX Tone/NAC	TX Freq N or W	TX Tone/NAC	Mode (A, D, or M)	Remarks

5. Special Instructions:

6. Prepared by (Communications Unit Leader):	Name:	Signature:

ICS 205 IAP Page	Date/Time:

ICS 205
Incident Radio Communications Plan

Purpose: The Incident Radio Communications Plan (ICS 205) provides information on all radio frequency or trunked radio system talk group assignments for each operational period. The plan is a summary of information obtained about available radio frequencies or talk groups and the assignments of those resources by the Communications Unit Leader for use by incident responders. Information from the Incident Radio Communications Plan on frequency or talk group assignments is normally placed on the Assignment List (ICS 204).

Preparation: The ICS 205 is prepared by the Communications Unit Leader and given to the Planning Section Chief for inclusion in the Incident Action Plan.

Distribution: The ICS 205 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit. Information from the ICS 205 is placed on Assignment Lists.

Notes:
- The ICS 205 is used to provide, in one location, information on all radio frequency assignments down to the Division/Group level for each operational period.
- The ICS 205 serves as part of the IAP.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Date/Time Prepared**	Enter date prepared (month/day/year) and time prepared (using the 24-hour clock).
3	**Operational Period** ▪ **Date & Time From** ▪ **Date & Time To**	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
4	**Basic Radio Channel Use**	Enter the following information about radio channel use:
	Zone group	
	Channel Number	Use at the Communications Unit Leader's discretion. Channel Number (Ch #) may equate to the channel number for incident radios that are programmed or cloned for a specific Communications Plan, or it may be used just as a reference line number on the ICS 205 document.
	Function	Enter the Net function each channel or talkgroups will be used for (Command, Tactical, Ground-to-Air, Air-to-Air, Support, Dispatch).
	Channel Name/Trucked Radio System Talk group	Enter the nomenclature or commonly used name for the channel or talk group such as the National Interoperability Channels which follow OHS frequency Field Operations Guide (FOG).

	Assignment	Enter the name of the ICS Branch/Division/Group/Section to which this channel/talkgroups will be assigned.
	RX (Receive) Frequency (N or W)	Enter the Receive Frequency (RX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions. The name of the specific trunked radio system with which the talkgroups is associated may be entered across all fields on the ICS 205 normally used for conventional channel programming information.
	RX Tone/NAC	Enter the Receive Continuous Tone Coded Squelch System (CTCSS) subaudible tone (RX Tone) or Network Access Code (RX NAC) for the receive frequency as the mobile or portable subscriber would be programmed.
	TX (Transmist) Frequency (N or W)	Enter the Transmit Frequency (TX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designated narrowband or a "W" designating wideband emissions.
	TX Tone/NAG	Enter the Transmit Continuous Tone Coded Squelch System (CTCSS) subaudible tone (TX Tone) or Network Access Code (TX NAG) for the transmit frequency as the mobile or portable subscriber would be programmed.
	Mode (A, D, or M)	Enter "A" for analog operation, "D" for digital operation, or "M" for mixed mode operation.
	Remarks	Enter miscellaneous information concerning repeater locations, information concerning patched channels or talkgroups using links or gateways, etc.
5	**Special Instructions**	Enter any special instructions (e.g., using cross-band repeaters, secure-voice, encoders, private line (PL) tones, etc.) or other emergency communications needs). If needed, also include any special instructions for handling an incident within an incident.
6	**Prepared by (Communication Unit Leader)** ▪ **Name** ▪ **Signature** ▪ **Date/Time**	Enter the name and signature of the person preparing the form, typically the Communications Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).

Medical Plan (ICS 206)

1. Incident Name:	2. Operational Period		
	Date From:	Date To:	
	Time From:	Time To:	

3. Medical Aid Stations:

Name	Location	Contact #/ Frequency	Paramedics on Site?
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No

4. Transporation (Indicate air or ground):

Ambulance Service	Location	Contact #/ Frequency	Level of Service
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS

5. Hospitals:

Hospital Name	Address, Latitude & Longitude if Helipad	Contact #/ Frequency	Travel Time Air	Travel Time Ground	Trauma Center	Burn Center	Helipad
					☐ Yes Level:	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:	☐ Yes ☐ No	☐ Yes ☐ No

6. Special Medical Emergency Procedures:

☐ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations

7. Prepared by (Medical Unit Leader):	Name:	Signature:
8. Approved by (Safety Officer):	Name:	Signature:

ICS 206 IAP Page	Date/Time:

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ICS 206
Medical Plan

Purpose: The Medical Plan (ICS 206) provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.

Preparation: The ICS 206 is prepared by the Medical Unit Leader and reviewed by the Safety Officer to ensure ICS coordination. If aviation assets are utilized for rescue, coordinate with Air Operations.

Distribution: The ICS 206 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). Information from the plan pertaining to incident medical aid stations and medical emergency procedures may be noted on the Assignment List (ICS 204). All completed original forms must be given to the Documentation Unit.
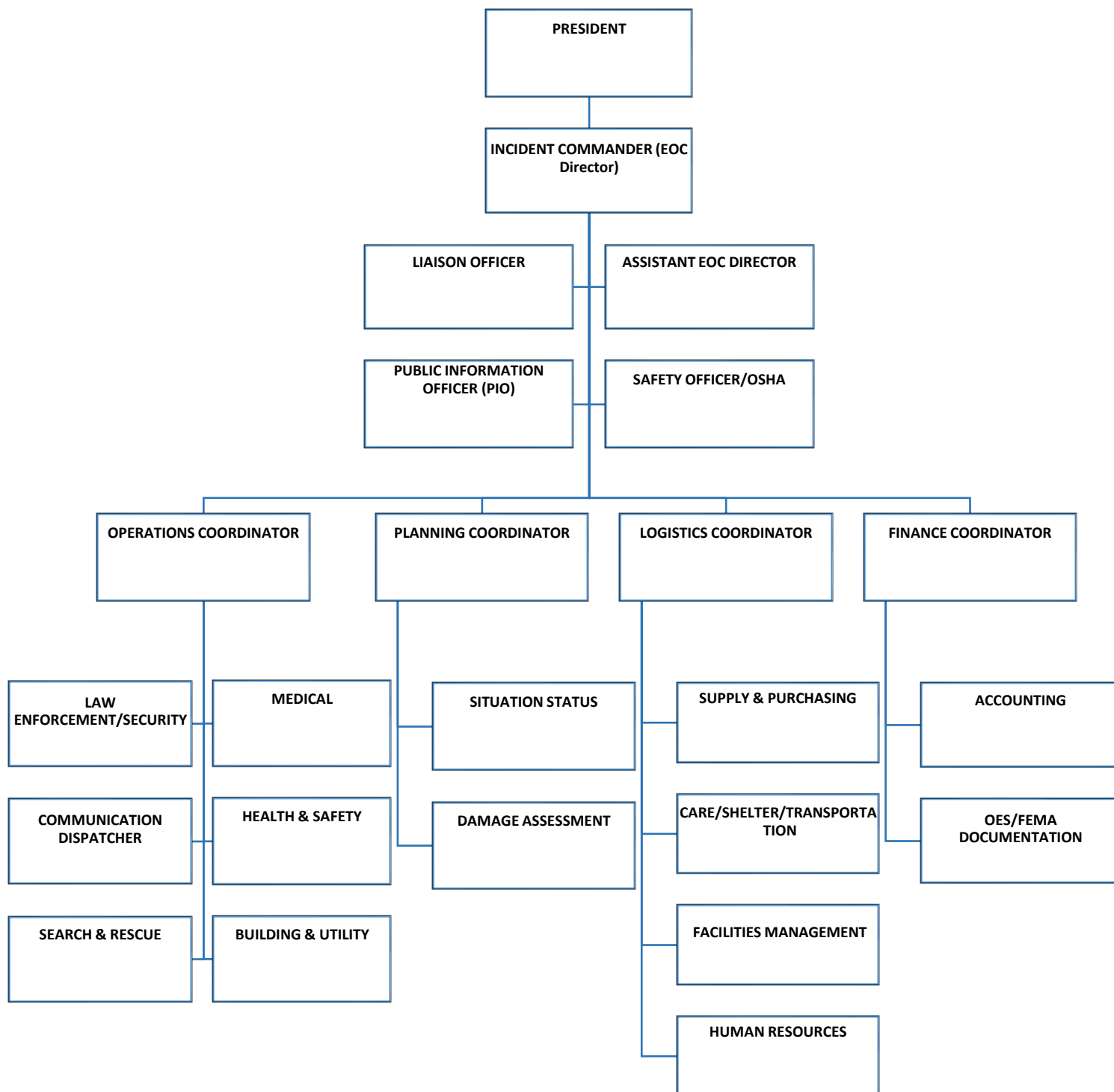
Notes:
- The ICS 206 serves as part of the IAP.
- This form can include multiple pages.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Date/Time Prepared**	Enter date prepared (month/day/year) and time prepared (using the 24-hour clock).
3	**Medical Aid Stations**	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
	Name	Enter name of the medical aid station.
	Location	Enter the location of the medical aid station (e.g., Staging Area, Campground).
	Contact #/ Frequency	Enter the contact number(s) and frequency for the medical aid station(s).
	Paramedics on Site? ☐ **Yes** ☐ **No**	Indicate (yes or no) if paramedics are at the site indicated.
4	**Transportation (Indicate air or ground)**	Enter the following information for ambulance services available to the incident:
	Ambulance Service	Enter the name of ambulance service
	Location	Enter the location of the ambulance service
	Contact #/ Frequency	Enter the contact number(s) and frequency for the ambulance service.
	Level of Service ☐ **ALS** ☐ **BLS**	Indicate the level of service available for each ambulance, either ALS (Advanced Life Support) or BLS (Basic Life Support).
5	**Hospitals**	Enter the following information for hospital(s) that could serve this incident:
	Hopsital Name	Enter hospital name and identity any predesignated medivac aircraft by name a frequency.
	Address, Latitude & Longitude if Helipad	Enter the physical address of the hospital and the latitude and longitude if the hospital has a helipad.

		Contact #/Frequency	Enter the contact number(s) and/or communications frequency(s) for the hospital.
		Travel Time Air Ground	Enter the travel time by air and ground from the incident to the hospital.
		Trauma Center ☐ Yes Level: _____	Indicate yes and the trauma level if the hospital has a trauma center:
		Burn Center ☐ Yes ☐ No	Indicate (yes or no) if the hospital has a burn center.
		Helipad ☐ Yes ☐ No	Indicate (yes or no) if the hospital has helipad. Latitude and Longitude data format need to compliment Medical Evacuation Helicopters and Medical Air Resources
6		Special Medical Emergency Procedures	Note any special emergency instructions for use by incident personnel, including (1) who should be contacted, (2) how should they be contacted; and (3) who manages an incident within an incident due to rescue, accident, etc. Include procedures for how to report medical emergencies.
		☐ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.	Self-explanatory. Incident assigned aviation assets should be included in ICS 220.
7		Prepared by (Medical Unit Leader) ▪ Name ▪ Signature ▪ Date/Time	Enter the name and signature of the person preparing the form, typically the Medical Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).
8		Approved by (Safety Officer) ▪ Name ▪ Signature ▪ Date/Time	Enter the name of the person who approved the plan, typically the Safety Officer. Enter date (month/day/year and time reviewed (24-hour clock)).

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                          ┌─────────────────────┐
                          │     PRESIDENT       │
                          └─────────┬───────────┘
                                    │
                          ┌─────────────────────┐
                          │ INCIDENT COMMANDER  │
                          │   (EOC Director)    │
                          └─────────┬───────────┘
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PRESIDENT

INCIDENT COMMANDER (EOC Director)

LIAISON OFFICER	ASSISTANT EOC DIRECTOR

PUBLIC INFORMATION OFFICER (PIO)	SAFETY OFFICER/OSHA

OPERATIONS COORDINATOR	PLANNING COORDINATOR	LOGISTICS COORDINATOR	FINANCE COORDINATOR

LAW ENFORCEMENT/SECURITY	MEDICAL	SITUATION STATUS	SUPPLY & PURCHASING	ACCOUNTING
COMMUNICATION DISPATCHER	HEALTH & SAFETY	DAMAGE ASSESSMENT	CARE/SHELTER/TRANSPORTATION	OES/FEMA DOCUMENTATION
SEARCH & RESCUE	BUILDING & UTILITY		FACILITIES MANAGEMENT	
			HUMAN RESOURCES	

ICS 207
Incident Organization Chart

Purpose: The Incident Organization Chart (ICS 207) provides a visual wall chart depicting the ICS organization position assignments for the incident. The ICS 207 is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. An actual organization will be event-specific. The size of the organization is dependent on the specifics and magnitude of the incident and is scalable and flexible. Personnel responsible for managing organizational positions are listed in each box as appropriate.

Preparation: The ICS 207 is prepared by the Resources Unit Leader and reviewed by the Incident Commander. Complete only the blocks where positions have been activated, and add additional blocks as needed, especially for Agency Representatives and all Operations Section organizational elements. For detailed information about positions, consult the NIMS ICS Field Operations Guide. The ICS 207 is intended to be used as a wall-size chart and printed on a plotter for better visibility. A chart is completed for each operational period and updated when organizational changes occur.

Distribution: The ICS 207 is intended to be wall mounted at Incident Command Posts and other incident locations as needed and is not intended to be part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 207 is intended to be wall mounted (printed on a plotter). Document size can be modified based on individual needs.
- Also available as 8½ x 14 (legal size) charts.
- ICS allows for organizational flexibility, so the Intelligence/Investigative Function can be embedded in several different places within the organizational structure.
- Use additional pages if more than three branches are activated. Additional pages can be added based on individual need (such as to distinguish more Division/Groups and Branches as they are activated).

Block Number	Block Title	Instructions
1	**Incident Name**	Print the name assigned to the incident.
2	**Operational Period** ▪ **Date/Time From** ▪ **Date and Time to**	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Organizational Chart**	▪ Complete the incident organization chart. ▪ For all individuals, use at least the first initial and last name.

		▪ List agency where it is appropriate, such as for Unified Commanders. ▪ If there is a shift change during the specified operational period, list both names, separated by a slash.

4	**Prepared by**
	   ▪ **Name**
	   ▪ **Position/Title**
	   ▪ **Signature**
	   ▪ **Date/Time**
		Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

Safety Message/Plan (ICS 208)

1. Incident Name:	2. **Operational Period**
	Date From: **Date To:**
	Time From: **Time To:**

3. Safety Message/Expanded Safety Message, Safety Message, Safety Plan, Site Safety Plan:

4. Site Safety Plan Required? ☐ Yes   ☐ No

    Approved Site Safety Plan(s) Located At:

5. Prepared by: Name:	Position/Title:	Signature:
ICS 208 **IAP Page**	Date/Time:	

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ICS 208
Safety Message/Plan

Purpose: The Safety Message/Plan (ICS 208) expands on the Safety Message and Site Safety Plan.

Preparation: The ICS 208 is an optional form that may be included and completed by the Safety Officer for the Incident Action Plan (IAP).

Distribution: The ICS 208, if developed, will be reproduced with the IAP and given to all recipients as part of the IAP. All completed original forms must be given to the Documentation Unit.

Notes:
- The ICS 208 may serve (optionally) as part of the IAP
- Use additional copies for continuation sheets as needed and indicate pagination as used.

Block Number	Block Title	Instructions
1	**Incident Name**	Print the name assigned to the incident.
2	**Operational Period** ▪ **Date/Time From** ▪ **Date and Time to**	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan**	Enter clear, concise statements for safety message(s), priorities, and key command emphasis/decisions/directions. Enter information such as known safety hazards and specific precautions to be observed during this operational period. If needed, additional safety message(s) should be referenced and attached.
4	**Site Safety Plan Required?** ☐ **Yes** ☐ **No**	Check whether or not a site safety plan is required for this incident.
	Approve Site Safety Plan(s) Located At	Enter where the approved Site Safety Plan(s) is located.
5	**Prepared by** ▪ **Name** ▪ **Position/Title** ▪ **Signature** ▪ **Date/Time**	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

Incident Status Summary (ICS 209)

1. *Incident Name:	2. Incident #:

3. *Report Version (Check one Box on the left):	4. *Incident Commander(s) & Agency or Organization:	5. Incident Management Organization:	6. *Incident Start Date/Time: Date: Time: Time Zone:
☐ Initial ☐ Update ☐ Final ☐ Rpt # （if used):			

7. Current Incident Size or Area Involved (use unit label – e.g., "sq mi," "City block"):	8. Percent (%) contained/ Completed	9. *Incident Definition:	10. Incident Complexity Level:	11. *For Time Period: From Date/Time: To Date/Time:

Approval & Routing Information

12. *Prepared by: Print Name: ICS Position: Date/Time Prepared:	13. *Date/Time Submitted Time Zone:
14. *Approved by: Print Name: ICS Position: Signature:	15. *Primary Location, Organization, or Agency Sent To:

Incident Location Information

16. *State:	17. *County/Parish/Borough:	18. *City:
19. Unit or Other:	20. *Incident Jurisdiction:	21. Incident Location Ownership (if different than jurisdiction):
22. Longitude (Indicate format): Latitude (Indicate format):	23. US National Grid Reference:	24. Legal Description (township, section, range):

25. *Short Location or Area Description (list all affected areas or a reference point):	26. UTM Coordinates:
27. Note any electronic geospatial date included or attached (indicate data format, content, and collection time information and labels):	

Incident Summary

28. *Significant Events for the Time Period Reported (summarize significant progress made, evaluations, incident growth, etc):
29. Primary Materials or Hazards involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.):

30. Damage Assessment Information (summarize damage and/or restriciton of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.):	A. Structural Summary	B. # Threatened (72hrs)	C. Damaged	D. Destroyed
	E. Single Residences			
	F. Nonresidential Commercial Property			
	Other minor Structures			
	Other			

ICS 209, Page 1 of	* Required when applicable

Incident Status Summary (ICS 209)

1. *Incident Name:			2. Incident #:		

31. *Public Status Summary:	A. # This Reporting Period	B. Total # to Date	*32. Responder Status Summary:	A. # This Reporting Period	B. Total # to Date
A. Indicate Number of Civilians (Public) Below:			Indicate Number of Civilians (Public) Below:		
B. Fatalaties			Fatalaties		
C. With Injuries/Illness			With Injuries/Illness		
D. Trapped/In Need of Rescue			Trapped/In Need of Rescue		
E. Missing (note if estimated)			Missing		
F. Evacuated (note if estimated)			Sheltering in Place		
G. Sheltering in Place (note if estimated)			Have Received Immunizations		
H. In Temporary Shelters (note if estimated)			Require Immunizations		
I. Have Received Mass Immunizations			In Quarantine		
J. Require Immunizations (note if est.)					
K. In Quarantine					
L. Total # of Civilians (Public) Affected:			Total # of Civilians (Public) Affected:		

33. Life, Safety, and Health Status/Threat Remarks:	34. Life, Safety, and Heatlh Threat Management:	A. Check if Active
	A. No Likely Threat	☐
	B. Potential Future Threat	☐
	C. Mass Notifications in Progress	☐
	D. Mass Notifications Completed	☐
	E. No Evacuation(s) Imminent	☐
35. Weather Concerns (synopsis of current and predicted weather, discuss related factors that may cause concern):	F. Planning for Evacuation	☐
	G. Planning for Shelter-in-Place	☐
	H. Evacuation(s) in Progress	☐
	I. Shelter-in-Place in Progress	☐
	J. Repopulation in Progress	☐
	K. Mass Immunization in Progress	☐
	L. Mass Immunization Complete	☐
	M. Quarantine in Progress	☐
	N. Area Restriction in Effect	☐

36. Projected Incident Activity, Potential, Movement, Escalation, or Spread and influencing factors during the next operational period and in 12, 24, 48, and 72- Timeframes:

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

37. Strategic Objectives (define planned end-state for incident):

ICS 209, Page 2 of	•	*Required when applicable.*

Incident Status Summary (ICS 209)

1. *Incident Name:	2. Incident #:

38. Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond. Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts.

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

39. Critical Resource Needs in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

40. Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:
    1. Critical resource needs identified above,
    2. The Incident Action Plan and management objectives and targets,
    3. Anticipated results.

Explain major problems and concerns such as operational challenges, incident managemetn problems, and social, political, economic, or environmental concerns or Imapcts.

41. Planned Actions for Next Operational Period:

42. Projected Final Incident Size/Area (use unit label – e.g., "sq mi"):

43. Anticipated Incident Management Completion Date:

44. Projected Significant Resource Demobilization Start Date:

45. Estimated Incident Costs to Date:

46. Projected Final Incident Cost Estimate:

47. Remarks (or continuation of any blocks above – list block number in notation):

ICS 209, Page 3 of	• *Required when applicable*

Incident Status Summary (ICS 209)

1. *Incident Name:	2. Incident #:

Incident Resource Commitment Summary

48. Agency or Organization:	49. Resources (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box):																50. Additional Personnel not assigned to a resource:	51. Total Personnel (Includes those associated with resources – e.g., aircraft or engines – and individual overhead)
52. Total Resources																		

53. Additional Cooperating and Assisting Organizations Not Listed Above:

ICS 209, Page 4 of	• *Required when applicable*

ICS 209
Incident Status Summary

Purpose: The ICS 209 is used for reporting information on significant incidents. It is not intended for every incident, as most incidents are of short duration and do not require scarce resources, significant mutual aid, or additional support and attention. The ICS 209 contains basic information elements needed to support decision-making at all levels above the incident to support the incident. Decisionmakers may include the agency having jurisdiction, but also all multiagency coordination system (MACS) elements and parties, such as cooperating and assisting agencies/organizations, dispatch centers, emergency operations centers, administrators, elected officials, and local, tribal, county, State, and Federal agencies. Once ICS 209 information has been submitted from the incident, decisionmakers and others at all incident support and coordination points may transmit and share the information (based on its sensitivity and appropriateness) for access and use at local, regional, State, and national levels as it is needed to facilitate support.

Accurate and timely completion of the ICS 209 is necessary to identify appropriate resource needs, determine allocation of limited resources when multiple incidents occur, and secure additional capability when there are limited resources due to constraints of time, distance, or other factors. The information included on the ICS 209 influences the priority of the incident, and thus its share of available resources and incident support.

The ICS 209 is designed to provide a "snapshot in time" to effectively move incident decision support information where it is needed. It should contain the most accurate and up-to-date information available at the time it is prepared. However, readers of the ICS 209 may have access to more up-to-date or real-time information in reference to certain information elements on the ICS 209. Coordination among communications and information management elements within ICS and among MACS should delineate authoritative sources for more up-to-date and/or real-time information when ICS 209 information becomes outdated in a quickly evolving incident.

Reporting Requirements: The ICS 209 is intended to be used when an incident reaches a certain threshold where it becomes significant enough to merit special attention, require additional resource support needs, or cause media attention, increased public safety threat, etc. Agencies or organizations may set reporting requirements and, therefore, ICS 209s should be completed according to each jurisdiction or discipline's policies, mobilization guide, or preparedness plans. It is recommended that consistent ICS 209 reporting parameters be adopted and used by jurisdictions or disciplines for consistency over time, documentation, efficiency, trend monitoring, incident tracking, etc.

For example, an agency or MAC (Multiagency Coordination) Group may require the submission of an initial ICS 209 when a new incident has reached a certain predesignated level of significance, such as when a given number of resources are committed to the incident, when a new incident is not completed within a certain timeframe, or when impacts/threats to life and safety reach a given level.

Typically, ICS 209 forms are completed either once daily or for each operational period - in addition to the initial submission. Jurisdictional or organizational guidance may indicate frequency of ICS 209 submission for particular definitions of incidents or for all incidents. This specific guidance may help determine submission timelines when operational periods are extremely short (e.g., 2 hours) and it is not necessary to submit new ICS 209 forms for all operational periods. Any plans or guidelines should also indicate parameters for when it is appropriate to stop submitting ICS 209s for an incident, based upon incident activity and support levels.

Preparation: When an Incident Management Organization (such as an Incident Management Team) is in place, the Situation Unit Leader or Planning Section Chief prepares the ICS 209 at the incident. On other incidents, the ICS 209 may be completed by a dispatcher in the local communications center, or by another staff person or manager. This form should be completed at the incident or at the closest level to the incident.

The ICS 209 should be completed with the best possible, currently available, and verifiable information at the time it is completed and signed.

This form is designed to serve incidents impacting specific geographic areas that can easily be defined. It also has the flexibility for use on ubiquitous events, or those events that cover extremely large areas and that may involve many jurisdictions and ICS organizations. For these incidents, it will be useful to clarify on the form exactly which portion of the larger incident the ICS 209 is meant to address. For example, a particular ICS 209 submitted during a statewide outbreak, of mumps may be relevant only to mumps-related activities in Story County, Iowa. This can be indicated in both the incident name, Block 1, and in the Incident Location Information section in Blocks 16-26.

While most of the "Incident Location Information" in Blocks 16-26 is optional, the more information that can be submitted, the better. Submission of multiple location indicators increases accuracy, improves interoperability, and increases information sharing between disparate systems. Preparers should be certain to follow accepted protocols or standards when entering location information, and clearly label all location information. As with other ICS 209 data, geospatial information may be widely shared and utilized, so accuracy is essential.

If electronic data is submitted with the ICS 209, do not attach or send extremely large data files. Incident geospatial data that is distributed with the ICS 209 should be in simple incident geospatial basics, such as the incident perimeter, point of origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when ICS 209 information is transmitted electronically. Any attached data should be clearly labeled as to format content and collection time and should follow existing naming conventions and standards.

Distribution: ICS 209 information is meant to be completed at the level as close to the incident as possible, preferably at the incident. Once the ICS 209 has been submitted outside the incident to a dispatch center or MACS element, it may subsequently be transmitted to various incident supports and coordination entities based on the support needs and the decisions made within the MACS in which the incident occurs.

Coordination with public information system elements and investigative/intelligence information organizations at the incident and within MACS is essential to protect information security and to ensure optimal information sharing and coordination. There may be times in which particular ICS 209s contain sensitive information that should not be released to the public (such as information regarding active investigations, fatalities, etc.). When this occurs, the ICS 209 (or relevant sections of it) should be labeled appropriately, and care should be taken in distributing the information within MACS.

All completed and signed original ICS 209 forms MUST be given to the incident's Documentation Unit and/or maintained as part of the official incident record.

Notes:
- To promote flexibility, only a limited number of ICS 209 blocks are typically required, and most of those are required only when applicable.
- Most fields are optional to allow responders to use the form as best fits their needs and protocols for information collection.
- For the purposes of the ICS 209, responders are those personnel who are assigned to an incident or who are a part of the response community as defined by NIMS. This may include critical infrastructure owners and operators, nongovernmental and nonprofit organizational personnel, and contract employees (such as caterers), depending on local/jurisdictional/discipline practices.
- For additional flexibility, only pages 1-3 are numbered for two reasons:
  - Possible submission of additional pages for the Remarks Section (Block 47), and
  - Possible submission of additional copies of the fourth/last page (the "Incident Resource Commitment Summary") to provide a more detailed resource summary.

Block Number	Block Title	Instructions
*1	**Incident Name**	**Required Block.** ▪ Enter the full name assigned to the incident. ▪ Check spelling of the full incident name. ▪ For an incident that is a Complex, use the word "Complex" at the end of the incident name. ▪ If the name changes, explain comments in Remarks, Block 47. ▪ Do not use the same incident name for different incidents in the same calendar year.
2	**Incident #**	▪ Enter the appropriate number bassed on current guidance. The incident number may vary by jurisdiction and discipline. Examples include: • A computer-aided dispatch (CAD) number • An accounting number • A county number • A disaster declaration number • A combination of the State, unit/agency ID, and a dispatch system number. • A mission number • Any other unique number assigned to the incident and derived by means other than those above. ▪ Make sure the number entered is correct. ▪ Do not use the same incident number for two different incidents in the same calendar year. ▪ Incident numbers assigned by agencies represented in Unified Command should be listed or indicated in Remarks, Block 47
*3	**Report Version (check one box on left)**	**Required Block.** ▪ This indicates the current version of the ICS 209 form being submitted. ▪ If only one ICS 209 will be submitted, check BOTH "initial" and "Final" (or check only "Final").
	☐ **Initial**	Check "initial" if this is the first ICS 209 for this incident.
	☐ **Update**	Check "Update" if this is a subsequent report for the same incident. These can be submitted at various time intervals (see "Reporting Requirements" above).
	☐ **Final**	▪ Check "Final" if this is the last ICS 209 to be submitted for this incident (usually when the incident requires only minor support that can be supplied by the organization having jurisdiction). ▪ Incidents may also be marked as "Final" if they become part of a new Complex (when this occurs, it can be indicated in Remarks, Block 47).
	Report # (if used)	Use this option field if your agency or organization requires the tracking of ICS 209 report numbers. Agencies may also track the ICS 209 by the date/time submitted.
*4	**Incident Commander(s) & Agency or Organization**	**Required Block.** ▪ **Enter both the first and last name of the Incident Commander.** ▪ **If the incident is under a Unified Command, list all Incident Commanders by first initial and last name separated by a comma, including their organization. For example:** **L. Burnett – Minneapolis FD, R. Domanski – Minneapolis PD,**

		C. Taylor – St. Paul PD. Y. Martin – St. Paul FD, S. Mcintyre – U.S. Army Corps, J. Hartl – NTSB.
5	**Incident Manangement Organization**	Indicate the incident management organization for the incident, which may be a Type 1,2, or 3 Incident Management Team (IMT), a Unified Command, a Unified Command with an IMT etc. This block should not be completed unless a recognized incident management organization is assigned to the incident.
*6	**Incident Start Date/Time**	Required. This is always the start date and time of the incident (not the report date and time of operational period).
	Date	Enter the start date (month/day/year)
	Time	Enter the start time (using the 24-hour clock)
	Time Zone	Enter the time zone of the incident (e.g., EDT, PST)
7	**Current Incident Size or Area Involved (use Unit label – e.g., "sq mi", "city block").**	▪ Enter the appropriate incident descriptive size or area involved (acres, number of buildings, square miles, hectares, square km, etc.). ▪ Enter the total area involved for incident Complexes in this block, and list each sub-incident and size in Remarks (Block 47). ▪ Indicate that the size is an estimate, if a more specific figure is not available. ▪ Incident size may be a population figure rather than a geographic figure, depending on the incident definition and objectives. ▪ If the incident involves more than one jurisdiction or mixed ownershop, agencies/organizations may require listing a size breakdown by organization, or including this information in Remarks (Block 47). ▪ The incident may be one part of a much larger event (refer to introductory instructions under "Preparation"). Incident size/area depends on the area actively managed within the incident objectives and incident operations, and may also be defined by a delegation of authority or letter of expectation outlining management bounds.
8	**Percent (%) Contained or Completed (circle one)**	▪ Enter the percent that this incident is completed or contained (e.g., 50%). With a % lablel. ▪ For example, a spill may be 65% contained, or flood response objectives may be 50% met.
*9	**Incident Definition**	Required Block. Enter a general definition of the incident in this block. This may be a general incident catergory or kind description, such as "tornado", "wildfire", "bridge collapse", "civil unrest," "parade," "vehicle fire," "mass casualty," etc.
10	**Incident Complexity Level**	Identify the incident complexity level as determined by Unified/Incident Commanders, if available or used.
*11	**For Time Period**	Required Block ▪ Enter the time interval for which the form applies. This period should include all of the time since the last ICS 209 was submitted, or if it is the initial ICS 209, it should cover the time lapsed since the incident started. ▪ The time period may include one or more operational periods, based on agency/organizational reporting requirements.
	From Date/Time	▪ Enter the start date (month/day/year) ▪ Enter the start time (using the 24-hour clock)

	To Date/Time	▪ Enter the date (month/day/year) ▪ Enter the end time (using the 24-hour clock)
Approval & Routing Information		
*12	**Prepared by**	Required Block. When an incident management organization is in place, this would be the Situation Unit Leader or Planning Section Chief at the incident. On other incidents, it could be a dispatcher in the local emergency communications center, or another staff person or manager.
	Print Name	Print the name of the person preparing the form.
	ICS Position	The ICS title of the person preparing the form (e.g., "Situation Unit Leader")
	Date/Time Prepared	Enter the date (month/day/year) and time (using the 24-hour clock) the form was prepared. Enter the time zone if appropriate.
*13	**Date/Time Submitted**	Required Enter the submission date (m/d/y) and time (24-hour clock)
	Time Zone	Enter the time zone from which the ICS 209 was submitted (e.g., EDT, PST).
*14	**Approved By**	Required When an incident management organization is in place, this would be the Planning Section Chief or Incident Commander at the incident. On other incidents, it could be the jurisdiction's dispatch center manager, organizational administrator, or other manager.
	Print Name	Print the name of the person preparing the form.
	ICS Position	The position of the person signing the ICS 209 should be entered (e.g., "Incident Commander").
	Signature	Signature of the person approving the ICS 209, typically the Incident Commander. The original signed ICS 209 should be maintained with other incident documents.
*15	**Primary Location, Organization, or Agency Sent to**	Required Block. Enter the appropriate primary location or office the ICS 209 was sent to apart from the incident. This most likely is the entity or office that ordered the incident management organization that is managing the incident. This may be a dispatch center or a MACS element such as an emergency operations center. If a dispatch center or other emergency center prepared the ICS 209 for the incident, indicate where it was submitted initially.

Incident Location Information

▪	Much of the "Incident Location Information" in Blocks 16-26 is optional, but completing as many fields as possible increases accuracy, and improves interoperability and information sharing between disperate systems.	
▪	As with all ICS 209 information, accuracy is essential because the information may be widely distributed and used in a variety of systems. Location and/or geospatial data may be used for maps, reports, and analysis by multiple parties outside the incident.	
▪	Be certain to follow accepted protocols, conventions, or standards where appropriate when submitting location information, and clearly label all location information.	
▪	Incident location information is usually based on the point of origin of the incident, and the majority of the area where the incident jurisdiction is.	
*16	**State**	Required Block When Applicable ▪ Enter the State where the incident originated. ▪ If other States or jurisdictions are involved, enter them in Block 25 or Block 44.

*17	County/Parish/Borough	**Required Block When Applicable** ▪ **Enter county, parish, or borough where the incident originated.** ▪ **If other counties or jurisdiction are involved, enter them in Block 25 or Block 47.**
*18	City	**Required Block When Applicable** ▪ **Enter the city where the city originated.** ▪ **If other cities or jurisdictions are involved, enter them in Block 25 or Block 47.**
19	Unit or Other	**Enter the unit, sub-unit, unit identification (ID) number or code (if used), or other information about where the incident originated. This may be a local identifier that indicates primary incident jurisdiction or responsibility (e.g., police, fire, public works, etc.) or another type of organization. Enter specifics in Block 25.**
*20	Incident Jurisdiction	**Required Block When Applicable** **Enter the jurisdiction where the incident originated (the entry maybe general, such as Federal, City, or State, or may specifically identify agency names such as Warren County, U.S. Coast Guard, Panama City, NYPD).**
21	Incident Location Ownership (if different than jurisdiction)	▪ **When relevant, indicate the ownership of the area where the incident originated, especially if it is different than the agency having jurisdiction.** ▪ **This may include situations where jurisdictions contract for emergency services, or where it is relevant to include ownership by private entities, such as a large industrial site.**
22	Longitude (indicate format): Latitude (indicate format):	▪ **Enter the longitude and latitude where the incident originated. If available and normally used by the authority having jurisdiction for the incident.** ▪**Clearly label the date, as longitude and latitude can be derived from various sourvs. For example, if degrees, minutes, and seconds are used, label as "33 degrees, 45 minutes, 01 seconds."**
23	US National Grid Reference	▪**Enter the US National Grid (USNG) reference where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident.** ▪ **Clearly label the date.**
24	Legal Description (township, section, range)	▪ **Enter the legal description where the incident originated, if available and commonly used by the agencies/jurisdiction with primary responsibility for the incident.** ▪ **Clearly label the date (e.g., N ½ SE ¼, SW ¼, S24, T32N, R18E).**
*25	Short Location or Area Description (list all affected areas or a reference point)	**Required Block** ▪ **List all affected areas as described in instructions for Blocks 16-24 above, OR summarize a general location, OR list a reference point for the incident (e.g., "the southern third of Florida," in ocean 20 miles west of Catalina Island, CA, "or" within a 5 mile radius of Walden, CO").** ▪ **This information is important for readers unfamiliar with the area (or with other location identification systems) to be able to quickly identify the general location of the incident on a map.** ▪ **Other location information may also be listed here if needed or relevant for incident support (e.g., base meridian).**
26	UTM Coordiantes	**Indicate Universal Transverse Mercator reference coordinates if used by the discipline or jurisdiction.**

27	Note any electronic geospatial data included or attached (indicate data, format, content, and collection time information and labels)	▪ Indicate whether and how geospatial date is included or attached. ▪ Utilize common and open geospatial data standards. ▪ WARNING: Do not attach or send extremely large data files with the ICS 209. Incident geospatial data that is distributed with the ICS 209 should be simple incident geospatial basics, such as the incident perimeter, origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when ICS 209 information is transmitted electronically. ▪ NOTE: Clearly indicate data content. For example, data may be about an incident perimeter (such as a shape file), the incident origin (a point), a point and radius (such as an evacuation zone), or a line or lines (such as a pipeline). ▪ NOTE: Indicate the data format (e.g., shp, .kml, .kmz, or .gml file) and any relevant information about projection, etc. ▪ NOTE: Include a hyperlink or other access information if incident map data is posted online or on an FTP (file transfer protocol) site to facilitate downloading and minmize information requests. ▪ Note: Include a point of contact for getting geospatial incident information, if included in the ICS 209 or available and supporting the incident.
Incident Summary		

*28	Significant Events for the Time Period Reported (summarize significant progress made, evacuations, incident growth, etc.)	Required Block
		▪ Describe significant events that occurred during the period being reported in Block 6. Examples include:
		  • Road closures
		  • Evacuations
		  • Progress made and accomplishments
		  • Incident command transitions
		  • Repopulation of formerly evacuated areas and specifics
		  • Containment
		▪ Refer to other blocks in the ICS 209 when relevant for additional information (e.g., "Details on evacuations may be foujnd in Block 33"), or in Remarks, Block 47.
		▪ Be specific and detailed in reference to events. For example, references to road closures should include road number and duration of closure (or include further detail in Block 33). Use specific metrics if needed, such as the number of people or animals evacuated, or the amount of a material spilled and/or recovered.
		▪ This block maybe used for a single-paragraph synopsis of overall incident status.

29	Primary Materials or Hazards Involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.)	▪ When relevant, enter the appropriate primary materials, fuels, or other hazards involved in the incident that are leaking, burning, infecting, or otherwise influencing the incident. ▪ Examples include hazardous chemicals, wildland fuel models, biohazards, explosive materials, oil, gas, structural collapse, avalanche activity, criminal activity, etc.
	Other	Enter any miscellaneous issues which impacted Crtical Infrastructure and Key Resources.

30	**Damage Assessment Information (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.)**	▪ Include a short summary of damage or use/access restrictions/limitations caused by the incident for the reporting period, and cumulatively. ▪ Include if needed any information on the facility status, such as operational status, if it is evacuated, etc. when needed. ▪ Include any critical infrastructure or key resources damaged/destroyed/impacted by the incident, the kind of infrastructure, and the extent of damage and/or imapct and any known cascading impacts. ▪ Refer to more specific or detailed damage assessment forms and packages when they are used and/or relevant.
	A. **Structural Summary**	Complete this table as neeeded based on the definitions for 30B-F below. Note in table or in text block if numbers entered are estimates or are confirmed. Summarizes may also include impact to Shoreline and Wildlife, etc.
	B. **#Threatened (72hrs)**	Enter the number of structures potentially threatened by the incident within the next 72 hours, based on currently available information.
	C. **# Damaged**	Enter the number of structures damaged by the incident
	D. **# Destroyed**	Enter the number of structures destoryed beyond repair by the accident.
	E. **Single Residences**	Enter the number of single dwellings/homes/units impacted in Columns 30B-D. Note any specifics in the text block if needed, such as type of residence (apartments, condominiums, single-family homes, etc.)
	F. **Nonresidential Commercial Properties**	Enter the number of buildings or units impacted in Columns 30B-D. This includes any primary structure used for nonresidential purposes, excluding othe Minor Structures (Block 30G). Note any specifics regarding building or unit types in the text block.
	Other Minor Structures	Enter any miscellaneous structures impacted in Columns 30B-D not covered in 30E-F above, including any minor structures such as booths, sheds, or outbuildings.
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Additional Incident Decision Support Information

*31	**Public Status Summary**	▪ This section is for summary information regarding incident-related injuries, illness, and fatalities for civilians (or members of the public); see 31C-N below. ▪ Explain or describe the nature of any reported injuries, illness, or other activities in Life, Safety, and Health Status/Threat Remarks (Block 33). ▪ Illnesses include those that maybe caused through a biological event such as an epidemic or an exposire to toxic or radiological substances. ▪ NOTE: Do not estimate any fatality information. ▪ NOTE: Please use caution when reporting information in this section that maybe on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. ▪ NOTE: Do not complete this block if the incident covered by the ICS 209 is not directly responsible for these actions (such as evacuations, sheltering, immunizations, etc.) even if they are related to the incident. • Only the authority having jursidiction should submit reports

		for these actions, to mitigate multiple/conflicting reports.
		• For example, if managing evacuation shelters is part of the incident operation itself, do include these numbers in Block 31J with any notes in Block 33.
		▪ Note: When providing an estimated value, denote in parenthesis: "est."
		Handling Sensitive Information
		▪ Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions.
		▪ Thoroughly review the "Distribution" section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution whne providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once.
		▪ Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.
	A. # This Reporting Period	Enter the total number of individuals impacted in each category for this reporting period (since the previous ICS 209 was submitted).
	B. Total # to Date	▪ Enter the total number of individuals impacted in each category for the entire duration of the incident.
		▪ This is a cumulative total number that should be adjusted each reporting period.
	C. Indicate Number of Civilians (Public) Below	▪ For lines 31D – M below, enter the number of civilians affected for each category.
		▪ Indicate if numbers are estimates, for those blocks where this is an option.
		▪ Civilians are those members of the public who are affected by the incident, but who are not included as part of the response effort through Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.
	D. Fatalities	▪ Enter the number of confirmed civilian/public fatalities.
		▪ See information in introductory instruction ("Distribution") and in Block 31 instructions regarding sensitive handling of fatality information.
	E. With Injuries/Illness	Enter the number of civilian/public injuries or illnesses direclty related to the incident. Injury or illness is defined by the incident or jurisdiction(s).
	F. Trapped/In Need of Rescue	Enter the number of civilians who are traapped or in need of rescue due to the incident.
	G. Missing (note if estimated)	Enter the number of civilians who are missing due to the incident. Indicate if an estimate is used.
	H. Evacuated (note if estimated)	Enter the number of civilians who are evacuated due to the incident.

			These are likely to be best estimates, but indicate if they are estimated.
		I. Sheltering-in-Place (note if est.)	Enter the number of civilians who are sheltering in place due to the incident. Indicate if estimates are used.
		J. In Temporary Shelters (note if est.)	Enter the number of civilians who are in temporary shelters as a direct result of the incident, noting if the number is an estimate.
		K. Have Received Mass Immunizations	Enter the number of civilians who have received mass immunizations due to the incident and/or as part of incident operations. Do not estimate.
		L. Require Mass Immunizations (note if est.)	Enter the number of civilians who require mass immunizations due to the incident and/or as part of incident operations. Indicate if is is an estimate.
		M. In Quarantine	Enter the number of civilians who are in quarantine due to the incident and/or as part of incident operations. Do not estimate.
		N. Total # of Civilians/Public Affected	Enter sum total for Columns 31A and 31B for Rows 31D-M.
*32		Responder Status Summary	▪ This section is for summary information regarding incident-related injuries, illness, and fatalities for responders; see 32C-N. ▪ Illnesses include those that may be related to a biological event such as an epidemic or an exposure to toxic or radiological substances directly in relation to the incident. ▪ Explain or describe the nature of any reported injuries, illness, or other activities in Block 33. ▪ NOTE: Do not estimate any fatality information or responder status information. ▪ NOTE: Please use caution when reporting information in this section that maybe on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time as much of the information is subject to frequent change. ▪ NOTE: Do not complete this block if the incident covered by the ICS 209 is not directly responsible for these actions (such as evacuations, sheltering, immunizations, etc.) even if they are related to the incident. Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports. **Handling Sensitive Information** ▪ Release of information in this section should be carefully coordinated within the incident management organization to ensure synchorization with public information and investigative/intelligence actions. ▪ Thoroughly review the "Distribution" section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once. ▪ Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.
		A. # This Reporting Period	Enter the total number of responders impacted in each category for this reporting period (since the previous ICS 209 was submitted).
		B. Total # to Date	▪ Enter the total number of indviduals impacted in each category for the entire duration of the incident.

		▪ This is a cumulative total number that should be adjusted each reporting period.
	C. Indicate Number of Responders Below	▪ For lines 32D-M below, enter the number of responders relevant for each category. ▪ Responders are those personnel included as part of Unified Command partnerships and those organizations and agencies assisting and cooperating witih response efforts.
	D. Fatalities	▪ Enter the number of confirmed responder fatalities. ▪ See information in introductory instructions ("Distribution") and for Block 32 regarding sensitive handling of fatality information.
	E. With Injuries/Illness	▪ Enter the number of incident responders with serious injuries or illnesses due to incident. ▪ For responders, serious injuries or illness are typically those in which the person is unable to continue to perform in his or her incident assignment, but the authority having jurisdiction may have additional guidelines on reporting requirements in this area.
	F. Trapped/In need of Rescue	Enter the number of incident responders who are in traapped or in need of rescue due to the incident.
	G. Missing	Enter the number of incident responders who are missing due to incident conditions.
	H.	(BLANK: use however is appropriate)
	I. Sheltering in Place	Enter the number of responders who are sheltering in place due to the incident. Once responders become the victims, this needs to be noted in Block 33 or Block 47 and handeled accordingly.
	J.	(BLANK: use however is appropriate)
	K. Require Immunizations	Enter the number of responders who require immunization due to the incident and/or as part of incidnet operations.
	L. In Quarantine	Enter the number of responders who are in quarantine as a direct result of the incident and/or related to incident operations.
	M. Total # Responders Affected	Enter sum totals for Columns 32A and 32B for Rows 32D-M.
33	Life, Safety, and Health Status/Threat Remarks	▪ Enter any details needed for Blocks 31, 32, and 34. Enter any specific comments regarding illness, injuries, fatalities, and threat management for this incident, such as whether estimates were used for numbers given in Block 31. ▪ This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. ▪ Evacuation information can be very sensitive to local residents and officials. Be accurate in the assessment. ▪ Clearly note primary responsibility and contacts for any activities or information in Blocks 31, 32, and 34 that may be caused by the incident, but that are being managed and/or reported by other parties. ▪ Provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47).
*34	Life, Safety, and Health Threat Management	Note any details in Life, Safety, and Health Status/Threat Remarks (Block 33), and provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47). Additional pages may be necessary for notes.

	A. Check if Active	Check any applicable blocks in 34C-P based on currently available information regarding incident activity and potential.
	B. Notes	Note any specific details, or include in Block 33.
	C. No Likely Threat	Check if there is no likely threat to life, health, and safety.
	D. Potential Future Threat	Check if there is a potential future threat to life, health, and safety.
	E. Mass Notifications in Progress	▪ Check if there are any mass notifications in progress regarding emergency situations, evacuations, shelter in place, or other public safety advisories related to this incident. ▪ These may include use of threat and alert systems such as the Emergency Alert System or a "reverse 911" systems. ▪ Please indicate the areas where mass notifications have been completed (e.g., "mass notifications to ZIP codes 50201, 50014, 50010, 50011," or "notified all residents within a 5-mile radius of Gatlinburg").
	F. Mass Notification Completed	Check if actions referred to in Block 34E above have been completed.
	G. No Evacuation(s) Imminent	Check if evacuations are not anticipated in the near future based on current information.
	H. Planning for Evacuation	Check if evacuation planning is underway in relation to the incident.
	I. Planning for Shelter-in-Place	Check if planning is underway for shelter-in-place activities related to this incident.
	J. Evacuation(s) in Progress	Check if there are active evacuations in progress in relation to this incident.
	K. Shelter-in-Place in Progress	Check if there are active shelter -in-place actions in progress in relation to this incident.
	L. Repopulation in Progress	Check if there is an active repopulation in progress related to this incident.
	M. Mass Immunization in Progress	Check if there is an active mass immunization in progress related to this incident.
	N. Mass Immunization Complete	Check if a mass immunization effort has been completed in relation to this incident.
	O. Quarantine in Progress	Check if there is an active quarantine in progress related to this incident.
	P. Area Restriction in Effect	Check if there are any restrictions in effect, such as road or area closures, espcially those noted in Block 28.
35	Weather Concerns (synopsis of current and predicted weather, discuss related factors that may cause concern)	▪ Complete a short synopsis/discussion on significant weather factors that could cause concerns for the incident when relevant. ▪ Include current and/or predicted weather factors, and the timeframe for predictions. ▪ Include relevant factors such as: • Wind speed (label units, such as mph). • Wind direction (clarify and label where wind is coming from and going to in plain language – e.g., "from NNW," "from E," or "from SW"). • Temprature (label units, such as F). • Relative humidity (label %) • Watches • Warnings • Tides • Currents

		▪ Any other weather information relative to the incident, such as flooding, hurricanes, etc.
36	**Projected Incident Activity, Potential, Movement, Escalation, or Spread and influencing factors during the next operational period and in 12, 24, 48, and 72-hour timeframes** **12 hours** **24 hours** **48 hours** **72 hours** **Anticipated after 72 hours**	▪ Provide an estimate (when it is possible to do so) of the direction/scope in which the incident is expected to spread, migrate, or expand during the next indicated operational period, or other factors that may cause activity changes. ▪ Discuss incident potential relative to values at risk, or values to be protected (such as human life), and the potential changes to those as the incident changes. ▪ Include an estimate of the acreage or area that will likely be affected. ▪ If known, provide the above information in 12, 24, 48, and 72- hour timeframes, and activity anticipated after 72 hours.
37	**Strategic Objectives (define planned end-state for incident)**	Briefly discuss the desired outcome for the incident based on currently available information. Note any high-level objectives and any possible strategic benefits as well (especially for planned events).
38	**Current Incident Threat Summary and Risk Information in 12, 24, 48, and 72-hour timeframes and beyond. Summarize primary incident threats to life, property, communities, and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident related potential economic or cascading impacts.** **12 hours** **24 hours** **48 hours** **72 hours** **Anticipated after 72 hours**	Summarize major or significant threats due to incident activity based on currently available information. Include a breakdown of threats in terms of 12, 24, 48, and 72-hour timeframes.
39	**Critical Resource Needs in 12, 24, 48, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and the amount needed in priority order:** **12 hours** **24 hours** **48 hours** **72 hours** **Anticipated after 72 hours**	▪ List the specific critical resources and numbers neeeded, in order of priority. Be specific as to the need. ▪ Use plain language and common terminology for resources, and indicate resource category, kind, and type (if available or known) to facilitate incident support. ▪ If critical resources are listed in this block, there should be corresponding orders placed for them through appropriate resource ordering channels. ▪ Provide critical resource needs in 12, 24, 48, and 72-hour increments. List the most critical resources needed for each timeframe if needs have been identified for each timeframe. Listing critical resources by the time they are needed gives incident support personnel a "heads up" for short-range planning, and assists the ordering process to ensure these resources will be in place when they are needed. ▪ More than one resource need may be listed for each timeframe. For

		example, a list could include:

		o **24 hrs: 3 Type 2 firefighting helicopters, 2 Type I Disaster Medical Assistance Teams.**
		   o **48 hrs: Mobile Communications Unit (Law/Fire)**
		   o **After 72 hrs: 1 Type 2 Incident Management Team**
		
		 ▪ **Documentation in the ICS 209 can help the incident obtain critical regional or national resources through outside support mechanisms, including multiagency coordination systems and mutual aid.**
		   o **Information provided in other blocks on the ICS 209 can help to support the need for resources, including Blocks 28, 29, 31-38, and 40-42.**
		   o **Additional comments in the Remarks section (Block 47) can also help explain what the incident is requesting and why it is critical (for example, "Type 2 Incident Management Team is needed in three days to transition command when the current Type 2 Team times out").**
		
		 ▪ **Do not use this block for noncritical resources.**

40	**Strategic Discussion: Explain the relation of overall strategy, constraints, and currently available information to:**
	  1. **Critical resource needs identified above,**
	  2. **The incident Action Plan and management objectives and targets,**
	  3. **Anticipated results.**
	
	 Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.
		▪ **Wording should be consistent with Block 39 to justify critical resource needs, which should relate to planned actions in the Incident Action Plan.**
		 ▪ **Give a short assessment of the likelihood of meeting the incident management targets, given the current management strategy and currently known constraints.**
		 ▪ **Identify when the chosen management strategy will succeed given the current constraints. Adjust the anticipated incident management completion target in Block 43 as needed based on this discussion.**
		 ▪ **Explain major problems and concerns as indicated.**

41	**Planned Actions for Next Operational Period**	▪ **Provide a short summary of actions planned for the next operational period.**
		 ▪ **Examples**
		   o **"The current Incident Management Team will transition out to a replacement IMT."**
		   o **"Continue to review operational/engineering plan to facilitate removal of the partially collapsed west bridge supports."**
		   o **"Continue refining mapping of the recovery operations and damaged assets using GPS."**
		   o **"Initiate removal of unauthorized food vendors."**

42	**Projected Final Incident Size/Area (use unit label – e.g., "sq.mi")**	▪ **Enter an estimate of the total area likely to be involved or affected over the course of the incident.** ▪ **Label the estimate of the total area or population involved, affected, or impacted with the relevant units such as acres, hectares, square miles, etc.**

		▪ Note that total area involved may not be limited to geographic area (see previous discussions regarding incident definition, scope, operations, and objectives). Projected final size may involve a populations rather than a geographic area.
43	**Anticipated Incident Management Completion Date**	▪ Enter the date (m/d/y) at which time it is expected that incident objectives will be met. This is often explained similar to incident containment or control, or the time at which the incident is expected to be closed or when significant incident support will be discontinued. ▪ Avoid leaving this block blank if possible, as this is important information for managers.
44	**Projected Significant Resource Demobilization Start Date**	Enter the date (m/d/y) when initiation of significant resource demobilization is anticipated.
45	**Estimated Incident Costs to Date**	▪ Enter the estimated total incident costs to date for the entire incident based on currently available information. ▪ Incident costs include estimates of all costs for the response, including all management and support activities per discipline, agency, or organizational guidance and policy. ▪ This does not include damage assessment figures, as they are impacts from the incident and not response costs. ▪ If costs decrease, explain in Remarks (Block 47). ▪ If additional space is required, please add as an attachment.
46	**Projected Final Incident Cost Estimate**	▪ Enter the estimate of the total costs for the incident once all costs have been processed based on current spending and projected incident potential, per discipline, agency, or organizational guidance and policy. This is often an estimate of daily costs combined with incident potential information. ▪ This does not include damage assessment figures, as they are impacts from the incident and not response costs. ▪ If additional space is required, please add as an attachment.
47	**Remarks (or continuation of any blocks above -list block number in notation)**	▪ Use this block to expand on information that has been entered in previous blocks, or to include other pertinent information that has not been previously addressed. ▪ List the block number for any information continued from a previous block. ▪ Additional information may include more detailed weather information, specifics on injuries or fatalities, threats to critical infrastructure or other resources, more detailed evacuation site locations and numberof evacuated, information or details regarding incident cause, etc. ▪ For Complexes that include multiple incidents, list all sub-incidents included in the Complex. ▪ List jursidictional or ownership breakdowns if needed when an incident is in more than one jurisdiction and/or ownership area. Breakdown may be: - By size (e.g., 35 acres in City of Gatlinburg, 250 acres in Great Smoky Mountains), and/or - By geography (e.g., incident area on the west side of the river is in jursidiction of City of Minneapolis; area on east side of river is City of St. Paul Jurisidiction; river is

| | | joint jurisdiction with USACE). |
| | | ▪ Explain any reasons for incident size |

Incident Resource Commitment Summary

- ▪ This last/fourth page of the ICS 209 can be copied and used if needed to accommodate additional resources, agencies, or organizations. Write the actual page number on the pages as they are used.
- ▪ Include only resources that have been assigned to the incident and that have arrived and/or been checked in to the incident. Do not include resources that have been ordered but have not yet arrived.

For summarizing:

- ▪ When there are large numbers of responders, it may be helpful to group agencies or organizations together. Use the approach that works best for the multiagency coordination system applicable to the inciden. For example,
    - • Group State, local, county, city, or Federal responders together under such headings, or
    - • Group resources from one jurisdiction together and list only individual jurisdictions (e.g., list the public works, police, and fire department resoruces for a city under that city's name).

- ▪ On a large incident, it may also be helpful to group similar categories, kinds, or types of resources together for this summary.

		▪

48	**Agency or Organization**	▪ List the agencies or organizations contributing resources to the incident as responders, through mutual aid agreements, etc.
		▪ List agencies or organizations using clear language so readers who may not be from the discipline or host jurisdiction can understand the information.
		▪ Agencies or organizations may be listed individually or in groups.
		▪ When resources are grouped together, individual agencies or organizations may be listed below in Block 53.
		▪ Indicate in the rows under Block 49 how many resources are assigned to the incident under each resource identified.
		  o These can listed with the number of resoruces on the top of the box, and the number of personnel associated with the resources on the bottom half of the box.
		  o For Example:
		    • Resource: Type 2 Helicopters…3/8 (indicates 3 aircraft, 8 personnel).
		    • Resource: Type 1 Decontamination Unit…1/3 (indicates 1 unit, 3 personnel).
		▪ Indicate in the rows under Block 51 the total number of personnel assigned for each agency listed under Block 48, including both individual overhead and those associated with other resources such as fire engines, decontamination units, etc.

49	Resources (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box)	▪ List resources using clear language when possible – so ICS 209 readers who may not be from the discipline or host jurisdiction can understand the information.
		    o Examples: Type 1 Fire Engines, Type 4 Helicopters
		
		▪ Enter total numbers in columns for each resource by agency, organization, or grouping in the proper blocks.
		    o These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box.
		    o For Example:
		       ▪ Resource: Type 2 Helicopters… 3/8 (indicates 3 aircraft, 8 personnel).
		       ▪ Resource: Type 1 Decontamination Unit…1/3 (indicates 1 unit, 3 personnel).
		▪ <u>Note</u>: One option is to group similar resources together when it is sensible to do so for the summary.
		    o For example, do not list every type of fire engine – rather, it may be advisable to list two generalized types of engines, such as "structure fire engines" and "wildland fire engines" in separate columns with totals for each.
		▪ <u>Note</u>: it is not advisable to list individual overhead personnel individually in the resource section, especially as this form is intended as a summary. These personnel should be included in the Total Personnel sums in Block 51.

50	Additional Personnel not assigned to a resource	List the number of additional individuals (or overhead) that are not assigned to a specific resource by agency or organization.

51	Total Personnel
	(includes those associated with resources – e.g., aircraft or engines and individual overhead)
		▪ Enter the total personnel for each agency, organization, or grouping in the Total Personnel column.
		▪ <u>Warning</u>: Do not simple add the numbers across!
		▪ The number of Total Personnel for each row should include <u>both</u>:
		    o The total number of personnel assigned to each of ther resources listed in Block 49, and
		    o The total number of additional individual overhead personnel from each agency, organization, or group listed in Block 50.

52	Total Resources	▪ Include the sum total of resources for each column, inlcuding the total for the column under Block 49, 50, and 51. This should include the total number of resources in Block 49, as personnel totals will be counted under Block 51.
53	Additional Cooperating and Assisting Organizations Not Listed Above	▪ List all agencies and organizations that are not directly involved in the incident, but are providing support. ▪ Examples may include ambulance services, Red Cross, DHS, utility companies, etc. ▪ Do not repeat any resources counted in Blocks 48-52, unless explanations are needed for groupings created under Block 48 (Agency or Organization).

Resource Status Change (ICS 210)

1. Incident Name:		2. Operational Period: Date From: Date To: Time From: Time To:		
3. Resource Number	**4. New Status (Available, Assigned, O/S)**	**5. From (Assignment and Status):**	**6. To (Assignment and Status):**	**7. Time and Date of Change:**

8. Comments:

9. Prepared By: Name:	Position/Title:	Signature:
ICS 210	Date/ Time:	

ICS 210
Resource Status Change

Purpose: The Resource Status Change (ICS 210) is used by the Incident Communications Center Manager to record status change information received on resources assigned to the incident. This information could be transmitted with a General Message (ICS 213). The form could also be used by Operations as a worksheet to track entry, etc.

Preparation: The ICS 210 is completed by radio/telephone operators who receive status change information from individual resources, Task Forces, Strike Teams, and Division/Group Supervisors. Status information could also be reported by Staging Area and Helibase Managers and fixed-wing facilities.

Distribution: The ICS 210 is maintained by the Communications Unit and copied to Resources Unit and filed by Documentation Unit.

Notes:
- The ICS 210 is essentially a message form that can be used to update Resource Status Cards or T-Cards (ICS 219) for incident-level resource management.
- If additional pages are needed, use a blank ICS 210 and repaginate as neeeded.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** ▪ **Date and Time From** ▪ **Date and Time To**	Enter the start date (m/d/y) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Resource Number**	Enter the resource identification (ID) number (this may be a letter and number combination) assigned by either the sending unit or the incident.
4	**New Status (Avialable, Assigned, Out of Service)**	Indicate the current status of the resource: ▪ Available – Indicates resource is available for incident use immediately. ▪ Assigned – Indicates resource is checked in and assigned a work task on the incident. ▪ Out of Service – Indicates resource is assigned to the incident but unable to respond for mechanical, rest, or personnel reasons. If space permits, indicate the estimated time of return (ETR). It may be useful to indicate the reason a resource is out of service (e.g., "O/S – Mech" (for personnel issues).
5	**From (Assignment and Status)**	Indicate the current location of the resource (where it came from) and the status. When more than one Division, Staging Area, Incident Command Post, Western Camp).
6	**To (Assignment and Status)**	Indicate the assigned incident location of the resource and status. When more than one Division, Staging Area, or Camp is used, identity the specific location.

7	**Time and Date of Change**	Enter the time and location of the status change (24-hour clock). Enter the date as well if relevant (e.g., out of service).
8	**Comments**	Enter any special information provided by the resource or dispatch center. This may include details about why a resource is out of service, or individual identifying designators (IDs) of Strike Teams and Task Forces.
9	**Prepared by** ▪ **Name** ▪ **Position/Title** ▪ **Signature** ▪ **Date/Time**	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (m/d/y) and time prepared (24-hour clock).

Incident Check-In List (ICS 211)

1. Incident Name:	2. Incident Number:	3. Check-In Location (complete all that apply):					4. Start Date/Time: Date: Time:
		☐ Base	☐ Staging Area	☐ ICP	☐ Helibase	☐ Other	

Check-In Information (use reverse of form for remarks or comments)

5 List single resource personnel (overhead) by agency and name, OR list resources by the following format:							6. Order Request #	7. Date/Time Check-In	8. Leader's Name	9. Total Number of Personnel	10. Incident Contact Information	11. Home Unit of Agency	12. Departure Point, Date and Time	13. Method of travel	14. Incident Assignment	15. Other Quantifications	16. Data Provided to Resource Unit
State	Agency	Category	Kind	Type	Resource Name of Identifier	ST or TF											

ICS 211	17. Prepared by: Name:	Position/Title:	Singature: Date/Time:

ICS 211
Incident Check-In List

Purpose: Personnel and equipment arriving at the incident can check in at various incident locations. Check-in consists of reporting specific information, which is recorded on the Check-In List (ICS 211). The ICS 211 serves several purposes, as it: (1) records arrival times at the incident of all overhead personnel and equipment, (2) records the initial location of personnel and equipment to facilitate subsequent assignments, and (3) supports demobilization by recording the home base, method of travel, etc., for resources checked in.

Preparation: The ICS 211 is initiated at a number of incident locations including: Staging Areas, Base, and Incident Command Post (ICP). Preparation may be completed by: (1) overhead at these locations, who record the information and give it to the Resources Unit as soon as possible, (2) the Incident Communications Center Manager located in the Communications Center, who records the information and gives it to the Resources Unit as soon as possible, (3) a recorder from the Resources Unit during check-in to the ICP. As an option, the ICS 211 can be printed on colored paper to match the designated Resource Status Card (ICS 219) colors. The purpose of this is to aid the process of completing a large volume of ICS 219s. The ICS 219 colors are:

- 219-1: Header Card - Gray (used only as label cards for T-Card racks)
- 219-2: Crew/Team Card - Green
- 219-3: Engine Card - Rose
- 219-4: Helicopter Card - Blue
- 219-5: Personnel Card -White
- 219-6: Fixed-Wing Card - Orange
- 219-7: Equipment Card -Yellow
- 219-8: Miscellaneous Equipment/Task Force Card - Tan
- 219-10: Generic Card - Light Purple

Distribution: ICS 211s, which are completed by personnel at the various check-in locations, are provided to the Resrouces Unit, Demobilization Unit, and Finance/Administration Section. The Resources Unit maintains a master list of all equipment and personnel that have reported to the incident.

Notes:
- Also available as 8½ x 14 (legal size) or 11 x 17 chart.
- Use reverse side of form for remarks or comments.
- If additional pages are needed for any form page, use a blank ICS 211 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Check-In Location** ☐ **Base** ☐ **Staging Area** ☐ **ICP** ☐ **Helibase** ☐ **Other**	Check appropriate box and enter the check-in location for the incident. Indicate specific information regarding the locations under each checkbox. ICP is for Incident Command Post. Other may include…
4	**Start Date/Time** ▪ **Date** ▪ **Time**	Enter the date (m/d/y) and time (using the 24-hour clock) that the form was started.
	Check-In Information	Self explanatory
5	**List single resource personnel (overhead) by agency and name, Or list resources by the following format**	Enter the following information for resources: OPTIONAL: Indicate if resource is a single resource versus part of Strike Team or Task Force. Fields can be left blank if not necessary.
	State	Use this section to list the home State for the resource.
	Agency	Use this section to list agency name (or designator), and individual names for all single resource personnel (e.g., ORC, ARL, NYPD).
	Category	Use this section to list the resource category based on NIMS, discipline, or jurisdiction guidance.
	Kind	Use this section to list the resource type based on NIMS, discipline, or jurisdiction guidance.
	Resource Name or Identifier	Use this section to enter the resource name or unique identifier. If it is Strike Team or a Task Force, list the unique Strike Team or Task Force identifier (if used) on a single line with the component resources of the Strike Team or Task Force listed on the following lines. For example, for an Engine Strike Team with the call sign "XLT459" show "XLT459" in this box and then in the next five rows, list the unique identifier for the five engines assigned to the Strike Team.
	ST and TF	Use ST and TF to indicate whether the resource is part of a Strike Team or Task Force. See above for additional instructions.
6	**Order Request #**	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
7	**Date/Time Check-In**	Enter date (m/d/y) and time of check-in (24-hour clock) to the incident.
8	**Leader's Name**	▪ For equipment, enter the operator's name. ▪ Enter the Strike Team or Task Force leader's name. ▪ Leave blank for single resource personnel (overhead).
9	**Total Number of Personnel**	Enter total number of personnel associated with the resource. Include leaders.
10	**Incident Contact Information**	Enter available contact information (e.g., radio frequency, cell phone number, etc.) for the incident.
11	**Home Unit or Agency**	Enter the home unit or agency to which the resource or individual is normally assigned (may not be departure location).

12	**Departure Point, Date and Time**	Enter the location from which the resource or individual departed for this incident. Enter the departure time using the 24-hour clock.
13	**Method of Travel**	Enter the means of travel the individual used to bring himself/herself to the incident (e.g., bus, truck, engine, personal vehicle, etc.)
14	**Incident Assignment**	Enter the incident assignment at time of dispatch.
15	**Other Qualifications**	Enter additional duties (ICS positions) pertinent to the incident that the resource/individual is qualified to perform. Note that resources should not be reassigned on the incident without going through the established ordering process. This data may be useful when resources are demobilized and remobilized for another incident.
16	**Data Provided to Resource Unit**	Enter the date and time that the information pertaining to that entry was transmitted to the Resources Unit, and the initials of the person who transmitted the information.
17	**Prepared by** ▪ **Name** ▪ **Position/Title** ▪ **Signature** ▪ **Date/Time**	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

General Message (ICS 213)

1. Incident Name (Optional):	

2. To (Name and Position):

3. From (Name and Position):

4. Subject:	**5. Date:**	**6. Time:**

7. Message:

8. Approved by:	Name:	Position/Title:	Signature:

9. Reply:

10. Replied by:	Name:	Position/Title:	Signature:
ICS 213	Date/Time:		

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ICS 213
General Message

Purpose: The General Message (ICS 213) is used by the incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. The ICS 213 is also used by the Incident Command Post and other incident personnel to transmit messages (e.g., resource order, incident name change, other ICS coordination issues, etc.) to the Incident Communications Center for transmission via radio or telephone to the addressee. This form is used to send any message or notification to incident personnel that requires hard-copy delivery.

Preparation: The ICS 213 may be initiated by incident dispatchers and any other personnel on an incident.

Distribution: Upon completion, the ICS 213 may be delivered to the addressee and/or delivered to the Incident Communication Center for transmission.

Notes:

- The ICS 213 is a three-part form, typically using carbon paper. The sender will complete Part 1 of the form and send Parts 2 and 3 to the recipient. The recipient will complete Part 2 and return Part 3 to the sender.
- A copy of the ICS 213 should be sent to and maintained within the Documentation Unit.
- Contact information for the sender and receiver can be added for communication purposed to confirm resource orders. Refer to 213R example (Appendix B).

Block Number	Block Title	Instructions
1	**Incident Name (optional)**	Enter the name assigned to the incident. This block is optional.
2	**To (Name and Position)**	Enter the name and position the General Message is intended for. For all individuals, use at least the first initial and last name. for Unified Command, include agency names.
3	**From (Name and Position)**	Enter the name and position of the individual sending the General Message. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
4	**Subject**	Enter the subject of the message.
5	**Date**	Enter the date (m/d/y) of the message.
6	**Time**	Enter the time (using the 24-hour clock) of the message.
7	**Message**	Enter the content of the message. Try to be as concise as possible.
8	**Approved by** • **Name** • **Signature**	Enter the name signature, and ICS position/title of the person approving the message.

	▪ Position/Title	
9	Reply	The intended recipient will enter a reply to the message and return it to the originator.
10	Replied by ▪ Name ▪ Position/Title ▪ Signature ▪ Date/Time	Enter the name, ICS position/title, and signature of the person replying to the message. Enter date (m/d/y) and time prepared (24-hour clock).

Activity Log (ICS 214)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:	
3. Name:	4. ICS Position:	5. Home Agency (and Unit):

6. Resources Assigned:

Name	ICS Position	Home Agency (and Unit)

7. Activity Log:

Date/Time	Notable Activities

8. Prepared by:	Postion/Title:	Signature:
ICS 214, Page 1	Date/Time:	

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Activity Log (ICS 214)

1. Incident Name:	2. Operational Period:	
	Date From:	Date To:
	Time From:	Time To:

7. Activity Log (continuation):

Date/Time:	Notable Activities

8. Prepared by:	Name:	Position/Title:	Signature:
ICS 214, Page 2	Date/Time:		

ICS 214
Activity Log

Purpose: The Activity Log (ICS 214) records details of notable activities at any ICS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any after- action report.

Preparation: An ICS 214 can be initiated and maintained by personnel in various ICS positions as it is needed or appropriate. Personnel should document how relevant incident activities are occurring and progressing, or any notable events or communications.

Distribution: Completed ICS 214s are submitted to supervisors, who forward them to the Documentation Unit. All completed original forms must be given to the Documentation Unit, which maintains a file of all lCS 214s. It is recommended that individuals retain a copy for their own records.

Notes:
- The ICS 214 can be printed as a two-sided form.
- Use additional copies as contaminated sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** ■ **Date and Time From** ■ **Date and Time To**	Enter the start date (m/d/y) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Name**	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4	**ICS Position**	Enter the name and ICS position of the individual in charge of the Unit.
5	**Home Agency (and Unit)**	Enter the home agency of the individual completing the ICS 214. Enter a unit designator if utilized by the jurisdiction or discipline.
6	**Resource Assigned**	Enter the following information for resources assigned:
	Name	Use this section to enter the resource's name. For all individuals, use at least the first initial and last name. Cell phone number for the individual can be added as an option.
	ICS Position	Use this section to enter the resource's ICS position (e.g., Finance Section Chief).
	Home Agency (and Unit)	Use this section to enter the resource's home agency and/or unit (e.g., Des Moines Public Works Department, Water Management Unit).
7	**Activity Log** ■ **Date/Time** ■ **Notable Activities**	■ Enter the time (24-hour clock) and briefly describe individual notable activities. Note the date as well if the operational period covers more than one day. ■ Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc. ■ This block can be used to track personal work habits by adding columns such as "Action Required," "Delegated To," "Status," etc.
8	**Prepared by** ■ **Name**	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (m/d/y) and time prepared (24-hour clock).

Incident Action Plan Safety Analysis (ICS 215A)

1. Incident Name:		2. Incident Number:	

3. Date/Time Prepared: Date: Time:		4. Operational Period: Date From : Date To: Time From: Time To:	

5. Incident Area	6. Hazards/Risks	7. Mitigations

8. Prepared by (Safety Officer):	Name:	Signature:
Prepared by (Operations Section Chief):	Name:	Signature:
ICS 215A	Date/Time:	

ICS 215A
Incident Action Plan Safety Analysis

Purpose: The purpose of the Incident Action Plan Safety Analysis (ICS 215A) is to aid the Safety Officer in completing an operational risk assessment to prioritize hazards, safety, and health issues, and to develop appropriate controls. This worksheet addresses communications challenges between planning and operations and is best utilized in the planning phase and for Operations Section briefings.

Preparation: The ICS 215A is typically prepared by the Safety Officer during the incident action planning cycle. When the Operations Section Chief is preparing for the tactics meeting, the Safety Officer collaborates with the Operations Section Chief to complete the Incident Action Plan Safety Analysis. This worksheet is closely linked to the Operational Planning Worksheet (ICS 215). Incident areas or regions are listed along with associated hazards and risks. For those assignments involving risks and hazards, mitigations or controls should be developed to safeguard responders, and appropriate incident personnel should be briefed on the hazards, mitigations, and related measures. Use additional sheets as needed.

Distribution: When the safety analysis is completed, the form is distributed to the Resources Unit to help prepare the Operations Section briefing. All completed original forms must be given to the Documentation Unit.

Notes:
- This worksheet can be made into a wall mount and can be part of the IAP.
- If additional pages are needed, use a blank ICS 215A and repaginate as neeeded.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Date/Time Prepared**	Enter date (month/day/year) and time (using the 24-hour clock) prepared.
4	**Operational Period** ▪ **Date and Time From** ▪ **Date and Time To**	Enter the start date (m/d/y) and time (24-hour clock) and end date and time for the operational period to which the form applies.
5	**Incident Area**	Enter the incident areas where personnel or resources are likely to encounter risks. This may be specific as a Branch, Division, or Group.
6	**Hazards/ Risks**	List the types of hazards and/or risks likely to be encountered by personnel or resources at the incident area relevant to the work assignment.
7	**Mitigations**	List actions taken to reduce risk for each hazard indicated (e.g., specify personal protective equipment or use of a buddy system or escape routes).
8	**Prepared by (Safety Officer and Operations Section Chief)** ▪ **Name** ▪ **Signature** ▪ **Date/Time**	Enter the name of both the Safety Officer and the Operations Section Chief, who should collaborate on form preparation. Enter date (m/d/y) and time (24-hour clock) reviewed.

Operational Planning Worksheet (ICS 215)

1. Incident Name:	2. Operational Period:
	Date From: Date To:
	Time From: Time To:

3. Branch	4. Division, Group, or Other	5. Work Assignment & Special Instructions	6. Resources														7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
			Req																	
			Have																	
			Need																	
		11. Total Resources Required														14. Prepared by:			
		12. Total Resources Have an on Hand														**Name:** **Position/Title:** **Signature:** **Date/Time:**			
ICS 215		13. Total Resources Need to Order																	

ICS 215
Operational Planning Worksheet

Purpose: The Operational Planning Worksheet (ICS 215) communicates the decisions made by the Operations Section Chief during the Tactics Meeting concerning resource assignments and needs for the next operational period. The ICS 215 is used by the Resources Unit to complete the Assignment Lists (ICS 204) and by the Logistics Section Chief for ordering resources for the incident.

Preparation: The ICS 215 is initiated by the Operations Section Chief and often involves logistics personnel, the Resources Unit, and the Safety Officer. The form is shared with the rest of the Command and General Staffs during the Planning Meeting. It may be useful in some disciplines or jurisdictions to prefill ICS 215 copies prior to incidents.

Distribution: When the Branch, Division, or Group work assignments and accompanying resource allocations are agreed upon, the form is distributed to the Resources Unit to assist in the preparation of the ICS 204. The Logistics Section will use a copy of this worksheet for preparing requests for resources required for the next operational period.

Notes:
- This worksheet can be made into a wall mount.
- Also available as 8 ½ X 14 (legal size) and 11 x 17 chart.
- If additional pages are needed, use a blank ICS 215 and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period ▪ Date and Time From ▪ Date and Time To	Enter the start date (m/d/y) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Branch	Enter the Branch of the work assignment for the resources.
4	Division, Group, or Other	Enter the Division, Group, or other location (e.g., Staging Area) of the work assignment for the resources.
5	Work Assignment & Special Instructions	Enter the specific work assignements given to each of the Divisions/Groups and any special instructions, as required.
6	Resources	Complete resource headings for category, kind, and type as appropriate for the incident. The use of a slash indicates a single resource in the upper portion of the slash and a Strike Team or Task Force in the bottom portion of the slash.
	Required	Enter for the appropriate resources, the number of resources by type (engine, squad car, Advanced Life Support ambulance, etc.) required to perform the work assignment.
	Have	Enter for the appropriate resources, the number of resources by type (engines, crew, etc.) available to perform the work assignment.
	Need	Enter the number of resources needed by subtracting the number in the "Have" row from the number in the "Required" row.
7	Overhead Position(s)	List any supervisory and nonsupervisory ICS position(s) not directly assigned to a

		previously identified resource (e.g., Division/Group Supervisor, Assistant Safety Officer, Technical Specialist, etc.)
8	**Special Equipment & Supplies**	List special equipment and supplies, including aviation support, used or needed. This may be useful place to monitor span of control.
9	**Reporting Location**	Enter the specific location where the resources are to report (Staging Area, location at incident, etc.).
10	**Requested Arrival Time**	Enter the time (24-hour clock) that resources are requested to arrive at the reporting location.
11	**Total Resources Required**	Enter the total number of resources required by category/kind/type as preferred (e.g., engine, squad car, ALS ambulance, etc.). A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
12	**Total Resources Have on Hand**	Enter the total number of resources on hand that are assigned to the incident for incident use. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
13	**Total Resources Need To Order**	Enter the total number of resources needed. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
14	**Prepared by** ▪ **Name** ▪ **Position/Title** ▪ **Signature** ▪ **Date/Time**	Enter the name, ICS position, and signature of the person preparing the form. Enter date (m/d/y) and time prepared (24-hour clock).

Support Vehicle/Equipment Inventory (ICS 218)

1. Incident Name:	2. Incident Number:	3. Date/Time Prepared: Date: Time:	4. Vehicle/Equipment Category:

5. Vehicle/Equipment Information

Order Request Number	Incident ID No.	Vehicle or Equipment Classification	Vehicle or Equipment Make	Category/Kind/ Type, Capacity, or Size	Vehicle or equipment Features	Agency or Owner	Operator Name or Contact	Vehicle License or ID No.	Incident Assignment	Incident Start Date & Time	Incident Release Date & Time

ICS 218	6. Prepared by: Name:	Postion/Title:	Signature:

ICS 218
Support Vehicle/Equipment Inventory

Purpose: The Support Vehicle/Equipment Inventory (ICS 218) provides an inventory of all transportation and support vehicles and equipment assigned to the incident. The information is used by the Ground Support Unit to maintai11 a record of the types and locations of vehicles and equipment on the incident. The Resources Unit uses the information to initiate and maintain status/resource information.

Preparation: The ICS 218 is prepared by Ground Support Unit personnel at intervals specified by the Ground Support Unit Leader.

Distribution: Initial inventory information recorded on the form should be given to the Resources Unit. Subsequent changes to the status or location of transportation and support vehicles and equipment should be provided to the Resources Unit immediately.

Notes:
- If additional pages are needed, use a blank ICS 218 and repaginate as needed.
- Also available as 8 ½ x 14 (legal size) and 11 x 17 chart.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Incident Number	Enter the number assigned to the incident.
3	Date/Time Prepared	Enter the date (m/d/y) and time (using the 24-hour clock) the form is prepared.
4	Vehicle/Equipment Category	Enter the specific vehicle or equipment category (e.g., buses, generators, dozers, pick ups/sedans, rental cars, etc.). Use a separate sheet for each vehicle or equipment category.
5	Vehicle/Equipment Information	Record the following information:
	Order Request Number	Enter the order request number for the resource as used by the jurisdiction or discipline, or the relevant EMAC order request number.
	Incident Identification Classification	Enter any special incident identification numbers or agency radio identifier assigned to the piece of equipment used only during the Incident, if this system used (e.g., Decontamination Unit 2," or "Water Tender 14").
	Vehicle or Equipment Make	Enter the specific vehicle or equipment manufacturer name (e.g., "GMC," "International").
	Category/Kind/Type, Capacity, or Size	Enter the vehicle or equipment category/kind/type, capacity, or size (e.g., 30-person bus, ¾ -ton-truck, 50KW generator).
	Vehicle or Equipment Features	Enter the vehicle or equipment features such as 2WD, 4WD, towing capability, number of axles, heavy-duty tires, high clearance, automatic vehicle locator (AVL), etc.
	Agency or Owner	Enter the name of the agency or owner of the vehicle or equipment.
	Operator Name or Contact	Enter the operator name and/or contact information (cell phone, radio frequency, etc.)
	Vehicle License or Identification Number	Enter the license plate number of another identification number (such as a serial or rig number) of the vehicle or equipment.
	Incident Assignment	Enter where the vehicle or equipment will be located at the incident and its function (use abbrevations per discipline or jurisdiction).
	Incident Start Date and Time	Indicate start date (m/d/y) and time (using the 24-hour clock) for driver or for equipment as may be relevant.

	Incident Release Date and Time	Enter the date (m/d/y) and time (using the 24-hour clock) the vehicle or equipment is released from the incident.
6	**Prepared by** ▪ **Name** ▪ **Position/Title** ▪ **Signature**	Enter the name, ICS position/title, and signature of the person preparing the form.

ICS 219
Resource Status Card (T-Card)

Purpose: Resource Status Cards (ICS 219) are also known as "T-Cards," and are used by the Resources Unit to record status and location information on resources, transportation, and support vehicles and personnel. These cards provide a visual display of the status and location of resources assigned to the incident.

Preparation: Information to be placed on the cards may be obtained from several sources including, but not limited to:

- Incident Briefing (ICS 201).
- Incident Check-In List (ICS 211).
- General Message (ICS 213).
- Agency-supplied information or electronic resource management systems.

Distribution. ICS 219s are displayed in resource status or "T-Card" racks where they can be easily viewed, retrieved, updated, and rearranged. The Resources Unit typically maintains cards for resources assigned to an incident until demobilization. At demobilization, all cards should be turned in to the Documentation Unit.

Notes. There are eight different status cards (see list below) and a header card, to be printed front-to-back on cardstock. Each card is printed on a different color of cardstock and used for a different resource category/kind/type. The format and content of information on each card varies depending upon the intended use of the card.

- 219-1: Header Card - Gray (used only as label cards for T-Card racks)
- 219-2: Crew/Team Card - Green
- 219-3: Engine Card - Rose
- 219-4: Helicopter Card- Blue
- 219-5: Personnel Card - White
- 219-6: Fixed-Wing Card - Orange
- 219-7: Equipment Card-Yellow
- 219-8: Miscellaneous Equipment/Task Force Card - Tan

- 219-10: Generic Card- Light Purple

Acronyms: Abbreviations utilized on the cards are listed below:

- AOV: Agency-owned vehicle
- ETA: Estimated time of arrival
- ETD: Estimated time of departure
- ETR: Estimated time of return
- O/S Mech: Out-of-service for mechanical reasons
- O/S Pers: Out-of-service for personnel reasons
- O/S Rest: Out-of-service for res/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft.
- POV: Privately owned vehicle

Prepared by:

Date/Time:

ICS 219-1 HEADER CARD (GRAY)

Prepared by:

Date/Time:

ICS 219-1 HEADER CARD (GRAY)

ICS 219-1 : HEADER CARD

Block Title	Instructions
Prepared by: **Date/Time:**	Enter the name of the person preparing the form. Enter the date (m/d/y) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:		#Pers:	Order #
Agency	Cat	Kind	Type	Name/ID #

Front

Date/Time Checked In:

Leader Name:

Primary Contact Information:

Crew/Team ID #(s) or Name(s):

Manifest: ☐ Yes ☐ No	Total Weight:

Method of Travel to Incident:
☐ AOV ☐ POV ☐ Bus ☐ Air ☐ Other

Home Base:

Departure Point:

ETD:	ETA:

Transportation Needs at Incident:
☐ Vehicle ☐ Bus ☐ Air ☐ Other

Date/Time Ordered:

Remarks:

Prepared by:
Date/Time:

ICS 219-2 CREW/TEAM (GREEN)

ST/Unit:	LDW:		#Pers:	Order #
Agency	Cat	Kind	Type	Name/ID #

Back

Incident Location:	Time:

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR:

Notes:

Incident Location:	Time:

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR:

Notes:

Incident Location:	Time:

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR:

Notes:

Prepared by:
Date/Time:

ICS 219-2 CREW/TEAM (GREEN)

ICS 219-2: CREW/TEAM CARD

Block Title	Instructions
ST/Unit	Enter the State and/or unit identifier (3-5 letters) used by the authority having jurisdiction.
LDW (Last Day worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter the total number of personnel associated with the crew/team. Include leaders.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
Agency	Use this sectioon to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter date (m/d/y) and time of check-In (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contacat information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
Crew/Team ID#(s) or Name(s)	Provide the identifier number(s) or name(s) for this crew/team (e.g., Air Monitoring Team 2, Entry Team 3).
Manifest ☐ Yes ☐ No	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
Total Weight	Enter the total weight for the crew/team. This information is necessary when the crew/team are transported by charter air.
Method of Travel to Incident ☐ AOV ☐ POV ☐ Bus ☐ Air ☐ Other	Check the box(es) for the appropriate method(s) of travel the individual used to bring himself/herself to the incident. AOV is "agency-owned vehicle." POV is "privately owned vehicle."
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the crew/team's estimated time of departure (using 24-hour clock) from their home base.
ETA	Use this section to enter the crew/team's estimated time of arrival (using 24-hour clock) at the incident.
Transportation Needs at Incident ☐ Vehicle ☐ Bus ☐ Air ☐ Other	Check the box(es) for the appropriate method(s) of transportation at the incident.
Date/Time Ordered	Enter date (m/d/y) and time (24-hour clock) the crew/team was ordered to the incident.
Remarks	Enter any additional information pertaining to the crew/team.
Back Of Form	

Incident Location	Enter the location of the crew/team.
Time	Enter the time (24-hour clock) the crew/team reported to this location.
Status ☐ **Assigned** ☐ **O/S Rest** ☐ **O/S Pers** ☐ **Available** ☐ **O/S Mech** ☐ **ETR: _____**	Enter the crew/team's current status: ▪ Assigned – Assigned to the incident ▪ O/S Rest – out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft ▪ O/S Pers – out-of-service for personnel reasons ▪ Available – Available to be assigned to the incident ▪ O/S Mech – out-of-service for mechanical reasons ▪ ETR – Estimated time of return
Notes	Enter any additional information pertaining to the crew/team's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (m/d/y) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	#Pers:	Order #

Agency	Cat	Kind	Type	Name/ID #

Front

Date/Time Checked In:

Leader Name:

Primary Contact Information:

Resource ID #(s) or Name(s):

Home Base:

Departure Point:

ETD:	ETA:

Date/Time Ordered:

Manifest: ☐ Yes ☐ No	Total Weight:

Remarks:

Prepared by:

Date/Time:

ICS 219-3 ENGINE (ROSE)

ST/Unit:	LDW:	#Pers:	Order #

Agency	Cat	Kind	Type	Name/ID #

Back

Incident Location:	**Time:**

Status:

☐ **Assigned**   ☐ **O/S Rest**   ☐ **O/S Pers**

☐ **Available**   ☐ **O/S Mech**   ☐ **ETR:**

Notes:

Incident Location:	**Time:**

Status:

☐ **Assigned**   ☐ **O/S Rest**   ☐ **O/S Pers**

☐ **Available**   ☐ **O/S Mech**   ☐ **ETR:**

Notes:

Incident Location:	**Time:**

Status:

☐ **Assigned**   ☐ **O/S Rest**   ☐ **O/S Pers**

☐ **Available**   ☐ **O/S Mech**   ☐ **ETR:**

Notes:

Prepared by:

Date/Time:

ICS 219-3 ENGINE (ROSE)

ICS 219-3: ENGINE CARD

Block Title	Instructions
ST/Unit	Enter the State and/or unit identifier (3-5 letters) used by the authority having jurisdiction.
LDW (Last Day worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter the total number of personnel associated with the resource. Include leaders.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
Agency	Use this sectioon to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter date (m/d/y) and time of check-In (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contacat information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
Resource ID#(s) or Name(s)	Provide the identifier number(s) or name(s) for the resource(s).
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using 24-hour clock) at the incident.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
Back Of Form	
Incident Locatin	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: ▪ Assigned – Assigned to the incident ▪ O/S Rest – out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft ▪ O/S Pers – out-of-service for personnel reasons ▪ Available – Available to be assigned to the incident ▪ O/S Mech – out-of-service for mechanical reasons ▪ ETR – Estimated time of return
Notes:	Enter any additional information pertaining to the resources's current location or status.
Prepared by Date/Time	Enter the name of the person preparing the form. Enter the data (m/d/y) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:		#Pers:	Order #
Agency	Cat	Kind	Type	Name/ID #

Front	
Date/Time Checked In:	
Pilot Name:	
Home Base:	
Departure Point:	
ETD:	**ETA:**
Destination Point:	
Date/Time Ordered:	
Remarks:	

Prepared by:

Date/Time:

ICS 219-4 HELICOPTER (BLUE)

ST/Unit:	LDW:		#Pers:	Order #
Agency	Cat	Kind	Type	Name/ID #

Back

Incident Location:	**Time:**

Status:

☐ **Assigned**   ☐ **O/S Rest**   ☐ **O/S Pers**

☐ **Available**   ☐ **O/S Mech**   ☐ **ETR:**

Notes:

Incident Location:	**Time:**

Status:

☐ **Assigned**   ☐ **O/S Rest**   ☐ **O/S Pers**

☐ **Available**   ☐ **O/S Mech**   ☐ **ETR:**

Notes:

Incident Location:	**Time:**

Status:

☐ **Assigned**   ☐ **O/S Rest**   ☐ **O/S Pers**

☐ **Available**   ☐ **O/S Mech**   ☐ **ETR:**

Notes:

Prepared by:

Date/Time:

ICS 219-4 HELICOPTER (BLUE)

ICS 219-4: HELICOPTER CARD

Block Title	Instructions
ST/Unit	Enter the State and/or unit identifier (3-5 letters) used by the authority having jurisdiction.
LDW (Last Day worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter the total number of personnel associated with the resource. Include the pilot.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
Agency	Use this sectioon to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter date (m/d/y) and time of check-In (24-hour clock) to the incident.
Pilot Name	Enter Pilot's name (use at least the first initial and last name).
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using 24-hour clock) at the destination point.
Destination Point	Use this section to enter the location at the incident where the resource has been requested to report.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
Back Of Form	
Incident Locatin	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: ▪ Assigned – Assigned to the incident ▪ O/S Rest – out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft ▪ O/S Pers – out-of-service for personnel reasons ▪ Available – Available to be assigned to the incident ▪ O/S Mech – out-of-service for mechanical reasons ▪ ETR – Estimated time of return
Notes:	Enter any additional information pertaining to the resources's current location or status.
Prepared by Date/Time	Enter the name of the person preparing the form. Enter the data (m/d/y) and time prepared (using the 24-hour clock).

ST/Unit:	Name:	Position/Title:

Front

Date/Time Checked In:

Name:

Primary Contact Information:

Manifest: ☐ Yes ☐ No	**Total Weight:**

Method of Travel to Incident:
☐ AOV ☐ POV ☐ Bus ☐ Air ☐ Other

Home Base:

Departure Point:

ETD:	ETA:

Transportation Needs at Incident:
☐ Vehicle ☐ Bus ☐ Air ☐ Other

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

ICS 219-5 PERSONNEL (WHITE)

ST/Unit:	LDW:	#Pers:	Order #

Agency	Cat	Kind	Type	Name/ID #

Back

Incident Location:	**Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR:

Notes:

Incident Location:	**Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR:

Notes:

Incident Location:	**Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR:

Notes:

Prepared by:

Date/Time:

ICS 219-5 PERSONNEL (WHITE)

ICS 219-5: PERSONNEL CARD

Block Title	Instructions
ST/Unit	Enter the State and/or unit identifier (3-5 letters) used by the authority having jurisdiction.
Name	Enter the individual's first initial and last name.
Position/Title	Enter the individual's ICS position/title.
Date/Time Checked In	Enter date (m/d/y) and time of check-In (24-hour clock) to the incident.
Name	Enter the individual's full name.
Primary Contact Information	Enter the primary contacat information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
Manifest ☐ **Yes** ☐ **No**	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
Total Weight	Enter the total weight for the crew. This information is necessary when the crew/team are transported by charter air.
Method of Travel to Incident ☐ **AOV** ☐ **POV** ☐ **Bus** ☐ **Air** ☐ **Other**	Check the box(es) for the appropriate method(s) of travel the individual used to bring himself/herself to the incident. AOV is "agency-owned vehicle." POV is "privately owned vehicle."
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the crew's estimated time of departure (using 24-hour clock) from their home base.
ETA	Use this section to enter the crew's estimated time of arrival (using 24-hour clock) at the incident.
Transportation Needs at Incident ☐ **Vehicle** ☐ **Bus** ☐ **Air** ☐ **Other**	Check the box(es) for the appropriate method(s) of transportation at the incident.
Date/Time Ordered	Enter date (m/d/y) and time (24-hour clock) the crew/team was ordered to the incident.
Remarks	Enter any additional information pertaining to the crew.
Back Of Form	
Incident Location	Enter the location of the crew.
Time	Enter the time (24-hour clock) the crew reported to this location.
Status ☐ **Assigned** ☐ **O/S Rest** ☐ **O/S Pers** ☐ **Available** ☐ **O/S Mech** ☐ **ETR: _____**	Enter the crew's current status: ▪ Assigned – Assigned to the incident ▪ O/S Rest – out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft ▪ O/S Pers – out-of-service for personnel reasons ▪ Available – Available to be assigned to the incident ▪ O/S Mech – out-of-service for mechanical reasons ▪ ETR – Estimated time of return
Notes	Enter any additional information pertaining to the crew's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (m/d/y) and time prepared (using 24-hour clock).

ST/Unit:	LDW:	#Pers:	Order #

Agency	Cat	Kind	Type	Name/ID #

Front

Date/Time Checked In:

Pilot Name:

Home Base:

Departure Point:

ETD:	ETA:

Destination Point:

Date/Time Ordered:

Manufacturer:

Remarks:

Prepared by:

Date/Time:

ICS 219-6 FIXED-WING (ORANGE)

ST/Unit:	LDW:	#Pers:	Order #

Agency	Cat	Kind	Type	Name/ID #

Back

Incident Location:	Time:

Status:

☐ **Assigned**   ☐ **O/S Rest**   ☐ **O/S Pers**

☐ **Available**   ☐ **O/S Mech**   ☐ **ETR:**

Notes:

Incident Location:	Time:

Status:

☐ **Assigned**   ☐ **O/S Rest**   ☐ **O/S Pers**

☐ **Available**   ☐ **O/S Mech**   ☐ **ETR:**

Notes:

Incident Location:	Time:

Status:

☐ **Assigned**   ☐ **O/S Rest**   ☐ **O/S Pers**

☐ **Available**   ☐ **O/S Mech**   ☐ **ETR:**

Notes:

Prepared by:

Date/Time:

ICS 219-6 FIXED-WING (ORANGE)

ICS 219-6: FIXED-WING CARD

Block Title	Instructions
ST/Unit	Enter the State and/or unit identifier (3-5 letters) used by the authority having jurisdiction.
LDW (Last Day worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter the total number of personnel associated with the resource. Include the pilot.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
Agency	Use this sectioon to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier.
Date/Time Checked In	Enter date (m/d/y) and time of check-In (24-hour clock) to the incident.
Pilot Name	Enter Pilot's name (use at least the first initial and last name).
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using 24-hour clock) at the destination point.
Destination Point	Use this section to enter the location at the incident where the resource has been requested to report.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Manufacturer	Enter the manufacturer of the aircraft.
Remarks	Enter any additional information pertaining to the resource.
Back Of Form	
Incident Locatin	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: ▪ Assigned – Assigned to the incident ▪ O/S Rest – out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft ▪ O/S Pers – out-of-service for personnel reasons ▪ Available – Available to be assigned to the incident ▪ O/S Mech – out-of-service for mechanical reasons ▪ ETR – Estimated time of return
Notes:	Enter any additional information pertaining to the resources's current location or status.
Prepared by Date/Time	Enter the name of the person preparing the form. Enter the data (m/d/y) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	#Pers:	Order #
Agency	Cat	Kind	Type	Name/ID #

Front
Date/Time Checked In:
Leader Name:
Primary Contact Information:
Resource ID #(s)or Name(s):
Home Base:
Departure Point:

ETD:	**ETA:**

Date/Time Ordered:
Remarks:
Prepared by:
Date/Time:
ICS 219-7 EQUIPMENT (YELLOW)

ST/Unit:	LDW:	#Pers:	Order #
Agency	Cat	Kind	Type	Name/ID #

Back	
Incident Location:	**Time:**

Status:

☐ **Assigned** ☐ **O/S Rest** ☐ **O/S Pers**

☐ **Available** ☐ **O/S Mech** ☐ **ETR:**

Notes:

Incident Location:	**Time:**

Status:

☐ **Assigned** ☐ **O/S Rest** ☐ **O/S Pers**

☐ **Available** ☐ **O/S Mech** ☐ **ETR:**

Notes:

Incident Location:	**Time:**

Status:

☐ **Assigned** ☐ **O/S Rest** ☐ **O/S Pers**

☐ **Available** ☐ **O/S Mech** ☐ **ETR:**

Notes:

Prepared by:

Date/Time:

ICS 219-7 EQUIPMENT (YELLOW)

ICS 219-7: EQUIPMENT CARD

Block Title	Instructions
ST/Unit	Enter the State and/or unit identifier (3-5 letters) used by the authority having jurisdiction.
LDW (Last Day worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include leaders.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
Agency	Use this sectioon to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter date (m/d/y) and time of check-In (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
Resource ID#(s) or Name(s)	Provide the identifier number(s) or name(s) for this resource.
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using 24-hour clock) at the destination point.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
Back of Form	
Incident Locatin	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: ▪ Assigned – Assigned to the incident ▪ O/S Rest – out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft ▪ O/S Pers – out-of-service for personnel reasons ▪ Available – Available to be assigned to the incident ▪ O/S Mech – out-of-service for mechanical reasons ▪ ETR – Estimated time of return
Notes:	Enter any additional information pertaining to the resources's current location or status.
Prepared by Date/Time	Enter the name of the person preparing the form. Enter the data (m/d/y) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	#Pers:	Order #

Agency	Cat	Kind	Type	Name/ID #

Front

Date/Time Checked In:

Leader Name:

Primary Contact Information:

Resource ID #(s)or Name(s):

Home Base:

Departure Point:

ETD:	ETA:

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

ICS 219-8 MISCELLANEOUS EQUIPMENT/TASK FORCE (TAN)

ST/Unit:	LDW:	#Pers:	Order #

Agency	Cat	Kind	Type	Name/ID #

Back

Incident Location:	**Time:**

Status:

☐ **Assigned**   ☐ **O/S Rest**   ☐ **O/S Pers**

☐ **Available**   ☐ **O/S Mech**   ☐ **ETR:**

Notes:

Incident Location:	**Time:**

Status:

☐ **Assigned**   ☐ **O/S Rest**   ☐ **O/S Pers**

☐ **Available**   ☐ **O/S Mech**   ☐ **ETR:**

Notes:

Incident Location:	**Time:**

Status:

☐ **Assigned**   ☐ **O/S Rest**   ☐ **O/S Pers**

☐ **Available**   ☐ **O/S Mech**   ☐ **ETR:**

Notes:

Prepared by:

Date/Time:

ICS 219-8 MISCELLANEOUS EQUIPMENT/TASK FORCE (TAN)

ICS 219-8: MISCELLANEOUS EQUIPMENT/TASK FORCE CARD

Block Title	Instructions
ST/Unit	Enter the State and/or unit identifier (3-5 letters) used by the authority having jurisdiction.
LDW (Last Day worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include leaders.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
Agency	Use this sectioon to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter date (m/d/y) and time of check-In (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
Resource ID#(s) or Name(s)	Provide the identifier number(s) or name(s) for this resource.
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using 24-hour clock) at the destination point.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
BACK Of FORM	
Incident Locatin	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: ▪ Assigned – Assigned to the incident ▪ O/S Rest – out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft ▪ O/S Pers – out-of-service for personnel reasons ▪ Available – Available to be assigned to the incident ▪ O/S Mech – out-of-service for mechanical reasons ▪ ETR – Estimated time of return
Notes:	Enter any additional information pertaining to the resources's current location or status.
Prepared by Date/Time	Enter the name of the person preparing the form. Enter the data (m/d/y) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	#Pers:	Order #

Agency	Cat	Kind	Type	Name/ID #

Front

Date/Time Checked In:

Leader Name:

Primary Contact Information:

Resource ID #(s)or Name(s):

Home Base:

Departure Point:

ETD:	ETA:

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

ICS 219-10 GENERIC (LIGHT PURPLE)

ST/Unit:	LDW:	#Pers:	Order #

Agency	Cat	Kind	Type	Name/ID #

Back

Incident Location:	Time:

Status:

☐ **Assigned**   ☐ **O/S Rest**   ☐ **O/S Pers**

☐ **Available**   ☐ **O/S Mech**   ☐ **ETR:**

Notes:

Incident Location:	Time:

Status:

☐ **Assigned**   ☐ **O/S Rest**   ☐ **O/S Pers**

☐ **Available**   ☐ **O/S Mech**   ☐ **ETR:**

Notes:

Incident Location:	Time:

Status:

☐ **Assigned**   ☐ **O/S Rest**   ☐ **O/S Pers**

☐ **Available**   ☐ **O/S Mech**   ☐ **ETR:**

Notes:

Prepared by:

Date/Time:

ICS 219-10 GENERIC (LIGHT PURPLE)

ICS 219-10: GENERIC CARD

ST/Unit	Enter the State and/or unit identifier (3-5 letters) used by the authority having jurisdiction.
LDW (Last Day worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include leaders.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
Agency	Use this sectioon to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter date (m/d/y) and time of check-In (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader.
	If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).
	Phone and pager numbers should include the area code and any satellite phone specifics.
Resource ID#(s) or Name(s)	Provide the identifier number(s) or name(s) for this resource.
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using 24-hour clock) at the destination point.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
BACK Of FORM	
Incident Locatin	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ **Assigned** ☐ **O/S Rest** ☐ **O/S Pers** ☐ **Available** ☐ **O/S Mech** ☐ **ETR: _____**	Enter the resource's current status: ▪ Assigned – Assigned to the incident ▪ O/S Rest – out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft ▪ O/S Pers – out-of-service for personnel reasons ▪ Available – Available to be assigned to the incident ▪ O/S Mech – out-of-service for mechanical reasons ▪ ETR – Estimated time of return
Notes:	Enter any additional information pertaining to the resources's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the data (m/d/y) and time prepared (using the 24-hour clock).

AIR OPERATIONS SUMMARY (ICS 220)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:	3. Sunrise: Sunset:

4. Remarks (safety notes, hazards, air operations special equipment, etc.):	5. Ready Alert Aircraft: **Medivac:** **New Incident:**	6. Temporary Flight Restriction Number: **Altitude:** **Center Point:**

	8. Frequencies:	AM	FM	9. Fixed-Wing (category/kind/type, make/model, N#, base):
	Air/Air Fixed-Wing			

7. Personnel:	Name	Phone Number:	Air/Air Rotary-Wing-Flight Following			
Air Operations Branch Director			Air/Ground			
Air Support Group Supervisor			Command			Other Fixed-Wing Aircraft:
Air Tactical Group Supervisor			Deck Coordinator			
Helicopter Coordinator			Take-Off & Landing Coordinator			
Helibase Manager			Air Guard			

10. Helicopters (use additional sheets as necessary):

FAA N#	Category/Kind/Type	Make/Model	Base	Available	Start	Remarks

11. Prepared by: Name:	Position/Title:	Signature:
ICS 220, Page 1		Date/Time:

AIR OPERATIONS SUMMARY (ICS 220)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:	3. Sunrise: Sunset:

12. Task/Mission/Assignment (category/kind/type and function includes: air tactical, reconnaissance, personnel transport, search and rescue, etc.):

Category/Kind/Type and Function	Name of Personnel or Cargo (if applicabel) or instructions for Tactical Aircraft	Mission Start	Fly From	Fly To

Prepared by: Name:	Position/Title:	Signature:
ICS 220, Page 2	Date/Time:	

Air Operations Summary

Purpose: The Air Operation Summary (ICS 220) provides the Air Operations Branch with the number, type, location, and specific assignments of helicopters and air resources.

Preparation: The ICS 220 is completed by the Operations Section Chief or the Air Operations Branch Director during each Planning Meeting. General air resources assignment information is obtained from the Operational Planning Worksheet (ICS 215), which also is complicated during each Planning Meeting. Specific designators of the air resources asigned to the incident are provided by the Air and Fixed-Wing Support Groups. If aviation assets would be utilized for rescue or are referenced on the Medical Plan (ICS 206), coordinate with the Medical Unit Leader and indicate on the ICS 206.

Distribution: After the ICS 220 is completed by Air Operations personnel, the form is given to the Air Support Group Supervisor and Fixed-Wing Coordinator personnel. These personnel complete the form by indicating the designators of the helicopters and fixed-wing aircraft assigned missions during the specified operational period. This information is provided to Air Operations personnel who, in turn, give the information to the Resources Unit.

Notes:
- If additional pages are needed for any form page, use a blank ICS 220 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** ▪ **Date and Time From** ▪ **Date and Time To**	Enter the start date (m/d/y) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Sunrise/Sunset**	Enter the sunrise and sunset times.
4	**Remarks** (safety notes, hazards, air operations special equipment, etc.)	Enter special instructions or information, including safety notes, hazards, and priorities for Air Operations personnel.
5	**Ready Alert Aircraft** ▪ **Medivac** ▪ **New Incident**	Identify ready alert aircraft that will be used as Medivac for incident assigned personnel and indicate on the Medical Plan (ICS 206). Identify aircraft to be used for new incidents within the area or new incident(s) within an incident.
6	**Temporary Flight Restriction Number** ▪ **Altitude** ▪ **Center Point**	Enter Temporary Flight Restriction Number, altitude (from the center point), an center point (latitude and longitude). This number is provided by the Federal Aviation Administration (FAA) or is the order request number for the Temporary Flight Restirction.
7	**Personnel** ▪ **Name** ▪ **Phone Number**	Enter the name and phone number fo the individuals in Air Operations.
	Air Operations Branch Director	

	Air Support Group Supervisor	
	Air Tactical Group Supervisor	
	Helicopter Coordinator	
	Helibase Manager	
8	**Frequencies** 　▪ **AM** 　▪ **FM**	Enter primary air/air, air/ground (if applicable), command, deck coordinator, take-off and landing coordinator, and other radio frequencies to be used during the incident.
	Air/Air Fixed-Wing	
	Air/Air Rotary-Wing – Flight Following	Flight following is typically done by Air Operations.
	Air/Ground	
	Command	
	Deck Coordinator	
	Take-off & Landing Coordinator	
	Air Guard	
9	**Fixed-Wing (catergory/kind/type, make/model, N#, base)**	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance, make/model, N#, and base of air assets allocated to the incident.
	Air Tactical Group Supervisor Aircraft	
	Other Fixed-Wing Aircraft	
10	**Helicopters**	Enter the following information about the helicopter resources allocated to the incident.
	FAA N#	Enter the FAA N#
	Category/Kind/Type	Enter the helicopter category/kind/type based on NIMS, discipline, or jurisdiction guidance.
	Make/Model	Enter the make and model of the helicopter.
	Base	Enter the base where the helicopter is located.
	Available	Enter the time the aircraft is available.
	Start	Enter the time the aircraft becomes operational.
	Remarks	
11	**Prepared by** 　▪ **Name** 　▪ **Position/Title** 　▪ **Signature** 　▪ **Date/Time**	Enter the name, ICS position, and signature of the person preparing the form. Enter date (m/d/y) and time prepared (24-hour clock).
12	**Task/Mission/Assignment** **(category/kind/type and function includes: air tactical, reconnaissance, personnel transport, search and rescue, etc.)**	Enter the specific assignment (e.g., water or retardant drops, logistical support, or availability status for a specific purpose, support backup, recon, Medivac, etc.). If applicable, enter the primary air/air and air/ground radio frequency to be used. Mission assignments may be listed by priority.
	Category/kind/Type and Function	
	Name of Personnel or Cargo (if applicable) or Instructions for Tactical Aircraft	
	Mission Start	
	Fly From	Enter the incident location or air base the aircraft is flying from.
	Fly To	Enter the incident location or air base the aircraft is flying to.

DEMOBILIZATION CHECK-OUT (ICS 221)

1. Incident Name:		2. Incident Number:	

3. Planned Release Date/Time: Date: Time:	4. Resource or Personnel Released:	5. Order Request Number:

6. Resource or Personnel:

You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section repesentative).

LOGISTICS SECTION

	Unit/Manager	Remarks	Name	Signature
☐	Communications Unit			
☐	Facilities Unit			
☐	Ground Support Unit			
☐	Security Manager			
☐				

FINANCE/ADMINISTRATION SECTION

	Unit/Other	Remarks	Name	Signature
☐	Time Unit			
☐				
☐				

OTHER SECTION/STAFF

	Unit/Other	Remarks	Name	Signature
☐				
☐				

PLANNING SECTION

	Unit/Leader	Remarks	Name	Signature
☐				
☐	Documentation Leader			
☐	Demobilization Leader			

7. Remarks:

8. Travel Information: Room Overnight ☐ Yes ☐ No

Estimated Time of Departure: _____   Actual Release Date/Time: _____

Destination: _____   Estimated Time of Arrival: _____

Travel Method: _____   Contact Information While Traveling: _____

Manifest: ☐ Yes ☐ No   Area/Agency/Region Notified: _____

Number: _____

9. Reassignment Information: ☐ Yes   ☐ No

Incident Name: _____   Incident Number: _____

Location: _____   Order Request Number: _____

10. Prepared by: Name:	Position/Title:	Signature:

ICS 221	Date/Time:

ICS 221
Demobilization Check-Out

Purpose: The Demobilization Check-Out (ICS 221) ensures that resources checking out of the incident have completed all appropriate incident business and provides the Planning Section information on resources released from the incident. Demobilization is a planned process, and this form assists with that planning.

Preparation: The ICS 221 is initiated by the Planning Section, or a Demobilization Unit Leader if designated. The Demobilization Unit Leader completes the top portion of the form and checks the appropriate boxes in Block 6 that may need attention after the Resources Unit Leader has given written notification that the resource is no longer needed. The individual resource will have the appropriate overhead personnel sign off on any checked box(es) in Block 6 prior to release from the incident.

Distribution: After completion, the ICS 221 is returned to the Demobilization Unit Leader or the Planning Section. All completed original forms must be given to the Documentation Unit. Personnel may request to retain a copy of the ICS 221.

Notes:
- Members are not released until form is complete when all of the items checked in Block 6 have been signed off.
- If additional pages are needed for any form page, use a blank ICS 221 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Planned Release Date/Time**	Enter the date (m/d/y) and time (using the 24-hour clock) of the planned release from the incident.
4	**Resource or Personnel Released**	Enter name of the individual or resource being released.
5	**Order Request Number**	Enter order request number (or agency demobilization number) of the individual or resource being released.
6	**Resource or Personnel** You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative). ▪ Unit/Leader/Manager/Other ▪ Remarks ▪ Name ▪ Signature	Resources are not released until the checked boxes below have been signed off by the appropraite overhead. Blank boxes are provided for any additional unit requirements as needed (e.g., Safety Officer, Agency Representative, etc.)/

		Logistics Section ☐ Supply Unit ☐ Communications Unit ☐ Facilities Unit ☐ Ground Support Unit ☐ Security Manager	The Demobilization Unit Leader will enter an "X" in the box to the left of those units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
		Finance/Administration Section ☐ Time Unit	The Demobilization Unit Leader will enter and "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
		Other Section/Staff ☐	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
		Planning Section ☐ Documentation Leader ☐ Demobilization Leader	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Idenified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
7		Remarks	Enter any additional information pretaining to demobilization or release (e.g., transportation needed, destination, etc.). This section may also be used to indicate if a performanc rating has been completed as required by the discipline or jurisdiction.
8		Travel Information	Enter the following travel information:
		Room Overnight	Use this section to enter whether or not the resource or peronnel will be staying in a hotel overnight prior to returning home base and/or unit.
		Estimated Time of Departure	Use this section to enter the resource's or personnel's estimated time of departure (using the 24-hour clock).
		Actual Release Date/Time	Use this section to enter the resources's or personnel's actual release date(m/d/y) and time (using the 24-hour clock).
		Destination	Use this section to enter the resource's or personnel's destination.
		Estimated Time of Arrival	Use this section to enter the resource's or personnel's estimated time of arrival (using the 24-hour clock) at the destination.
		Travel Method	Use this section to enter the resource's travel method (e.g., POV, air, etc.).
		Contact Information While Travelling	Use this section to enter the resource's or personnel's contact information while travelling (e.g., cell phone, radio frequency, etc.).
		Manifest ☐ Yes ☐ No Number	Use this section to enter whether or not the resource or peronnel has a manifest. If they do, indicate the manifest number.
		Area/Agency/Region Notified	Use this section to enter the area, agency, and/or region that was notified of the resource's travel. List the name (first initial and last name) of the individual notified and the date (m/d/y) he or she was notified.
9		Reassignment Information ☐ Yes ☐ No	Enter whether or not the resource or personnel was reassigned to another incident. If the resource or peronnel was reassigned, complete the section below.
		Incident Name	Use this section to enter the name of the new incident to which the

		rsource was reassigned.
	Incident Number	Use this section to enter the number of the new incident to which the resource was reassigned.
	Location	Use this section to enter the location (city or State) of the new incident to which the resource was reassigned.
	Order Request Number	Use this section to enter the new order request number assigned to the resource or personnel.
10	**Prepared by** ▪ **Name** ▪ **Position/Title** ▪ **Signature** ▪ **Date/Time**	Enter the name, ICS position, and signature of the person preparing the form. Enter date (m/d/y) and time prepared (using the 24-hour clock).

INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

THIS RATING IS TO BE USED <u>ONLY</u> FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT

1. Name:	2. Incident Name:	3. Incident Number:

4. Home Unit Name and Address:	5. Incident Agency and Address:

6. Position Held on Incident:	7. Date(s) of Assignment: From : To:	8. Incident Complexity Level: ☐ 1 ☐ 2 ☐ 4 ☐ 5	9. Incident Definition:

10. Evaluation

Rating Factors	N/A	1- Unacceptable	2	3-Met Standards	4	5-Exceeded Expectations
11. Knowledge of the Job/Professional Competence: Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties, (includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropraite.).	☐	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or bluffed rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs.	☐	Competent and credible authority on speciality or operational issues. Acquired and applied excellent operational or speciality expertise for assigned duties. Showed professional growth through education, training, and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs.	☐	Superior expertise; advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts, and situations. Rapidly developed professional growth beyond expectations. Vigorously conveyed knowledge, directly resulting in increased workplace productivity. Insightful knowledge of own role, customer needs, and value of work.
12. Ability To Obtain Performance/Results: Quality, quantity, timeliness, and Impact of work.	☐	Routine taks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite opportunities to improve.	☐	Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality; required same of subordinates. Results had a positive impact on IMT. Continuously improved services and organizational effectiveness.	☐	Maintained optimal balance among quality, quantity, and timeless of work. Quality of own and subordinates work surpassed expectations. Results had a significant positive impact on the IMT. Established clearly effective systems of continuous improvement.
13. Planning/Preparedness: Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).	☐	Got caught by the unexpected; appeared to be controlled by events. Set vague or unreleastic goals. Used unreasonable criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information.	☐	Consistently prepared, Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information, kept supervisors and stakeholders informed.	☐	Exceptional preparation. Always looked beyond immediate events or problems. Skillfully balanced competing demands. Developed strategies with contingency plans. Assessed all aspects of problems, including underlying issues and impact.
14. Using Resources: Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).	☐	Concentrated on unproductive activities or often overlooks critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money, or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods.	☐	Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up, Skilled time manager, budgeted own and subordinates time productively. Ensured subordinates has adequate tools, materials, time, and direction. Cost consious, sought ways to cut waste.	☐	Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimized productivity through effective delegation, empowerment, and follow-up control. Found ways to systematically reduce cost, eliminate waste, and improve efficiency.
15. Adaptability/Attitude: Ability to maintain a positive attitude and modify work methods and priorities in response to new information,	☐	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook, Overlooked or screened	☐	Receptive to change, new information, and technology. Effectively used benchmarks to improve performance and service. Monitored prohress and	☐	Rapidly assessed and confidently adjusted to changing conditions, political realities, new information, and technology. Very skilled at using and responding to measurement indicators.

		☐		☐		☐	
	changing conditions, political realities, or unexpected obstacles.		out new information. Ineffective in ambiguous, complex, or pressured situations.		changed course as required. Maintained a positive approach. Effectively dealt with pressure and ambiguity. Facilitated smooth transitions. Adjusted direction to accommodate political realities.		Championed organizational improvements. Effectively dealt with extremely complex situations. Turned pressure and ambiguity. Turned pressure and ambiguity into constructive forces for change.
16.	Communication Skills: Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convicingly.	☐	Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. Used inappropriate language or rambled. Nervous or distracting mannerisms detracted from message. Failed to listen carefully or was too argumentative. Written material frequently unclear, verbose, or poorly organized. Seldom proofread.	☐	Effectively expressed ideas and facts in individual and group situations; nonverbal sactions consistent with spoken message. Communicated to people at all levels to ensure understanding. Listened carefully intended message as well as spoken works. Written material clear, concise, and logically organized. Proofread conscientiously.	☐	Clearly articulated and promoted ideas before a wide range of audiencesl accomplished speaker in both formal and extemporaneous situations. Adept at presentating complex or sensitive issuues. Active listener, remarkable ability to listen with open mind and identify key issuues. Clearly and persuasively expressed complex or controversial material, directly contributing to stated objectives.

INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

1. Name:	2. Incident Name:	3. Incident Number:

10.Evaluation						
Rating Factors	N/A	2- Unacceptable	2	3-Met Standards	4	5-Exceeded Expectations
17. Ability To Work on a Team: Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.	☐	Used teams ineffectively or at the wrong times. Conflicts mismanaged or often left unresolved, resulting in decreased team effectiveness. Excluded team members from vital information. Stifled group discussions or did not contribute productively. Inhibited cross functional cooperation to the determent of unit or service goals.	☐	Skillfully used teams to increase unit effectiveness, quality, and service. Resolved or managed group conflict, enhanced, cooperation, and involved team members in decision process. Valued team participation. Effectively negotiated work across functional boundaries to enhance support of broader mutual goals.	☐	Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major contributor to team effort. Established relationships and networks across a broad range of people and groups, raising accomplishments of mutual goals to a remarkable level.
18. Consideration for Personnel/Team Welfare: Ability to consider and respond to others personal needs, capabilities, and achievements; support for and application of worklife concepts and skills.	☐	Seldom recoginzed or responded to needs of people; left outside resources untapped despite apparent need. Ignorance of individuals capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or other IMT members.	☐	Cared for people. Recognized and responded to their needs; referred to outside resources as appropriate. Considered individuals' capabilities to maximize opportunities for success. Consistently recognized and rewarded deserving subordinates or other IMT members.	☐	Always accessible. Enhanced overall quality of life. Actively contributed to achieving balance among IMT requirements and professional and personal responsibilities. Strong advocate for subordinates; ensured appropriate and timely recognition, both formal and informal.
19. Directing Others: Ability to influence or direct others in accomplishing tasks or missions.	☐	Showed difficulty in directing or influencing others. Low or unclear work standards reduced productivity. Failed to hold subordinates accountable for sheddy work or irresponsible actions. Unwilling to delegate authority to increase efficiency of task accomplishment.	☐	A leader who earned others' support and commitment. Set high work standards; clearly articulated job requirements, expectations, and measurement criteria; held subordinates accountable. When appropriate, delegated authority to those directly responsible for the task.	☐	An inspirational leader who motivated other to achieve results not normally attainable. Won people over rather than imposing will. Clearly articulated vision; empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership style to best meet challenging situations.
20. Judgement/Decisions Under Stress: Ability to make sound decisions and provide valid recommendations by using facts, experience, political accumen, common sense, risk assessment, and analytical thought.	☐	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations. Unconcerned with political drivers on organization.	☐	Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience, and considered the impact of alternatives and political realities. Weighed risk , cost, and time considerations. Made sound decisions promptly with the best available information.	☐	Combined keen analytical thought , an understanding of political processes, and insight to make appropriate decisions. Focused on the key issues and the most relevant information. Did the right thing at the right time. Actions indicated awareness of impact of decisions on others. Not afraid to take reasonable risks to achieve positive results.
21. Initiative Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.	☐	Postponed needed action, implemented or supported improvements only when directed to do so. Showed little interest in career development. Feasible improvements in methods, sevices, or products went unexplored.	☐	Championed improvement through new ideas, methods, and practices. Anticipated problems an look prompt action to avoid or resolve them. Pursued productivity gains and enhanced mission performance by applying new ideas and methods.	☐	Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes and decisionmaking.
22. Physical Ability for the Job: Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.	☐	Failed to meet minimum standards of sobriety. Tolerated or condoned others' alcohol abuse. Seldom considered subordinates' health and well-	☐	Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-	☐	Remarkebly vitality, enthusiasm, alertness, and energy. Consistently contributed at high levels of activity. Optimized personal performance through involvment in activities that

		being. Unwilling or unable to recognize and manage stres despite apparent need.		being. Recognized and managed stress effectively.	supported physical and emotional well-being. Monitored and helped others deal with stress and enhance health and well-being.
23. **Adherence to Safety:** Ability to invest in the IMT's future by caring for the safety of self and others.	☐	Failed to adequately identify and protect personnel from safety hazards.	☐	Ensured that safe operating procedures were followed.	Demonstrated a significant commitment toward safety of personnel.

24. Remarks:

25. **Rating Individual** (This rating has been discussed with me): Signature: _____	Date/Time:

26. **Rated by:** Name: Home Unit:	Signature: Position Held on This Incident:

ICS 225	Date/Time:

ICS 225
Incident Personnel Performance Rating

Purpose: The Incident Personnel Performance Rating (ICS 225) gives supervisors the opportunity to evaluate subordinates on incident assignments. THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT.

Preparation: The ICS 225 is normally prepared by the supervisor for each subordinate, using the evaluation standard given in the form. The ICS 225 will be reviewed with the subordinate, who will sign at the bottom. It wIll be delivered to the Planning Section before the rater leaves the incident.

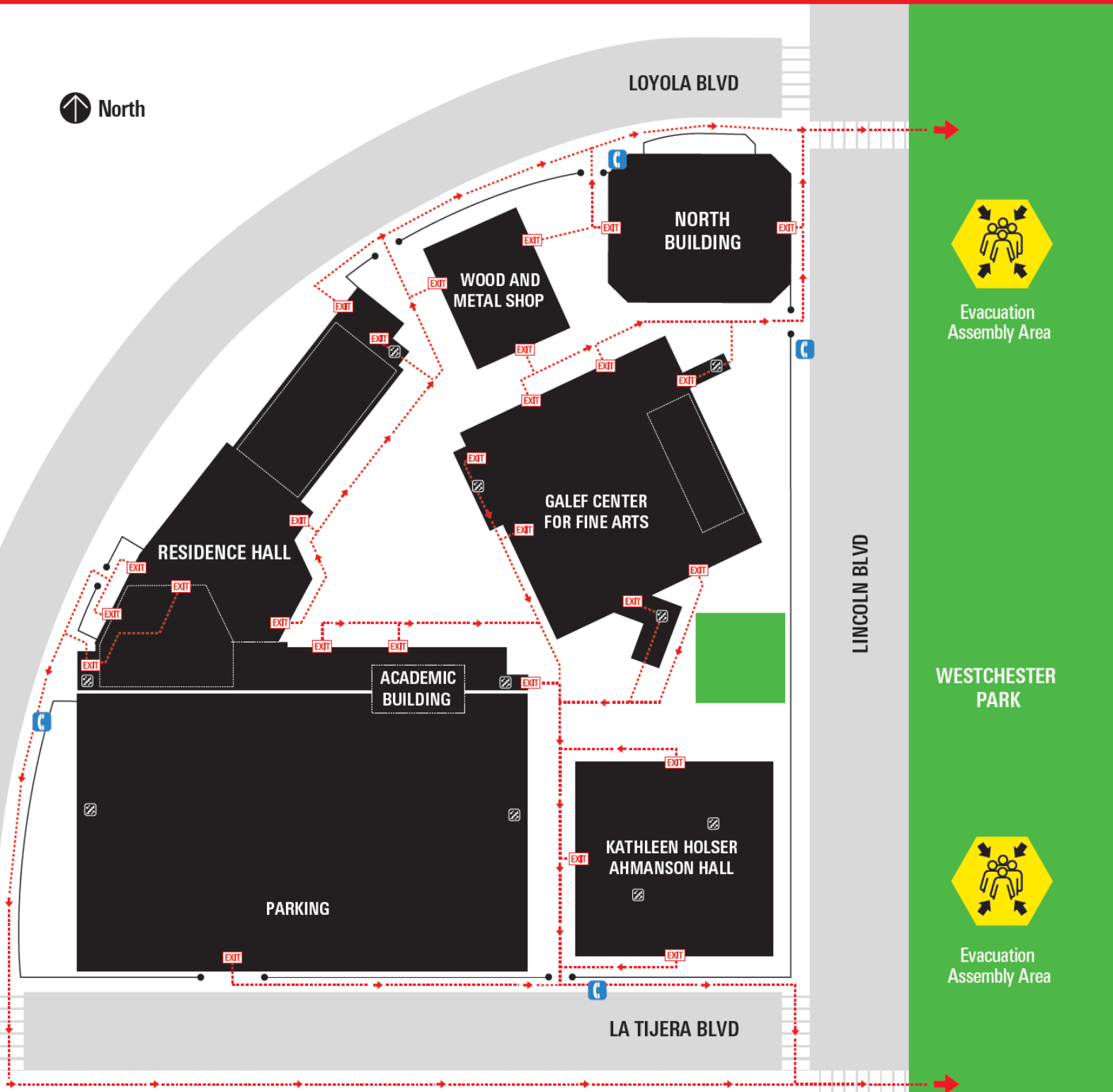**Distribution:** The ICS 225 is provided to the Planning Section Chief before the rater leaves the incident.

Notes:

- Use a blank ICS 225 for each individual.

- Additional pages can be added based on individual need.

Block Number	Block Title	Instructions
1	**Name**	Enter the name of individual being rated.
2	**Incident Name**	Enter the name assigned to the incident.
3	**Incident Number**	Enter the number assigned to the incident.
4	**Home Unit Address**	Enter the physical address of the home unit for the individual being rated.
5	**Incident Agency and Address**	Enter the name and address of the authority having jurisdiction for the incident.
6	**Position Held on Incident**	Enter the position held (e.g., Resources Unit Leader, Safety Officer, etc.) by the individual being rated.
7	**Date(s) of assignment** **From** **To**	Enter the date(s) (m/d/y) the individual was assigned to the incident.
8	**Incident Complexity Level** ☐ 1 ☐ 2 ☐ 4 ☐ 5	Indicate the level of complexity for the incident.
9	**Incident Definition**	Enter a general definition of the incident in this block. This may be a general incident category or kind description, such as "tornado", "wildfire", "bridge collapse", "civil unrest", "parade", "vehicle fire", "mass casualty", etc.
10	**Evaluation**	Enter "X" under the appropriate column indicating the individual's level of performance for each duty listed.
	N/A	The duty did not apply to this incident.
	1 – Unacceptable	Does not meet minimum requirements of the individual element. Deficiencies/Improvements needed must be identified in Remarks.
	2 – Needs Improvement	Meets some or most of the requirements of the individual element. IDENTIFY IMPROVEMENT NEEDED IN REMARKS.

	3 – Met Standards	Satisfactory. Employee meets all requirements of the individual element.
	4 – Fully Successful	Employee meets all requirements and exceeds one or several of the requirements of the individual element.
	5 – Exceeded Expectations	Superior. Employee consistently exceeds the performance requirements.
11	**Knowledge of the Job/Professional Competence:**	Ability to acquire, apply, and share technical and administrative knowledge and skills associated with the description of duties, (includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc. as appropriate).
12	**Ability To Obtain Performance/Results**	Quality, quantity, timeliness, and impact of work.
13	**Planning/Preparedness**	Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).
14	**Using Resources**	Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).
15	**Adaptability/Attitude**	Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.
16	**Communication Skills**	Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.
17	**Ability to Work on a Team**	Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.
18	**Consideration for Personnel/Team Welfare**	Ability to consider and respond to others' personal needs, capabilities, and achievements; support for an application of worklife concepts and skills.
19	**Directing Others**	Ability to influence or direct others in accomplishing tasks or missions.
20	**Judgement/Decisions Under Stress**	Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.
21	**Initiative**	Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.
22	**Physical Ability for the Job**	Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.
23	**Adherence to Safety**	Ability to invest in the IMT's future by caring for the safety of self and others.
24	**Remarks**	Enter specific information on whhy the individual received performance levels.
25	**Rated Individual (This rating has been discussed with me)** ▪ **Signature** ▪ **Date/Time**	Enter the signature of the individual being rated. Enter the date (m/d/y) and the time (24-hour clock) signed.
26	**Rated by** ▪ **Name** ▪ **Signature** ▪ **Home Unit** ▪ **Position Held on This Incident** ▪ **Date/Time**	Enter the name, signature, home unit, and position held on the incident of the person preparing the form and rating the individual. Enter the date (m/d/y) and the time (24-hour clock) prepared.

SECTION NINE - EVACUATION

EMERGENCY EVACUATION MAP

North

LOYOLA BLVD

NORTH BUILDING

WOOD AND METAL SHOP

GALEF CENTER FOR FINE ARTS

RESIDENCE HALL

ACADEMIC BUILDING

PARKING

KATHLEEN HOLSER AHMANSON HALL

LINCOLN BLVD

WESTCHESTER PARK

Evacuation Assembly Area

Evacuation Assembly Area

LA TIJERA BLVD

OTIS COLLEGE OF ART AND DESIGN

⭐ You are Here

▨ Stair

EXIT Exit Location

┅► Primary Exit Route

•—• Gate

▥ Crosswalk

Evacuation Assembly Area

📞 Blue Emergency Phone

EMERGENCY EVACUATION MAP

North

LOYOLA BLVD

NORTH BUILDING

WOOD AND METAL SHOP

EXIT

GALEF CENTER FOR FINE ARTS

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Employee Guidelines for Evacuating Persons with Disabilities

Instructors should encourage students who would need assistance with evacuation in case of an emergency to identify two buddies to assist them. You can put the suggestion in your syllabus and/or announce it on the first day of class. The student will ex- plain to the "buddies" what assistance they will need.

1- Supervisors of employees with disabilities who would need assistance should encourage the employee to identify two buddies within their same workspace to assist them.

2- Always ASK how you can help before attempting any rescue or assistance. Ask how the person can best be moved and whether there are any special considerations or items that need to come with the person.

3- Notify police or fire personnel immediately about persons remaining in the building and their locations. If it is possible to do so safety, wait for emergency personnel to assist with difficult evacuations, such as assisting an individual with mobility impairment downstairs.

4- In the event of a disaster, assist the person with the disability to the designated Disability Assembly Area on campus. College emergency personnel will have a list of emergency contacts for all individuals who have identified themselves as needing assistance.

5- If you need to assist the individual because emergency personnel are unable to reach you, check with the individual's cell phone for an ICE ("in case of emergency") contact #. Individuals with disabilities have been encouraged to carry emergency information with them regarding contacts, medications, or any other special needs. If they are un- able to communicate this information with you verbally, check backpacks, wallets, etc.

Assisting Individuals with Limited Mobility

1. Attempt a rescue evacuation ONLY if you have had rescue training unless the situation is life threatening. Some persons have such minimal mobility that lifting them may be dangerous.

2. Help clear the exit route of debris, so the floor is clear for wheelchairs or persons using other mobility aides.

3. Be sure the person has crutches, canes, walkers, or other mobility devices with them.

Assisting Individuals who are Non-Ambulatory

- When evacuating always ask what method of assistance the person prefers.

- Not all persons can be removed from their wheelchairs and carried safely.

- A person may have a physical condition that contraindicates lifting, such as heart conditions, back problems, or other severe physical complications.

- Non-ambulatory persons frequently have respiratory complications or rely on electric aritificial respirators. They should be given priority assistance if there is smoke or fumes as their ability to breathe is seriously in danger.

- Persons with chronic pain, cather leg bags, fragility, or braces may not be able to extend or move extermities.

Transferring a person out of a wheelchair:

- Check that the individual is not at risk when transferred or carried.

- Note the location of the wheelchair and upon exiting the building immediately inform the Safety and Security Department or emergency personnel of the location of the wheelchair so they can retrieve it. The wheelchair is essential to the person's mobility and safety.

- If there is a power outage or elevators are inoperable, utilize evacuation wheelchairs, if agreed to by the individual. It is preferable to have four assistants to carry the chair, but a minimum of two. Be sure to fasten the seat belt. (If the situation is not life threatening, wait for trained emergency personnel to move the individual.)

- If an evacuation chair is not available, use a two-person chair carry. The two assistants link arms to form a backrest and grip wrists to form a seat.

- A semi-ambulatory person may lean against assistant's back while assistant holds both people's arms over assistant's shoulders. The assistant leans forward slightly to take most of the person's weight.

- A third option if for two assistants to carry the person by their extremities. One assistant stands behind and wraps arms around person's chest under person's arms. Second assistant stands facing away from the person between their legs and lifts person's legs under knees.

- A sturdy chair, preferably with arms, can also be used.

To move a person in their wheelchair down a flight of stairs:

- It is desirable to have a minimum of two assisting persons, with four assisting persons preferred for adults with heavy wheelchairs.
- Secure the wheelchair seat belt.
- The wheelchair battery may have to be removed from an electric wheelchair because they are very heavy.
- The strongest person(s) should be placed at the back of the chair and will grip the chair handles.
- The other assisting person(s) will note what parts of the chair are removable, such as wheels, armrests, footplates, so they do NOT lift the chair by those parts. They will grip the front seat frame or non0removable leg rests.
- Always keep the wheelchair facing away from the stairs.
- ROLL the wheelchair up or down the stairs. Do NOT carry as this may cause back trouble for the assistant. Let the wheelchair carry the weight.
- Keep the wheelchair slightly tilted back to keep the wheelchair user secure. However, do not tilt too far as this could cause the assistant to lose balance and pitch forward.
- Moving a person in a wheelchair over a curb or single step:
  - Secure the wheelchair seat belt.
  - Just before reaching the edge of the curb or the step turn the wheelchair down.
  - The assistant will hold tightly to the handlers and slowly back the wheelchair, so the rear wheels roll down the edge. The assistant will press a hip against the back of the chair as the rear wheels slowly roll off the edge.
  - The assistant will press a foot on the anti-tipping bar as the chair is very slowly lowered to the ground.
  - Turn the wheelchair around being careful to avoid the ankles of other people passing by.

Moving a person in a wheelchair over rough terrain:

- Secure the wheelchair seat belt.
- When approaching surfaces that may cause a problem for wheels such as grates, soft lawns, pitted floors, or sand turn the wheelchair around and go backwards.
- Lift the front wheels up very slightly to put the weight of the chair on the rear wheels.
- Do not tilt the chair too far back.

Assisting Individuals Who Are Blind

1. Tell the person the nature of the emergency and offer to guide him/her by offering your left elbow. Do not grab a person with a visual impairment by the person's arm.

2. Be sure the person brings all mobility aides, such as white canes, with them.

3. The individual may have a guide dog that is disoriented. Ask the advice of the person who is blind regarding your level of assistance. Never touch or interact with a guide dog without the owner's permission.

4. Give verbal directions to advise about the safest routes. Use compass directions, estimated distances and directional terms to orient the person. As you walk, describe where you are and advise of any obstacles, such as overhanging objects, uneven pavements, curbs, or narrow passageways.

5. When you have reached a safe location, orient the person to where she/he is and ask if any further assistance is needed.

Assisting Individuals Who are Deaf

1. Write a note stating what the emergency is and what the evacuation route is. (e.g., "Fire go out the rear door to parking lot.")

2. Turn the room lights on and off to gain attention, then indicate through hand gestures or writing on the blackboard what is happening and where to go.

3. Offer visual instructions to advise of safest route or directions by pointing toward exits or evacuation map.

THE END