

A DEVELOPMENT GUIDE

FOR

LOCAL/TRIBAL

INCIDENT MANAGEMENT TEAMS

(LTIMT)

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FOREWORD

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PREFACE

The concept of this manual is to serve as a template to develop Local/Tribal Incident Management Teams (LTIMT). The first step is to read and become familiar with the material and concepts contained in this document. The next step is to identify an agency or organization to host the LTIMT (i.e.: within a single agency or municipality, a County Chiefs Association, a MABAS Division, a Tribe/Nation, or other similar group).

Once the agency has determined a need for and commitment to a LTIMT they should appoint a Governing Board to perform the duties outlined in section 3.2. The board should consist of a core group of key stakeholders in the LTIMT. The Governing Board structure should conform to existing rules and guidelines of the hosting agency or local group for creating boards, committees, and work groups.

The Governing Board will then establish the specific operational and administrative guidelines for their LTIMT. This can be accomplished by working through each section of the LTIMT concept manual and customizing it to meet local needs. If needed, specific Memorandums of Understanding (MOU) should be developed between client agencies and the LTIMT Board. Decisions need to be made on governance, authorities, team recruitment, deployment, legal / liability / financial commitments and evaluation of team effectiveness. Particular attention should be paid to the topics of worker's compensation coverage and duty status of a LTIMT member that has been deployed in case of accident, injury or death. This area was not addressed in this manual as it will differ for each LTIMT depending on discipline or supporting agency policy.

Minimum standards for credentialing and qualification must be maintained. The following sections of this manual should be localized with specifics beyond what is in this guide. However, for LTIMT consistency and compliance with NIMS, each section must be addressed.

- 2.4 Notification Procedure.
- 2.5 Requesting Agency Responsibilities.
- 2.6 LTIMT Delegation of Authority.
- 2.7 LTIMT MOU.
- 3.1 Operational Procedures.
- 3.2 Governing Board.
- 3.3 Team Coordinator.
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- 3.7 Number of LTIMT Members.

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- 3.9 Participation.
- 3.10 Accountability.
- 3.11 Position Depth.
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- 5.7 Minimum Training.
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1. INTRODUCTION

1.1 PURPOSE

A Local/Tribal Incident Management Team (LTIMT) is a functional, multi-disciplinary and/or multi-jurisdictional group assembled for the purpose of completing and/or enhancing the incident command system at the local, regional or tribal response level. The team can also be used for large-scale events that require pre-planning.

The LTIMT exemplifies the five National Response Framework (NRF) Response Doctrine Principles:

- A. Engaged Partnerships.
- B. Tiered response.
- C. Scalable, flexible, and adaptable operational capabilities.
- D. Unity of effort through unified command.
- E. Readiness to act.

1.2 BACKGROUND

This Incident Management Team (IMT) concept manual was developed for the Milwaukee (Wisconsin) Urban Area Security Initiative (UASI). The intent of this document is to serve as a template that any interested organization can modify and adapt to meet their incident management needs. The teams can be “functional,” which is to say, made up of the same kind of personnel (fire, police, etc.) from the same or multiple jurisdictions, or the team can be “multi-disciplinary.”

The procedures outlined in this guide are designed to be applied to incidents that fall between FEMA incident Type IV and III designations. With that in mind, the positions most likely to be requested and used at those types of incidents are included in this guide. An organization wanting to create an All Hazards Incident Management Team (AHIMT) will need to add position descriptions and expand the team staffing and training requirements.

Due to the fact that the guide falls between incident types, we have chosen to designate these teams as Local/Tribal Incident Management Teams (LTIMT). The concept of operations for the LTIMT is to deploy two advanced members of the team to identify the needs of the current Incident Commander (IC) and then call in the required members of the LTIMT. The team will provide guidance to existing Command and General Staff personnel or fill vacant positions if the current Incident Command Team (ICT) is understaffed.

Team composition will consist of a Team Leader who will work with the local IC, the three Command Staff positions (Safety, Liaison, and Public Information), the five General Staff positions (Operations, Planning, Logistics, Finance/Administration, and Intelligence) and a Staging Area Manager, Resource Unit Leader, Documentation Unit Leader, Situation Unit Leader, Service Branch Director and Support Branch Director.

1.3 MISSION STATEMENT

The mission of the Local/Tribal Incident Management Team (LTIMT) is to assist a local, regional or tribal Incident Command Team with the management of an incident or an event in an efficient manner, considering the safety of the public and incident personnel, effective use of resources, and agency administrators' direction.

The team will accomplish this by providing personnel who are qualified, trained, organized, equipped, and prepared to support a local, regional or tribal response to a major emergency, a declared disaster, or a special event. This support can be in an advisory/assistant role or as a member of the incident command structure. The team will use the principles of the Incident Command System in accordance with the National Incident Management System (NIMS) as prescribed in HSPD-5 and HSPD-8.

1.4 LOCAL/TRIBAL INCIDENT MANAGEMENT TEAM – ADVANCE

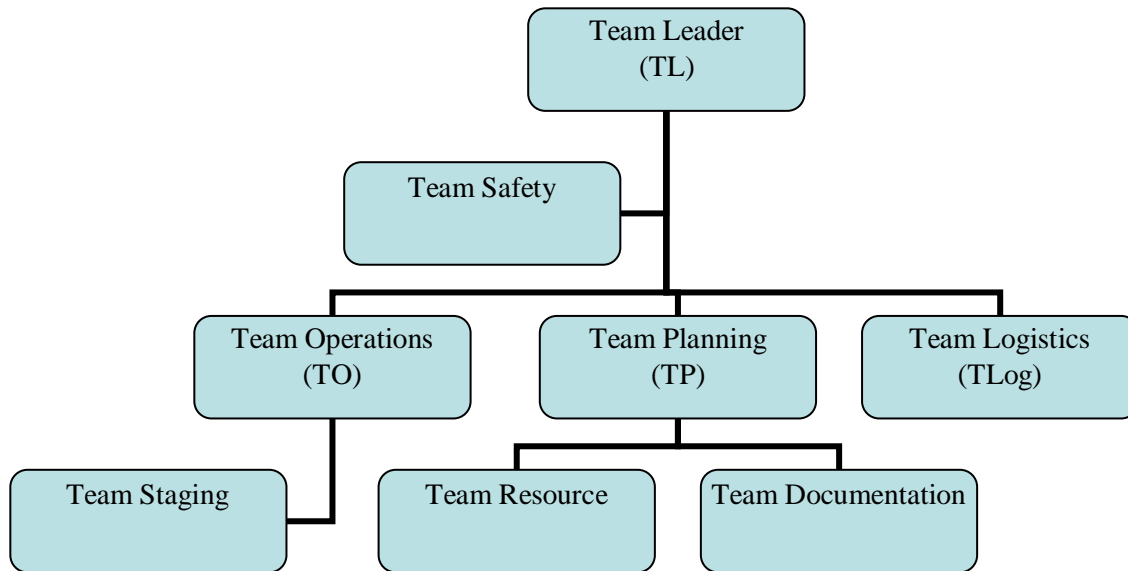
The team duty officer is the 24/7 point of contact on a rotating basis for the LTIMT. He/she will notify the closest two qualified team members to respond to the scene to perform an assessment to determine the required team response. The LTIMT Governing Board will establish duty officer schedules and rotations.

1.5 LOCAL/TRIBAL INCIDENT MANAGEMENT TEAM – EXPANSION

The assessment will identify critical position/functions the LTIMT can perform to enhance/assist the local incident command structure.

The goal of the LTIMT is to bring the necessary incident management personnel to assist the local Incident Commander in safely managing an incident. The expansion of the LTIMT is determined by the Advanced Team and activated by Response Levels.

- A. Level III activation is to fill individual positions identified as necessary to augment the local incident command structure.
- B. Level II activation brings the necessary assets to develop the ICS 201 and the IAP and brings accountability and organization to the incident scene. The positions to be filled are:
 - 1. Team Leader, Team Operations, Team Safety, Team Planning, Team Logistics, Team Staging, Team Resource, and Team Documentation.



LTIMT LEVEL II
Organizational Chart

C. A Level I activation deploys all 15 of the identified team positions. As the complexity and duration of an incident/event escalates and/or as the duties and responsibilities of the team expand, it may become necessary to augment sections of the LTIMT. If additional staffing is required, the LTIMT Leader, in concurrence with the local jurisdiction, will request the necessary personnel.



LTIMT LEVEL I
Organizational Chart

2. SYSTEM OVERVIEW

2.1 LOCAL/TRIBAL INCIDENT MANAGEMENT TEAM CAPABILITIES

The LTIMT is capable of providing up to 15 trained personnel to assist or augment the local incident command structure.

2.2 LOCAL/TRIBAL INCIDENT MANAGEMENT TEAM RESPONSIBILITIES

The LTIMT supports the local Incident Command or Unified Command in the implementation of the incident command system and specifically in the development, implementation, and evaluation of the Incident Action Plan (IAP). The LTIMT may also manage logistical concerns and provide financial documentation in the Finance/Administration Section and provide accountability for personnel and equipment.

The LTIMT may be utilized at:

- A. Incidents that overwhelm the ability of the authority having jurisdiction to adequately provide incident management due to the size, scope or complexity of an incident/event.
- B. Incidents involving terrorism or the criminal use of hazardous materials that may require technical specialists or subject matter experts.
- C. Prolonged incidents (multiple operational periods).
- D. Incidents that involve the use of specialized teams such as collapsed structure, trench rescue, SWAT or bomb teams.
- E. Incidents that meet the definition of a Type IV incident as defined in the National Incident Management System (NIMS) or incidents that may transition to a Type III incident.
- F. Incidents that pose unique tactical, strategic and/or incident management requirements.
- G. Special events that may require the coordination of multiple agencies and organizations or pose unique or significant response challenges.

2.3 TEAM MEMBER RESPONSIBILITIES

LTIMT members deploy into highly stressful environments. Members must maintain their professionalism at all times. Members are required to empathetically interact with the host IC/UC structure. Members must add value to the team through quality improvement processes and team development activities.

LTIMT members are responsible for maintaining their position qualifications and team membership. Members shall stay current with LTIMT expectations through regular team training, responses, exercises and debriefing sessions. Members must be qualified and be authorized by their agency to participate on the LTIMT.

When appropriate (per a team schedule/plan) LTIMT members shall:

- A. Keep the team coordinator (refer to 3.3) appraised of their contact information.
- B. Be available for immediate deployment.
- C. Respond with the requisite uniform, equipment, and materials.
- D. Be physically and emotionally available to deploy.
- E. Be able to sustain themselves for 12 hours.
- F. Perform their assigned role/position to the best of their ability throughout each deployment.
- G. Complete all assigned work functions, reports, demobilization and debriefing forms/processes in a timely manner.

2.4 NOTIFICATION PROCEDURE

The LTIMT advance and expansion members shall be notified through the Local/Tribal (impacted community) Mutual Aid Box Alarm System (MABAS) Division dispatch center or other dispatch authority.

Specific notification procedures may vary according to dispatch center capabilities. LTIMT are encouraged to network with their prospective clients and assure that the LTIMT is scheduled to be utilized at a specified response level (i.e.: 2nd Alarm incident, etc.)

2.5 REQUESTING AGENCY RESPONSIBILITIES

The requesting agency shall provide the LTIMT duty officer with the appropriate incident/event information, including incident type, severity, incident complexity type, expected duration, incident management structure currently in place, a safe avenue of approach, point of arrival (POA) location, communication methodology and any special/safety information required for an effective LTIMT response/deployment.

2.6 INCIDENT MANAGEMENT TEAM DELEGATION OF AUTHORITY

Overall command of any incident will always remain with the authority having jurisdiction. The Local/Tribal Incident Management Team (LTIMT) will provide support and consultation to the Incident Commander or Unified Command and will only assume command over any incident by written delegation of authority from the authority having jurisdiction.

2.7 INCIDENT MANAGEMENT TEAM MEMORANDUM OF UNDERSTANDING

The Memorandum of Understanding establishes procedures and policies that will guide the parties hereto in the use of the LTIMT for requested assistance during incident or event operations. (Refer to the MOU templates in Appendix 8.10.)

3. GENERAL CONCEPT OF OPERATIONS

3.1 LTIMT OPERATIONAL PROCEDURES

The LTIMT will be guided by operational procedures as determined by the Governing Board.

3.2 GOVERNING BOARD

The sponsoring LTIMT agency/group shall appoint a Governing Board. The Governing Board shall ensure that all documents, processes and protocols are consistent with the tenets of the National Incident Management System (NIMS). The Governing Board will consist of designated representatives or key stakeholders from participating agencies who will establish:

- A. Who will be the client or recipient agencies / jurisdictions to be serviced by their LTIMT.
- B. The MOUs with those requesting agencies or jurisdictions that will cover issues such as insurance and liability for damaged equipment, injuries or death of LTIMT members.
- C. The MOUs with the requesting agencies or jurisdictions that will cover vicarious liability for decisions made or actions taken by LTIMT members during the response and recovery from an event or incident.
- D. Specific operational and administrative guidelines for their LTIMT.
- E. Specific recruitment and selection criteria for service on their LTIMT.
- F. Specific training, annual qualification and exercise requirements beyond what is stated in this manual.
- G. A credentialing and badging process for their LTIMT in order to gain access to scenes.
- H. Schedules for the Team Duty Officer and Advanced Team.
- I. Specific activation, deployment and demobilization procedures.
- J. An after-action reporting process with corrective action planning with review and oversight by the Governing Board.
- K. Personnel who will serve as Team Coordinator, Team Duty Officer, Team Leader and the Team Dispatch Authority.
- L. Setting a regular schedule of board meetings in accordance with Wisconsin Open Meetings Law (19.81 Wis. Stats.).

3.3 TEAM COORDINATOR

The Team Coordinator is responsible for all administrative functions of the team including all record keeping and scheduling. The Team Coordinator may or may not be a member of the LTIMT as designated by the Governing Board. The Team Coordinator shall be responsible for:

- A. Tracking requests for and deployment of their LTIMT.
- B. Establishing LTIMT on-call rosters for the Team Duty Officer and Advanced Team.
- C. Maintaining training and qualification records for all LTIMT members.
- D. Recording all injuries, damage or loss of LTIMT personnel and equipment.
- E. Setting and posting the agenda for Governing Board meetings in accordance with Open Meetings laws.
- F. Recording and maintaining minutes from Governing Board meetings.
- G. Other clerical duties as prescribed by the Governing Board.

3.4 TEAM DUTY OFFICER

The Team Duty Officer is a rotating point of contact to begin activation of the LTIMT for local agencies. This person shall be responsible for:

- A. Immediate availability to respond via phone to requests from client agencies for LTIMT assistance through the dispatching authority.
- B. Access to the current call-down list of Advanced Team members for dispatch to the field for initial assessment.
- C. Access to the current call-down list of all LTIMT members for dispatch to the field during an activation.

3.5 TEAM LEADER

The Team Leader is the designated head of the deployed LTIMT under any level of activation. This person serves as the local agency or local IC/UC point of contact and will assist them as needed. The team leader will direct and control the other LTIMT members during deployment and will have separate communications with the other LTIMT members. The LTIMT team leader shall:

- A. Develop and implement an integration plan for the IC/UC and the LTIMT.
- B. Hold a briefing and strategy meeting with the LTIMT.
- C. Review the LTIMT role and mission.
- D. Review the incident objectives, position assignments, and work areas.
- E. Review any safety issues.
- F. Review the communication issues/plan.
- G. Establish operational periods.
- H. Establish meeting schedules.
- I. Clarify any concerns/resolve any issues.

3.6 TEAM DISPATCH AUTHORITY

The Team Dispatch Authority may be the designated MABAS dispatch center or other dispatching authority to begin the activation of the LTIMT. This center shall be responsible for:

- A. Receiving requests for LTIMT assistance.
- B. Contacting the Team Duty Officer.
- C. Access to the current call-down list of all LTIMT members for dispatch to the field during an activation.

3.7 NUMBER OF LTIMT MEMBERS

There are 15 LTIMT positions to be filled in a Level I activation. The typical LTIMT configuration suggests recruiting, developing, and maintaining enough members for each team position. The LTIMT Governing Board shall determine the total desired number of members, number of members qualified for each LTIMT position, and whether members shall be cross-trained for multiple positions or if other specific positions should be added (i.e.: Incident Command Dispatcher) to the LTIMT.

3.8 LTIMT MEMBER RECRUITMENT

The LTIMT Governing Board shall determine the recruitment intervals, recruitment qualifications, and recruitment process. LTIMT membership should represent the broad range of agencies/disciplines that will respond to major emergencies. Participation means commitment. The Governing Board should make every effort to gain participation from non-typical responders. A sample application form is included in the appendix.

3.9 LTIMT MEMBER PARTICIPATION

LTIMT members are expected to:

- A. Participate in LTIMT training activities as established by the Governing Board.
- B. Be available for deployment based on the LTIMT response/duty schedule established by the Governing Board.

3.10 LTIMT MEMBER PERFORMANCE ACCOUNTABILITY

LTIMT members shall monitor their own participation and performance according to the expectations established by the Governing Board. Members shall remain current in their positions and abilities. The Governing Board shall suspend or terminate the membership of any member at any time based on poor performance, unavailability, or unacceptable behavior.

3.11 LTIMT TEAM / POSITION DEPTH

It is imperative that the team be ready and able to function as a LTIMT. This will require adequate staffing and possibly cross-training for LTIMT members. The Governing Board shall determine the composition of the team and the depth of each position.

3.12 ACTIVATION / DEPLOYMENT

The LTIMT shall be requested through the local MABAS Division dispatch center or other dispatching authority. The dispatch center shall notify the on-call duty officer. The duty officer will notify the Advance Team members to perform an initial incident assessment. The advance team members shall determine the need for a level I, II or III activation.

The Governing Board shall develop a local activation/notification process for all team members. The Governing Board shall also develop an appropriate transportation policy to assure that all LTIMT members can respond when needed. The decision to deploy rests solely with the individual team member and his/her employer.

The LTIMT member needs to be supported by his/her agency while activated. Time away from the regular workplace, compensation, health/life insurance, as well as worker's compensation issues must be clarified and satisfied prior to activation/deployment.

3.13 INITIAL RESPONSE AND ASSESSMENT

Per LTIMT policy (as developed by the Governing Board), the Advance Team (AT) shall respond and meet with the current IC/UC and perform an assessment to determine what level of LTIMT response is necessary.

The AT personnel meet with the local Incident Commander/Unified Commander and gather information without disrupting scene management. The AT will request the required additional LTIMT members, based on the LTIMT response policy, and develop a deployment plan for the LTIMT as it responds.

3.14 INTERACTIONS

LTIMT members shall operate with the highest levels of professionalism, empathy, and teamwork. The LTIMT is a valuable resource that exists to support the local incident commander and the local incident responders.

3.15 DEPLOYMENT STRATEGY

The LTIMT shall integrate quickly and smoothly with minimal impact to the local IC/UC or to the incident itself. The LTIMT response in any activation/deployment must be timely. The LTIMT shall work in a proactive manner to stabilize the incident.

The LTIMT must mobilize with all of the appropriate LTIMT equipment/materials and arrive on the scene to begin working to support the initial IC based on the plan developed by the Advance Team.

3.16 LOCATION WITHIN THE INCIDENT COMMAND SYSTEM

Responsibility for overall incident management remains with the local IC/UC. The LTIMT works in support of the local IC/UC.

In cases where the LTIMT must perform active incident management roles, the LTIMT shall integrate into the ICS structure per the integration plan developed by the Advance Team in conjunction with the local IC/UC.

In some cases the LTIMT may work alongside local incident management personnel who are managing the incident. The LTIMT will coach, mentor, and facilitate incident management through the local staff.

3.17 OPERATIONS

The LTIMT shall perform or facilitate the incident operations according to NIMS and the National Response Framework (NRF).

3.18 PLANNING PROCESS

The LTIMT shall perform or facilitate the incident action planning according to NIMS and the NRF.

3.19 DOCUMENTATION

The LTIMT shall utilize appropriate forms for documenting incident activities. The LTIMT shall also develop and maintain all appropriate materials/records of the LTIMT organizational structure, polices, procedures, and responses.

4. ADMINISTRATIVE

4.1 FACILITIES AND SPACE REQUIREMENTS

While the actual physical layout for the LTIMT may vary based on available space and the size of the LTIMT organization, there are several factors common to all operations that need to be considered:

- A. The LTIMT provides support to the local Incident Commander through the Team Leader. The work area for the LTIMT Leader should be in close proximity to that of the local Incident Commander, but within easy reach of the LTIMT. Consideration should be given to locating the LTIMT Planning Section closest to the LTIMT Leader to provide easy access to status and other related displays.
- B. The LTIMT Planning Section needs a quiet place to work on reports and other documents but also needs to be accessible for those people needing to review section products, share information, and assemble for planning meetings.
- C. The LTIMT Logistics Section Chief needs to acquire space, supplies, and equipment, such as computers, desks, phones, and copiers, as needed to provide adequate support to the incident. This may be located away from operational areas and on-site liaisons used, if needed.

4.2 INCIDENT MANAGEMENT TEAM EQUIPMENT CACHE

The LTIMT Equipment Cache contains items to support the LTIMT mission. The inventory should be established by the Local Tribal Incident Management Team. The following are suggested team items. A “go kit” prepared for each position to include:

- A. LTIMT Identification Vests
 - 1. Team Leader
 - 2. Team Operations
 - 3. Team Planning
 - 4. Team Logistics
 - 5. Team Finance
 - 6. Team Intelligence/Investigations
 - 7. Team Liaison
 - 8. Team Safety
 - 9. Team Information
 - 10. Team Situation
 - 11. Team Resource
 - 12. Team Documentation
 - 13. Team Support
 - 14. Team Service
 - 15. Team Staging

- B. Clipboards
- C. Variety of pens, pencils, highlighters, markers and paper
- D. Flashlight
- E. Map of the response area
- F. Two way communications devices, cell phone, radio, etc.
- G. Binoculars
- H. Current DOT Response Guide
- I. Position description and checklists
- J. Complete set of ICS forms and additional forms for position

Team Planning should also have:

- A. A wireless enabled laptop with electronic ICS forms
- B. Portable copier/printer
- C. The response area's Tactical Interoperable Communications Plan (TICP)
- D. Local communication plans

Team Logistics should also have:

- A. A wireless enabled laptop with electronic ICS forms
- B. Portable copier/printer
- C. The response area's Tactical Interoperable Communications Plan (TICP)
- D. Local communication plans
- E. Local resource inventory/lists
- F. Phone books and other resource references
- G. Basic first aid kit

4.3 PERSONAL EQUIPMENT LISTS

The following is a list of suggested personal equipment:

- A. Designated team uniform
- B. Baseball style cap
- C. Winter cap
- D. Light jacket
- E. Heavy jacket
- F. 1 pair cold weather gloves
- G. 1 set rain gear
- H. 1 pair boots or appropriate shoes
- I. 1 safety helmet with chin strap
- J. Gloves
- K. Eye protection
- L. Hearing protection
- M. Picture ID
- N. Eyeglasses
- O. Sunglasses

- P. Flashlight with spare batteries and bulbs
- Q. Cash
- R. Credit card
- S. Wristwatch
- T. Appropriate Personnel Protective Equipment PPE/APR for the Incident
- U. Mosquito Repellant
- V. Reflective traffic vests
- W. Sleeping bag/blanket
- X. 2-3 day supply of food and water
- Y. Medications and personal first aid kit
- Z. Toiletries
- AA. Personal Identification

4.4 FORMS, REPORTS, AND GUIDES

<u>Form #</u>	<u>Form Name</u>	<u>Who fills it out</u>
ICS201	INCIDENT BRIEFING FORM	Incident Commander approves and/or Planning may fill out
ICS202	INCIDENT OBJECTIVES	Incident Commander sets objectives, Planning may fill out
ICS203	ORGANIZATIONAL ASSIGNMENT LIST	Planning Section, then Resource Unit leader
ICS204	ASSIGNMENT LIST	Planning and Operations Section, or Resource Unit
ICS205	INCIDENT RADIO COMMUNICATIONS PLAN	Logistics, Service Branch Communications Unit
ICS206	MEDICAL PLAN	Logistics, Service Branch, Medical Unit

ICS207	ORGANIZATION CHART	Planning Section, Resource Unit Leader and Operations
ICS208	INCIDENT SCHEDULE OF MEETINGS	Planning, Documentation Unit
ICS209	INCIDENT STATUS SUMMARY	Planning Section, Situations Unit Leader
ICS210	STATUS CHANGE CARD	Dispatchers fill out, then give to Resource Unit Leader
ICS211	INCIDENT CHECK- IN LIST	Planning Section, Resource Unit Leader, or Operations: Staging Manager or Base Manager
ICS212	DEMOB VEHICLE SAFETY INSPECTION	Planning Section, Demobilization Unit
ICS213	GENERAL MESSAGE FORM	Filled out by anyone, sent to Logistics for formal resource requests
ICS214	UNIT LOG	Each unit supervisor in each section completes his/her own as he/she goes, then turned in to the F/A Section, Time Unit.

ICS215	OPERATIONAL PLANNING WORKSHEET	Operations, Planning, Resource Unit and Logistics assists
ICS215A	HAZARD RISK ANALYSIS	Safety Officer
ICS216	RADIO REQUIREMENTS WORKSHEET	Logistics, Communications Unit
ICS217	RADIO FREQUENCY ASSIGNMENT	Logistics, Communications Unit
ICS218	SUPPORT VEHICLE INVENTORY	Logistics, Ground Support Unit
ICS219	RESOURCE STATUS CARD	Planning, Resource Unit
ICS220	AIR OPERATIONS SUMMARY	Operations, Air Ops Director
ICS221	DEMOBILIZATION CHECK-OUT	Planning, Demobilization Unit
ICS222	WEATHER FORECAST	Planning, Situation Unit
ICS223	TENATIVE RELEASE LIST	Planning
ICS224	CREW PERFORMANCE RATING	Finance / Administration
ICS225	PERSONNEL PERFORMANCE RATING	Finance / Administration
ICS226	COMPENSATION FOR INJURY LOG	Finance/Administration, Compensation/Claims Unit
ICS227	CLAIMS LOG	Finance / Administration Compensation/Claims Unit

ICS228	INCIDENT COST WORKSHEET	Finance / Administration, Cost Unit
ICS229	INCIDENT COST SUMMARY	Finance / Administration, Cost Unit
ICS230	DAILY MEETING SCHEDULE	Planning, Documentation Unit
ICS260	RESOURCE ORDER FORM	Logistics, from the Ordering Manager in the Supply Unit
IAP	INCIDENT ACTION PLAN	Documentation Unit Leader copies and collates the IAP

4.5 COMMUNICATIONS PLAN

The LTIMT will maintain a telephone call list and notification procedure for its members. The team will establish a common radio frequency for team use and a second radio, tuned to the appropriate incident frequency.

4.6 TRANSPORTATION

Each member of the LTIMT will arrange for his/her own transportation to the incident scene.

5. TRAINING QUALIFICATIONS AND CREDENTIALS

5.1 PURPOSE

The purpose of this section is to establish standard definitions and criteria for credentialing requirements as they relate to personnel ordered to duty as part of a LTIMT. These criteria are consistent with the tenets of the *NIMS Standard for the Credentialing and Typing of Personnel* but are adapted for the LTIMT. This section will also set protocol that will prevent spontaneous deployment or the bypassing of official resource coordination processes as required by the Standard.

5.2 LTIMT CREDENTIALING

Credentialing is the administrative process for validating the qualifications and identity of personnel for authorized deployments and granting access to an incident involving the activation and deployment of the LTIMT.

Only when a team member obtains all three of the following is he/she considered to be a credentialed LTIMT member.

- A. Verification of **identity**;
- B. Verification of **qualifications**; and
- C. Verification of **deployment authorization for that specific incident**.

The Duty Officer will issue the deployment authorization based on the guidelines as established by the Governing Board.

5.3 CREDENTIALING PROCESS

The credentialing process for a member of the LTIMT includes an objective evaluation and documentation of a person's current licensure or degree, training, experience, competence and certification. It is also the ability to meet an accepted minimum standard, to provide a particular service and function or perform particular procedures during an incident as part of an LTIMT.

- A. The credentialing process is voluntary (i.e. reflecting only the voluntary participation of a first responder who is willing to be deployed under LTIMT mutual aid agreements or compacts).
- B. This process relates only to personnel working as part of a LTIMT, either as a single resource or part of a full LTIMT.
- C. The LTIMT credentialing requirements focus on required minimum qualifications in order to define and ensure the competency of the stated ICS

position or function being requested.

- D. Qualifications are based on verifiable accreditation, certifications of training and field experience issued by the appropriate professional regulatory agencies, professional associations or licensing authorities.
- E. Issuance of any Qualification Cards remains with the jurisdiction or Governing Board having authority over the LTIMT; however, a qualification card is not a credential.

5.4 QUALIFICATIONS OF LTIMT MEMBERS

Personnel qualification is closely related to credentialing and typing and is tied directly to training. Whether LTIMT members are considered qualified depends on their level of training, operational experience, job shadowing, and administrative requirements such as agency association and criminal background checks.

However, qualified personnel are to be considered more than simply the sum of their training. Incident experience must supplement training for a candidate to meet minimum expectations to qualify for service in a LTIMT position. This is especially important during an all-hazards, complex, multi-jurisdictional incident.

Performance requirements that allow an LTIMT applicant to be evaluated for specific positions shall be in a format according to guidelines established by the Governing Board. These tasks should be measurable activities that demonstrate proficiency associated with requisite competencies and behaviors.

Successful performance of all tasks during exercises, job shadowing, and/or operations observed and recorded by an evaluator / assessor will result in a recommendation to the certifying agency that the applicant is qualified for that ICS position.

5.5 APPLICATION AND SELECTION TO THE LTIMT

The application and selection process will be the responsibility of the Governing Board. Considerations include:

- A. Length, depth and scope of ICS experience.
- B. Personal motivation.
- C. Formal ICS and LTIMT Training.
- D. Ability to participate based on employer requirements. (possibly up to 72 hours per response).
- E. Approval by the Local/Tribal jurisdiction for participation.

Prospective members must have the support of their local agency for training, deployment, and after-action activities. The head of the applicant's home agency shall

approve the prospective member's application before the member can be considered for membership in the LTIMT. The LTIMT Membership Application in Appendix 8.9 is a suggested template for use in the selection of candidates.

5.6 TRAINING AND EXPERIENCE

Not every responder in the State of Wisconsin will possess the necessary training and experience to participate in the LTIMT process. The LTIMT Governing Board shall develop a screening process to select individuals who exhibit a high degree of motivation, commitment and have the necessary problem-solving skills required for managing complicated operations.

All LTIMT members should possess field experience in working complex or significant events utilizing the Incident Command System. It is recommended that they have worked in a command or general staff position for at least one operational period. However, as the LTIMT is developed, the Governing Board may elect to appoint trained members and have them gain experience through exercises, events and small incident management activities.

5.7 MINIMUM TRAINING OF ALL LTIMT MEMBERS

- A. ICS-100, ICS-200, and IS-700, on-line or field delivery. (Previous ICS training equivalent to ICS-100 or ICS-200 will be accepted) An ICS equivalency chart is available at:
<http://emergencymanagement.wi.gov/docview.asp?docid=7146&locid=18>
- B. ICS-300 Intermediate ICS for Expanding Incidents.
- C. ICS-400 Advanced ICS
- D. Command & General Staff Functions in the Incident Command System or equivalent, including the NWCG course S-420 Command and General Staff and the Complex Incident Management Course (CIMC)
- E. G-191 ICS/EOC Operations

Minimum Position Specific Required Training

- F. IS-702 NIMS Public Information System is required for Public Information Officer positions. <http://www.training.fema.gov/EMIWeb/IS/is702.asp>
- G. G-290a Basic PIO and G-290b Advanced PIO
- H. IS-703 Resource Management or followed by G276 Resource Management
- I. IS-701 Multi-Agency Coordination (MAC)
- J. G-775 EOC Management and Operations

5.8 ADDITIONAL TRAINING

It is recommended that all LTIMT members attend position-specific training as it becomes available through the NIMS. In addition, it is strongly recommended that team members deploy with a Type I, Type II or All Hazards Incident Management Team and “shadow” their position counterparts to become more familiar with their position. This shadowing must be part of the team training plan and authorized by the hosting IMT’s deployment plan.

5.9 CONTINUING TRAINING

The LTIMT Governing Board shall set the requirements for member continuing training on an annual or semi-annual basis. Recommended training includes participation in at least two functional or full-scale exercises per year and consideration of documented experience on an actual LTIMT activation.

5.10 CREDENTIALING PROCESS CHECKLIST

The LTIMT credentialing process includes the following functions, processes and systems: (Refer Appendix 8.28 MABAS-WI Credentialing and Authentication Matrix to use/adopt as required/needed).

- A. Establishment of standards for the jobs and duties of emergency response officials from minimum through advanced levels or degrees of competency.
- B. Processing individual requests to become credentialed.
- C. Supporting education, training, and experience that assist individuals in achieving and maintaining their qualifications.
- D. Verifying the individual’s competency in knowledge, skills, and abilities required to meet the performance standards for which a credential is sought or maintained.
- E. Verifying the individual’s health and fitness as indicated for the credential and the duties to be performed.
- F. Planning before and during an incident to establish what LTIMT personnel resources are available, who may be available in a relatively short time frame, and what gaps require requests for additional personnel resources.
- G. Requesting personnel resources and transmittal processes performed under NIMS/ICS to request personnel resources.
- H. Verifying identity and the person’s credential prior to sending them (this applies to just-in-time and short-notice requests for mutual aid).
- I. Issuing authorization documentation to the emergency response officials and recovery personnel who are to be sent.
- J. Transmitting lists of personnel who are being sent to a requesting jurisdiction.
- K. Determining and disseminating the processes for security and access controls for an incident, including the “rules of engagement” to be applied to credentialed

- emergency response officials who have been officially requested and sent, or deployed by incident/unified commands, and for affiliate-access purposes.
- L. Establishment of check-in processes for credentialed personnel and for affiliate-access purposes to include the checking of identification, credentials, and authorizations.
 - M. Deploying emergency response officials and recovery personnel, and managing them by way of a resource-tracking management system.
 - N. Reporting of incident experiences and educational aspects (After Action Reviews) related to deployed personnel and their credentials or related to the credentials they may be seeking.
 - O. Reporting of adverse events reflecting on a person's qualifications.
 - P. Maintaining rosters and electronic databases of deployed individuals (both credentialed and non-credentialed).
 - Q. Establishment of processes for canceling, withdrawing, and revoking credentials electronically, respecting due process and establishing a process for appeal.

5.11 AUTHORIZED INCIDENT ACCESS AND IDENTIFICATION

In order for an individual to be granted access to an incident site by the local authority, and to prevent spontaneous or unauthorized deployment or the bypassing of official resource coordination processes, the following three requirements must be presented at the incident point of check-in:

- A. Two forms of identification to verify identity, of which at least one must be issued by a governmental authority;
- B. Proof of qualification/certification, issued by the LTIMT issuing authority (a LTIMT standardized badge);
- C. Authorization for deployment by written invitation from the local jurisdiction or deployment orders from the LTIMT coordinator.

A person who has proof of identity and qualification/affiliation is not credentialed until they receive proper deployment authorization. Under no circumstances shall a qualified person self-deploy unless they hold all three requirements.

Site-specific badges or LTIMT identification cards are not to be referred to as a "credential."

5.12 AFFILIATE ACCESS

Individuals who are affiliated with a credentialed responder but not credentialed may also be allowed limited site access at certain stages of the event or disaster if they are

performing important duties and functions as required by the credentialed LTIMT member.

6. POSITION RESPONSIBILITIES, EXPECTATIONS AND CHECKLISTS

6.1 RESPONSIBILITIES – TEAM LEADER (TL)

The Team Leader (TL) is responsible for overall management of the deployed LTIMT and determining the appropriate interface with the local Incident Management System. The TL assists the Incident Commander (IC) in overall incident management and may also serve as the Incident Commander if written command authority is granted.

The Team Commander should assess the situation, obtain a briefing from the IC or senior official and determine the level of support being requested from the authority having jurisdiction.

If the mission is to assist the local jurisdiction's IC, the TL should, at a minimum, address the following bullets and make recommendations to the IC:

- A. Determine if Incident Objectives (ICS Form 202) have been identified and are appropriate.
- B. Determine if the incident priorities can be met with the existing strategies.
- C. Assign Team Operations (TO) and Team Planning (TP) to develop contingency plans and strategic objectives as necessary (ICS Form 215).
- D. Evaluate the current command structure for functionality.
- E. Evaluate the current safety plan for overall incident safety.
- F. Develop or assign Team Safety to develop a scene safety plan or additional safety recommendations if appropriate (ICS Form 215A).
- G. Evaluate the current communications plan for functionality.
- H. Evaluate resource utilization, needs and availability.
- I. Brief the team on their assigned roles and responsibilities.

If command authority is being granted, determine the level of authority granted by the IC or senior official and, if necessary, receive a written delegation of authority.

- A. Brief the remainder of the team on delegation of authority issues.
- B. Follow the Incident Command Position Checklist.

6.2 TEAM LEADER'S EXPECTATIONS OF LTIMT MEMBERS

Team Leader's Expectations of all Team Members.

- A. Attend all meetings and briefings on time and be fully prepared.
- B. Resolve all disputes and misunderstandings of the proposed plan PRIOR to the planning meeting so that all LTIMT members are able to support the IAP as proposed at the planning meeting.

- C. Essential Elements of Information (EEI) will involve a thorough, constant and effective sharing of information among team members.
- D. No matter how bad things may be, maintain the planning process and present a positive and professional demeanor that leaves others with the knowledge that the team is in control and will overcome adversity.
- E. Take every opportunity to promote the ICS process and teach others how to use it.
- F. Be an exemplary model of behavior and performance and take decisive and immediate action when others in your functional area are not performing to expected standards.
- G. Always remember that the LTIMT exists to support tactical operations. Keep them foremost in your thoughts and actions.
- H. Take care of yourself; get adequate rest and nourishment.
- I. Don't let setbacks or failure get you down. You didn't cause the incident; you are there to work with everyone else, to bring order out of chaos. Sometimes that takes awhile.
- J. Take care of each other. Watch for signs of stress or unusual fatigue in your team members. Help each other out whenever possible.

Team Leader's Expectations of Team Safety

- A. Fully engaged in the planning process and provide appropriate and timely feedback.
- B. Identification, management, mitigation and education of responders of all hazards on the incident scene.
- C. Keep Team Leader informed on trends/causes of accidents and illnesses.
- D. Promote an attitude of 100% compliance of safety rules throughout the entire organization.
- E. Provide a relevant and effective safety message in each IAP.

Team Leader's Expectations of Team Information

- A. Keep incident personnel up to date on major current affairs, both on and off the incident site.
- B. Coordinate with Team Liaison in relations with stakeholders.
- C. Identify and keep the Team Leader informed of emerging issues concerning the incident in the political and public arenas.
- D. Coordinate and represent the Team Leader in off-site PIO activities such as the JIC or other agency information outlets.
- E. Ensure that all incident personnel who encounter the public or media promote a professional and positive impression and only release approved information during interviews about the incident and direct all inquires to the Incident PIO/JIC.

Team Leader's Expectations of Team Liaison

- A. Address cooperating and assisting agency concerns/issues in a positive manner.

- B. Identify and coordinate with all involved agencies and non-governmental organizations.
- C. Provide a positive impression of the incident management to other agencies and stakeholders.
- D. Provide leadership and directed coordination to agency representatives.
- E. Coordinate with Team Information in regard to stakeholder's needs.
- F. Keep the LTIMT members aware of issues relating to cooperating and assisting agencies.

Team Leader's Expectations of Team Logistics

- A. Manage the ordering process to ensure all incident needs are met.
- B. Whenever possible, anticipate and maintain supplies ahead of the need.
- C. Coordinate with supporting EOC to ensure effective ordering processes and cooperative relations.
- D. Work closely with Operations to insure complete logistical support and coordination with tactical operations.
- E. Keep Planning updated on resource arrivals.
- F. Ensure the LTIMT has adequate facilities and food.

Team Leader's Expectations of Team Finance

- A. Advise and counsel all team members about fiscal, contract and other administrative matters.
- B. Be prepared to provide cost analysis if requested by the Team Leader or responsible agency.
- C. Attend all briefing and strategy sessions; provide input.
- D. Coordinate with all team members and assisting agencies to ensure their administrative requirements are met.
- E. Possess good knowledge and ability to operate the Finance Section effectively.

Team Leader's Expectations of Team Operations

- A. Recommend strategies to reach objectives.
- B. Keep the team members informed on planned tactics to ensure timely input and support by the LTIMT.
- C. Keep resource ordering within established guidelines of fiscal, environmental and other constraints.
- D. Report unusual events and activities.
- E. Provide ongoing updates of the current situation.
- F. Insist that all known safety procedures are followed in all tactical planning and execution.
- G. Maintain effective communication with all assisting agencies so they know that they are part of the solution and that their input is appreciated and respected.

Team Leader's Expectations of Team Planning

- A. Provide effective leadership and organization for all planning sessions, incident

- meetings and briefings.
- B. Ensure that the entire organization follows the established planning process accurately and on time.
- C. Maintain a thorough overview of all incident activities to ensure all possible information is available for the planning process.

Team Leader's Expectations of Team Intelligence/Investigations

- A. Ensure all intelligence and investigative operations, functions and activities within the incident management and incident response are properly managed, coordinated, and directed.
- B. Provide information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities, including terrorist incidents, or information that leads to determination of the cause of a given incident.
- C. Provide highly specialized information requiring technical analysis that is both critical and time sensitive to lifesaving operations (e.g., chemical, biological, radiological, or nuclear incidents) or to provide classified intelligence.

NOTE: Checklists can also be found in Appendix 8.10 through 8.24

6.3 INCIDENT COMMAND POSITION CHECKLIST

- Upon arrival, assess the situation and obtain incident briefing from IC.
- Establish priorities.
- Determine incident objectives and general direction for managing the incident.
- Establish an Incident Command Post (ICP).
- Brief the Command Staff and Section Chiefs.
- Ensure scene security.
- Establish an appropriate organization.
- If applicable, consider the incident as a potential crime scene; preserve evidence and coordinate with law enforcement.
- Ensure adherence to the operational planning cycle.
- Approve and authorize the implementation of an Incident Action Plan (IAP).
- Ensure that adequate safety measures are in place, including the assignment of a safety officer.
- Coordinate activities for all Command and General Staff.
- Coordinate with key stakeholders.
- Make appropriate notifications (e.g., hospitals, health department, etc.).
- Approve requests for additional resources or for the release of resources.
- Keep agency administrator informed of incident status.
- Approve the use of trainees, volunteers, and auxiliary personnel.
- Authorize release of information to the news media.

- Ensure Incident Status Summary (ICS 209) is completed and forwarded to the appropriate higher authority.
- Order the demobilization of the incident when appropriate.
- Ensure establishment and oversight of a Joint Information Center (JIC).
- Maintain a Unit Log (ICS 214).

6.4 RESPONSIBILITIES – TEAM LIAISON

Team Liaison is responsible for assisting the Incident Liaison Officer who serves as the point of contact for the Agency Representatives (AREPs) assigned to the incident by assisting or cooperating agencies. Team Liaison may serve as the Liaison Officer if that authority is delegated.

If the mission is to assist the local jurisdictions Liaison Officer the Team Liaison should, as a minimum, address the following and make recommendations to the Liaison Officer:

- A. Assist in setting up and coordinating interagency contacts.
- B. Monitor incident operations to identify current or potential inter-organizational issues.
- C. Provide clarification on the differences between assisting agencies and cooperating agencies.
 - 1. An assisting agency is an agency that directly contributes tactical resources to the operations section.
 - 2. A cooperating agency is an agency that supports the incident or supplies assistance other than tactical resources.

If Incident Liaison Officer authority is being granted, determine the level of authority granted by the IC or senior official and inform the Team Leader.

- D. Follow the Liaison Officer Position Checklist.

6.5 TEAM LIAISON’S EXPECTATIONS OF LTIMT MEMBERS

Team Liaison’s Expectations of the Team Leader

- A. A clear picture of the overall mission and direction.
- B. Provide advice and counsel on issues relating to assisting and cooperating agencies.
- C. Have a willingness to engage with stakeholders when appropriate.

Team Liaison’s Expectations of Team Safety

- A. Provide advice on hazards and issues particularly affecting assisting and cooperating agencies.

Team Liaison’s Expectations of Team Information

- A. Mention assisting and cooperating agencies in press releases and at press conferences.
- B. Provide information so it can be distributed to assisting and cooperating agencies.
- C. Provide notification of public meetings and press conferences so assisting and cooperating agencies can prepare and participate.

Team Liaison’s Expectations of Team Logistics

- A. Provide transportation, facilities and communications equipment.
- B. Provide updates on the medical status of any personnel injured or ill from assisting and cooperating agencies.

Team Liaison’s Expectations of Team Finance

- A. Provide information on requirements for payments and reimbursements.
- B. Provide information on any required documentation processes for the incident.

- C. Provide reports for any injuries, illnesses or accidents to assisting or cooperating personnel and/or equipment.

Team Liaison's Expectations of Team Operations

- A. Ensure the safety and welfare of all personnel.
- B. Share information and the rationale on the use of other agency personnel.

Team Liaison's Expectation's of Team Planning

- A. Ensure the IAP includes and accurately reflects all assisting and cooperating agencies.
- B. Provide information and coordination of expected resource use to include a demobilization plan.

Team Liaison's Expectation's of Team Intelligence/Investigations

- A. Provide current, accurate and actionable intelligence.
- B. Ensure that all investigative and intelligence operations, functions, and activities within the incident response are properly managed, coordinated, and directed.

6.6 LIAISON OFFICER POSITION CHECKLIST

- Be a contact point for AREPs.
- Maintain a list of assisting and cooperating AREPs, including name and contact information.
- Monitor check-in sheets daily to ensure that all AREPs are identified.
- Assist in establishing and coordinating interagency contacts.
- Keep agencies supporting the incident aware of the incident's status.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in planning meetings and provide current resource status, including limitations and capability of assisting agency resources.
- Coordinate response resource needs for incident investigation activities with the OSC.
- Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- Brief the IC on agency issues and concerns.
- Have debriefing session with the IC prior to demobilization.
- Maintain a Unit Log (ICS 214).

6.7 RESPONSIBILITIES – TEAM SAFETY

Team Safety is responsible for assisting the incident Safety Officer develop and recommend measures for assuring personnel safety and to assess and/or anticipate hazardous and unsafe situations. Team Safety may serve as an Assistant Safety Officer with specific responsibilities such as air operations, urban search and rescue, hazardous materials, or for specific geographic or functional areas of the incident. Team Safety may serve as the incident Safety Officer if that authority is delegated.

If the mission is to assist the local jurisdiction's Safety Officer, Team Safety should, at a minimum, address the following and make recommendations to the Safety Officer:

- A. Evaluate the incident for hazards and recommend appropriate mitigation strategies.
- B. Assist with the 215A safety analysis.

If Incident Safety Officer authority is being granted, determine the level of authority granted by the IC or senior official and inform the Team Leader.

- C. Follow the Safety Officer Position Checklist.

6.8 TEAM SAFETY'S EXPECTATIONS OF LTIMT MEMBERS

Team Safety's Expectations of the Team Leader

- A. Provide an emphasis on safety in all communications and actions.
- B. Support recommendations for safety-related changes to strategies and tactics.

Team Safety's Expectations of Team Information

- A. Be sensitive to any accidents or other safety problems on the incident scene.
- B. Coordinate the release of information about these types of events.

Team Safety's Expectations of Team Liaison

- A. Provide specific information related to safety problems or issues affecting assisting or coordinating agencies.
- B. Assist in identifying any potential safety issues regarding assisting or cooperating agencies.

Team Safety's Expectations of Team Logistics

- A. Provide requested personnel and equipment.
- B. Assist in coordination of the Medical Unit.

Team Safety's Expectations of Team Finance

- A. Provide timely processing of accident reports.
- B. Maintain a constant exchange of information concerning safety matters such as excessive work hours or contract violations.
- C. Coordinate accident/injury information from Compensation/Claims Unit.

Team Safety's Expectations of Team Operations

- A. A close working relationship in the development of strategy and tactics.
- B. Be willing to change strategies and tactics if hazards cannot be safely mitigated.

- C. Be aware of the possible hazards on the incident scene.
- D. Provide information on any unusual or high hazards encountered in the field.

Team Safety's Expectations of Team Planning

- A. A close working relationship in strategy, tactics and planning meetings.
- B. Provide information on personnel and resource use and availability.

Team Safety's Expectation's of Team Intelligence/Investigations

- A. Provide current, accurate and actionable intelligence to ensure responder safety.
- B. Ensure that all investigative and intelligence operations, functions, and activities are conducted a manner consistent with the ICS215a.

6.9 SAFETY OFFICER POSITION CHECKLIST

- Participate in tactics and planning meetings, as well as other meetings and briefings as required.
- Identify hazardous situations associated with the incident.
- Dedicate Emergency Medical Services (EMS) personnel needed for responders (ICS 206).
- Develop the Risk/Hazard Analysis (ICS 215a) with the Operations Section Chief (OSC).
- Coordinate with law enforcement to provide security and control of perimeters.
- Confirm control zones have been established and monitored.
- Ensure the selection of Personal Protective Equipment (PPE) and other equipment meets the needs of the incident.
- Ensure that personnel accountability system is in place for all personnel.
- Ensure that working conditions are monitored and work/rest guidelines are adhered to.
- Designate emergency evacuation guidelines.
- Review the IAP for safety implications.
- Provide safety advice in the IAP for assigned responders.
- Ensure identified resources are in place to meet the mental health needs of responders.
- Exercise emergency authority to stop and prevent unsafe acts and notify the IC.
- Investigate accidents that have occurred within the incident area.
- Assign assistants as needed.
- Review and approve the Medical Plan (ICS 206).
- Develop the Site Safety Plan as required.
- Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- Brief the IC on safety issues and concerns.
- Have a debriefing session with the IC prior to demobilization.
- Maintain a Unit Log (ICS 214).

6.10 RESPONSIBILITIES – TEAM INFORMATION

Team Information is responsible for assisting the Public Information Officer with identifying, developing and supporting all external communications modalities and assisting the IC/UC in maintaining situational awareness. Team Information may serve as the Public Information Officer if that authority is delegated.

If the mission is to assist the local jurisdictions Public Information Officer, Team Information should, at a minimum, address the following and make recommendations to the Public Information Officer:

- A. Discuss the limits on information to be released.
- B. Discuss the processes for the release of information.
- C. Assist in the gathering and dissemination of incident-related information.

If Incident Public Information Officer authority is being granted, determine the level of authority granted by the IC or senior official and inform the Team Leader.

- D. Follow the Public Information Officer Position Checklist.

6.11 TEAM INFORMATION’S EXPECTATIONS OF LTIMT MEMBERS

Team Information’s Expectations of the Team Leader

- A. Timely approval of press releases.
- B. Cooperation with media requests.
- C. Clear direction on his/her media expectations.

Team Information’s Expectations of Team Safety

- A. Ongoing reports of accidents and injuries.
- B. Provide information on safety issues affecting the general public.

Team Information’s Expectations of Team Liaison

- A. Identify key agencies, their roles and any associated issues.
- B. Provide communications material to assisting and cooperating agencies as well as interested outside organizations as appropriate.
- C. Assist in the development of communications strategy.

Team Information’s Expectations of Team Logistics

- A. Provide facilities and communications equipment for the information staff at the ICP and other assigned areas.
- B. Provide transportation as requested.
- C. Provide the Incident Communications Plan.

Team Information’s Expectations of Team Finance

- A. Provide current and ongoing incident costs.
- B. Provide any “press-worthy” items.

Team Information’s Expectations of Team Operations

- A. Provide information on resources, special activities and the status of the incident.
- B. Be open to allowing media access to the incident scene.

C. Provide any “press-worthy” items.

Team Information’s Expectations of Team Planning

A. Provide a summary of the incident and its development.

B. Provide information on resource status.

C. Assist with the communication strategy.

D. Provide any “press-worthy” items.

Team Information’s Expectations of Team Intelligence/Investigations

A. Advise on information that may not be released.

B. Provide information critical to public safety.

C. Provide information on the projection of spread, assessment of impact, or countermeasures for a given incident (regardless of the source).

D. Provide vetted “press-worthy” items.

6.12 PUBLIC INFORMATION OFFICER POSITION CHECKLIST

- Determine from the IC the limits on information release.
- Develop material for use in media briefings.
- Obtain IC approval of media releases.
- Inform the media and conduct media briefings.
- Arrange for tours and other interviews or briefings as required.
- Establish a JIC to coordinate and disseminate accurate and timely incident-related information as necessary.
- Obtain media information that may be useful to incident planning.
- Maintain current information summaries and/or displays on the incident and provide information on the status of the incident to assigned personnel.
- Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- Brief Command on PIO issues and concerns.
- Advise Incident Command or Unified Command (IC/UC) on all public information matters.
- Manage media and public inquiries.
- Coordinate emergency public information and mass community warnings.
- Conduct rumor monitoring and control.
- Conduct media monitoring.
- Have debriefing session with the IC prior to demobilization.
- Maintain a Unit Log (ICS 214).

- 6.13 RESPONSIBILITIES – TEAM OPERATIONS (TO)** – Team Operations is responsible for assisting the Operations Section Chief with the management of all strategic and tactical operations directly applied to achieve the incident objectives, while ensuring the overall safety and welfare of all Section personnel. Team Operations may serve as the Operations Section Chief if that authority is delegated.

The following duties will be carried out at the direction of the Team Leader.

- A. Evaluate or develop the operations portion of the Incident Action Plan and complete the appropriate ICS Form 215 as appropriate.
- B. Evaluate current incident strategies and tactics for effectiveness, safety and ability to meet incident objectives.
- D. Evaluate resource utilization, needs and availability.
- E. Report information about special activities, events, and occurrences to the Team Commander.
- F. Maintain Unit/Activity Log (ICS Form 214).

If Team Operations is delegated the authority to function as the Operations Section Chief, he/she will activate and supervise organizational elements in accordance with the Incident Action Plan and direct its execution. The Operations Section Chief will also direct the preparation of branch tactical plans, request or release resources, and make expedient changes to the Incident Action Plan as necessary and report such to the Incident Commander. These duties will be carried out at the discretion of the authority having jurisdiction.

6.14 TEAM OPERATION’S EXPECTATIONS OF LTIMT MEMBERS

Team Operation’s Expectations of the Team Leader

- A. Provide a list of the Incident Objectives.
- B. Explain any constraints on strategy, tactics and resource use or deployment.
- C. Identify any other environmental, political or financial constraints.

Team Operation’s Expectations of Team Safety

- A. Have a close working relationship during the development of strategy and tactics.
- B. Provide prompt notification of any hazards or safety problems.
- C. Provide mitigation strategies for hazards and safety problems.
- D. Provide close and visible scrutiny of operational field forces.
- E. Order enough resources to ensure safety in the field.

Team Operation’s Expectations of Team Information

- A. Provide accurate and timely information to the public.
- B. Request permission to bring the media to the incident scene.
- C. Keep the media away from the ICP.
- D. Ensure that media members are properly prepared (PPE, briefings, etc.) before

they go out to the incident.

Team Operation's Expectations of Team Liaison

- A. Provide information on any special circumstances of other agencies employees.
- B. Identify what resources or services are available through cooperating agencies.

Team Operation's Expectations of Team Logistics

- A. Provide adequate food, water and required facilities.
- B. Provide needed people, equipment and supplies to achieve the objectives.
- C. Arrange for medical care and emergency transport for responders and document it on the medical plan.
- D. Be forward thinking and flexible to changes in resource requests.

Team Operation's Expectations of Team Finance

- A. Provide an efficient process for financial documentation so there is no interference with the IAP or the demobilization process.
- B. Report excessive work hours.
- C. Provide information of fiscal constraints that may influence tactics.

Team Operation's Expectations of Team Planning

- A. Have a close working relationship during the development of the 215 and IAP.
- B. Provide the resources that are requested.
- C. Complete and accurate IAP to include maps and all plans with an adequate number of copies.
- D. Conduct concise and accurate briefings.

Team Operation's Expectations of Team Intelligence/Investigations

- A. Have a close working relationship during the development of the IAP.
- B. Provide critical, actionable intelligence through the investigative function.
- C. Collect, process, analyze, and appropriately disseminate intelligence information.
- D. Conduct a thorough and comprehensive investigation.

6.15 OPERATIONS SECTION CHIEF POSITION CHECKLIST

- Obtain a briefing from Incident Command or Unified Command (IC/UC).
- Evaluate and request sufficient Section supervisory staffing for both operational and planning activities.
- Supervise Operations Section field personnel.
- Implement the IAP for the Operations Section.
- Evaluate on-scene operations and make adjustments to organization, strategies, tactics, and resources (e.g., additional manpower, equipment, etc.) as necessary.
- Ensure the Resources Unit is advised of changes in the status of resources assigned to the section.
- Ensure that Operations Section personnel execute work assignments following approved safety practices.

- Monitor the need for additional resources and request them as necessary to support operations.
- Assemble/disassemble task force/strike teams as appropriate.
- Identify/utilize staging areas.
- Evaluate and monitor the current situation for use in the next operational period planning.
- Convert operational incident objectives into strategic and tactical options.
- Coordinate and consult with the Planning Section Chief (PSC), Safety Officer (SO), Technical Specialist, modeling scenarios, trajectories, etc., on selection of appropriate strategies and tactics to accomplish objectives.
- Identify kind and number of resources required to support selected strategies.
- Subdivide work areas into manageable branches, divisions, and groups.
- Develop work assignment and allocate tactical resources based on strategic requirements on Operational Planning Worksheet (ICS 215).
- Provides input for the risk/hazard analysis (ICS 215a) to the Safety Officer.
- Coordinate planned activities with the SO to ensure compliance with safety practices.
- Identify appropriate Personal Protective Equipment (PPE) options prior to committing personnel.
- Participate in the planning process and the development of the tactical portions (ICS 204 and ICS 220) of the IAP.
- Assist with development of advanced strategic, contingency, and demobilization plans.
- Develop a list of recommended Section resources to be demobilized and initiate recommendation for release when appropriate.
- Receive and implement applicable portions of the Incident Demobilization Plan.
- Participate in operational briefings as well as briefings to media and visiting dignitaries.
- Maintain a Unit Log (ICS 214)

6.16 RESPONSIBILITIES – TEAM STAGING

Team Staging is responsible for assisting the Staging Area Manager in managing all activities in the designated staging area. Team Staging may serve as the incident Staging Area Manager if that authority is delegated.

6.17 STAGING AREA MANAGER POSITION CHECKLIST

- Proceed to Staging Area.
- Obtain a briefing from person relieving.
- Establish Staging Area layout.
- Determine any support needs for equipment, food distribution, sanitation, and security.
- Establish check-in function as appropriate (ICS Form 211).
- Ensure security of staged resources.
- Post areas for identification and traffic control.
- Request maintenance service for equipment at Staging Area as appropriate.
- Respond to requests for resource assignments. (Note: This may be direct from the OSC or via the Incident Communications Center.)
- Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging Area.
- Determine required resource levels from the OSC.
- Form Strike Teams and Task forces as requested by the IC or OSC.
- Advise the OSC or IC/UC (if no OSC designated) when reserve levels reach minimums.
- Maintain and provide status to Resource Unit of all resources in Staging Area.
- Maintain the Staging Area in orderly condition.
- Demobilize the Staging Area in accordance with the Incident Demobilization Plan.
- Debrief with OSC or as directed at the end of each operational period.
- Maintain a Unit Log (ICS 214).

6.18 RESPONSIBILITIES – TEAM PLANNING

Team Planning is responsible for assisting the Planning Section Chief collect, evaluate, and disseminate information about the development of the incident and status of resources. This information is used to: understand the current situation, predict probable course of incident events, and prepare alternative strategies and control operations for the incident. Team Planning also oversees Team Situation, Team Resource and Team Documentation. Team Planning may serve as the Planning Section Chief if that authority is delegated.

6.19 TEAM PLANNING’S EXPECTATIONS OF LTIMT MEMBERS

Team Planning’s Expectations of the Team Leader

- A. Provide the incident objectives.
- B. Determine the planning meeting schedules and operational periods.
- C. Provide the deadline for the IAP.
- D. Review and approve the IAP.

Team Planning’s Expectations of Team Safety

- A. Participate in the strategy and tactics meetings and prepare the 215A.
- B. Continually update safety information.
- C. Assist in the development of the IAP including the safety message and 204s.
- D. Participate in operational briefings.

Team Planning’s Expectations of Team Information

- A. Provide the press briefing schedule.
- B. Provide applicable information for the development of ICS 209.
- C. Review information in press releases for accuracy.

Team Planning’s Expectations of Team Liaison

- A. Review status of assisting and cooperating agencies’ resources for accuracy.
- B. Provide any applicable information regarding issues with assisting and cooperating agencies.

Team Planning’s Expectations of Team Logistics

- A. Provide confirmation on the status of all resource orders.
- B. Provide feedback on resource availability.
- C. Submit the Communications, Medical, Facility and Transportation in a timely manner.
- D. Provide adequate facilities and resources for all planning units and assist in the preparation of the IAP.

Team Planning’s Expectations of Team Finance

- A. Provide fiscal input to the IAP.
- B. Provide daily cost estimates.
- C. Provide financial cost benefit analysis information.

Team Planning's Expectations of Team Operations

- A. Identify the strategy and tactics.
- B. Provide timely notification of resource needs.
- C. Provide necessary information for development of the 204s.
- D. Identify information needs such as maps, etc.
- E. Debrief field forces at the end of the operational period.

Team Planning's Expectations of Team Intelligence/Investigations

- A. Identify critical intelligence that would affect planning.
- B. Provide timely notification of changes in in-coming intelligence.
- C. Provide investigative resources needed for the planning process.

6.20 PLANNING SECTION CHIEF POSITION CHECKLIST

- Collect, process, and display incident information.
- Assist Operation Section Chief (OSC) in the development of response strategies.
- Supervise preparation of the Incident Action Plan (IAP).
- Facilitate planning meetings and briefings.
- Supervise the tracking of incident personnel and resources through the Resources Unit.
- Assign personnel already on-site to Incident Command System (ICS) organizational positions as appropriate.
- Establish information requirements and reporting schedules for Planning Section Units (e.g., Resources, Situation).
- Determine the need for any specialized resources in support of the incident.
- Establish special information collection activities as necessary (e.g., weather, environmental, toxics, etc.).
- Assemble information on alternative strategies.
- Provide periodic predictions on incident potential.
- Report any significant changes in incident status.
- Compile and display incident status information.
- Oversee preparation and implementation of the Incident Demobilization Plan.
- Incorporate plans (e.g., Traffic, Medical, Communications, and Site Safety) into the IAP.
- Develop other incident supporting plans (e.g., salvage, transition, and security).
- Maintain a Unit Log (ICS 214).

6.21 RESPONSIBILITIES – TEAM SITUATION

Team Situation is responsible to assist the Situation Unit Leader with the collection, processing and organizing of all incident information and preparing future projections of incident growth, maps and intelligence information. Team Situation may serve as the Situation Unit Leader if that authority is delegated.

6.22 SITUATION UNIT LEADER POSITION CHECKLIST

- Begin collection and analysis of incident data as soon as possible.
- Prepare, post, or disseminate resource and situation status information as required, including special requests.
- Prepare periodic predictions or as requested by the PSC.
- Prepare the Incident Status Summary Form (ICS 209).
- Provide photographic services and maps if required.
- Conduct situation briefings at meetings and briefings as required by the PSC.
- Develop and maintain master chart(s)/map(s) of the incident.
- Maintain chart/map of incident in the common area of the Incident Command Post (ICP) for all responders to view.
- Maintain a Unit Log (ICS 214).

6.23 RESPONSIBILITIES – TEAM RESOURCE

Team Resource is responsible for assisting the Resource Unit Leader maintain the status of all assigned resources (primary and support) at an incident. This is achieved by overseeing the check-in of all resources, maintaining a status-keeping system indicating current location and status of all resources, and maintenance of a master list of all resources (e.g., key supervisory personnel, primary and support resources, etc.). Team Resource may serve as the Resource Unit Leader if that authority has been delegated.

6.24 RESOURCE UNIT LEADER POSITION CHECKLIST

- Review assignments.
- Obtain a briefing from person relieving.
- Obtain necessary equipment and supplies.
- Review weather/environmental conditions for assignment area.
- Brief subordinates on safety measures.
- Monitor work progress.
- Ensure adequate communications with supervisor and subordinates.
- Keep supervisor informed of progress and any changes.
- Inform supervisor of problems with assigned resources.
- Brief relief personnel and advise them of any change in conditions.
- Return equipment and supplies to appropriate unit.
- Complete and turn in all time and use records on personnel and equipment.
- Debrief as directed at the end of each operational period.
- Maintain a Unit Log (ICS 214)

6.25 RESPONSIBILITIES – TEAM DOCUMENTATION

Team Documentation is responsible for assisting the Documentation Unit Leader maintain accurate, up-to-date incident files for legal, analytical, and historical purposes. The Documentation Unit also provides duplication services. Team Documentation may serve as the Documentation Unit Leader if that authority is delegated.

6.26 DOCUMENTATION UNIT LEADER POSITION CHECKLIST

- Set up work area; begin organization of incident files.
- Establish duplication service; respond to requests.
- File all official forms and reports.
- Review records for accuracy and completeness; inform appropriate units of errors or omissions.
- Provide incident documentation as requested.
- Organize files for submitting final incident documentation package.
- Maintain a Unit Log (ICS 214).

6.27 RESPONSIBILITIES – TEAM LOGISTICS

Team Logistics is responsible for assisting the Logistics Section Chief in providing facilities, services, and material in support of the incident. He/she participates in development and implementation of the Incident Action Plan. Team Logistics also oversees Team Support and Team Service. Team Logistics may serve as the Logistics Section Chief if that authority has been delegated.

6.28 TEAM LOGISTIC’S EXPECTATIONS OF LTIMT MEMBERS

Team Logistics’ Expectations of the Team Leader

- A. Provide the priorities for ordering personnel, supplies and equipment.
- B. Provide support for logistics activities.
- C. Provide information on planned direction for the incident.

Team Logistics’ Expectations of Team Safety

- A. Provide coordination and cooperation with the Medical Unit.
- B. Provide notification of hazards in facilities, transportation arrangements, etc.
- C. Provide input into the medical plan and medivac procedures.
- D. Provide assistance in accident investigations.

Team Logistics’ Expectations of Team Information

- A. Timely ordering of communication and facility needs.

Team Logistics’ Expectations of Team Liaison

- A. Provide information on any special needs for assisting and cooperating agencies.
- B. Provide information on resources that assisting or cooperating agencies can provide.

Team Logistics’ Expectations of Team Finance

- A. Provide written guidelines for ordering external resources or supplies.
- B. Provide close coordination between the Supply, Procurement, Ground Support and Time Units.
- C. Provide information on procurement problems.
- D. Provide cost saving information.

Team Logistics’ Expectations of Team Operations

- A. Timely notification of resource requests.
- B. Prior notification of demobilization plans and the reassignment of resources.
- C. Understand that finding resources may take time; plan accordingly.

Team Logistics’ Expectations of Team Planning

- A. Timely notification of resource requests.
- B. Provide coordination on check-in and demobilization of resources.
- C. Provide accurate information as to the number of resources at the incident.
- D. Share information on contingency plans and possible directions of the incident.

Team Logistics' Expectations of Team Intelligence/Investigations

- A. Timely notification of changes that would affect resource requirements or allocation.
- B. Provide actionable intelligence that impacts situational awareness and future resource deployment.

6.29 LOGISTICS SECTION CHIEF POSITION CHECKLIST

- Plan the organization of the Logistics Section.
- Assign work locations and preliminary work tasks to Section personnel.
- Notify the Resources Unit of the Logistics Section Units activated, including names and locations of assigned personnel.
- Assemble and brief Logistics Branch Directors and Unit Leaders.
- Determine and supply immediate incident resource and facility needs.
- In conjunction with Command, develop and advise all Sections of the Incident Management Team (IMT) resource approval and requesting process.
- Review Operational Planning worksheet (ICS 215) and estimate section needs for upcoming operational period.
- Identify long-term service and support requirements for planned and expected operations.
- Advise Command and other Section Chiefs on resource availability to support incident needs.
- Provide input to and review the Communications Plan, Medical Plan and Traffic Plan.
- Identify resource needs for incident contingencies.
- Coordinate and process requests for additional resources.
- Track resource effectiveness and make necessary adjustments.
- Advise on current service and support capabilities.
- Request and/or set up expanded ordering processes as appropriate to support incident.
- Develop recommended list of Section resources to be demobilized and initiate recommendation for release when appropriate.
- Receive and implement applicable portions of the incident Demobilization Plan.
- Ensure the general welfare and safety of Logistics Section personnel.
- Maintain a Unit Log (ICS 214).

6.30 RESPONSIBILITIES – TEAM SUPPORT

Team Support assists the Support Branch Director in the development and implementation of logistics plans in support of the Incident Action Plan. This includes:

- A. Ordering personnel, equipment and supplies; receiving and storing all supplies for the incident; maintaining an inventory of supplies; and servicing non-expendable supplies and equipment.
- B. Identifying the layout and activation of incident facilities.
- C. Providing for the support of out-of-service resources; transportation of personnel, supplies, food, and equipment; fueling, service, maintenance, and repair of vehicles and other ground support equipment; and development and implementation of the Incident Traffic Plan.

Team Support may serve as the Support Branch Director if that authority has been delegated.

6.31 SUPPORT BRANCH DIRECTOR POSITION CHECKLIST

- Obtain work materials.
- Identify Support Branch personnel dispatched to the incident.
- Determine initial support operations in coordination with the LSC and Service Branch Director.
- Prepare initial organization and assignments for support operations.
- Assemble and brief Support Branch personnel.
- Determine if assigned Branch resources are sufficient.
- Oversee work progress of assigned units and inform the LSC of their activities.
- Resolve problems associated with requests from the Operations Section.
- Develop and implement Traffic Plan.
- Maintain a Unit Log (ICS 214).

Additional Responsibilities:

- Obtain necessary agency(ies) order forms.
- Establish ordering procedures.
- Establish name and telephone numbers of agency personnel receiving orders.
- Get names of incident personnel who have ordering authority.
- Check on what has already been ordered.
- Ensure order forms are filled out correctly.
- Place orders in a timely manner.
- Consolidate orders when possible.
- Identify times and locations for delivery of supplies and equipment.
- Order required personnel to operate supply area.
- Organize physical layout of supply area.

- Establish procedures for operating supply area.
- Set up filing system for receiving and distributing of supplies and equipment.
- Maintain inventory of supplies and equipment.
- Develop security requirement for supply area.
- Establish procedures for receiving supplies and equipment.
- Develop Security Plan for incident facilities.
- Adjust Security Plan for personnel and equipment changes and releases.
- Coordinate security activities with appropriate incident personnel.
- Keep the peace, prevent assaults, and settle disputes through coordination with Agency Representatives.
- Prevent theft of all organizational and personal property.
- Document all complaints and suspicious occurrences.
- Support out-of-service resources.
- Arrange for and activate fueling, maintenance, and repair of ground resources.
- Maintain inventory of support and transportation vehicles (ICS Form 218).
- Provide transportation services.
- Collect use information on rented equipment.

6.32 RESPONSIBILITIES – TEAM SERVICE

Team Service is responsible for assisting the Service Branch Director with the management of all service activities at the incident. This includes the operations of the Communications, Medical and Food Units responsibilities. Team Service may serve as the Service Branch Director if that authority has been delegated.

6.33 SERVICE BRANCH DIRECTOR POSITION CHECKLIST

- Obtain working materials.
- Determine the level of service required to support operations.
- Confirm dispatch of Branch personnel.
- Participate in planning meetings of Logistics Section personnel.
- Review the IAP.
- Organize and prepare assignments for Service Branch personnel.
- Coordinate activities of Branch Units.
- Inform the LSC of Branch activities.
- Resolve Service Branch problems.
- Maintain a Unit Log (ICS 214).

Additional Responsibilities:

- Develop plans for the effective use of incident communications equipment and facilities; installation and testing of communications equipment; supervision of the Incident Communications Center; distribution of communications equipment to incident personnel; and the maintenance and repair of communications equipment.
- Determine unit personnel needs.
- Prepare and implement the Incident Radio Communications Plan (ICS Form 205).
- Ensure the Incident Communications Center and Message Center are established.
- Ensure an equipment accountability system is established.
- Ensure personal portable radio equipment from cache is distributed per the Incident Radio Communications Plan.
- Provide technical information as required.
- Maintain records on all communications equipment as appropriate.
- Recover equipment from relieved or released units.
- Receive and transmit radio and telephone messages among and between personnel and to provide dispatch services at the incident.
- Maintain General Messages files.
- Maintain a record of unusual incident occurrences.
- Establish and staff Medical Unit.
- Prepare the Medical Plan (ICS Form 206).

- Prepare procedures for major medical emergency.
- Respond to requests for medical aid, medical transportation, and medical supplies.
- Establish Responder Rehabilitation.
- Designate Responder Rehabilitation location and have location announced on radio with radio designation "Rehab."
- Request necessary medical personnel to evaluate medical condition of personnel being rehabilitated.
- Request necessary resources for rehabilitation of personnel (e.g., water, juice, food, personnel).

6.34 RESPONSIBILITIES – TEAM FINANCE

Team Finance is responsible for assisting the Finance Section Chief with the management of all financial, administrative, and cost analysis aspects of the incident. Team Finance may serve as the Finance Section Chief if that authority has been delegated.

6.35 TEAM FINANCE’S EXPECTATIONS OF LTIMT MEMBERS

Team Finance’s Expectations of the Team Leader

- A. Provide general advice and counsel.
- B. Provide political and financial constraints.
- C. Approve extraordinary purchase requests.

Team Finance’s Expectations of Team Safety

- A. Provide information on accidents and injuries.
- B. Coordinate with Compensation/Claims Unit.
- C. Ensure that all accident and injury reports are submitted in a timely manner.

Team Finance’s Expectations of Team Information

- A. Prepare initial information summary as soon as possible after arrival.
- B. Ensure that incident personnel are kept up-to-date on news and incident information.
- C. Coordination in the event of an injury, accident or fatality at the incident

Team Finance’s Expectations of Team Liaison

- A. Provide contact information for assisting and cooperating agencies.
- B. Facilitate communications with assisting and cooperating agencies.

Team Finance’s Expectations of Team Logistics

- A. Ensure that hired equipment time records are up-to-date.
- B. Provide facilities for the Finance Unit.
- C. Provide property accountability.
- D. Provide close coordination between the Supply, Procurement, Ground Support and Time Units.

Team Finance’s Expectations of Team Operations

- A. Provide verification of time worked by crews and equipment at the incident.
- B. Follow required work/rest cycles.
- C. Provide information on damaged or lost property as soon as possible.

Team Finance’s Expectations of Team Planning

- A. Provide current information on resources assigned to the incident.
- B. Provide copies of the IAP for each operational period.
- C. Update information on the incident including planned resource demobilization.
- D. Provide estimated control and containment times.

Team Finance’s Expectations of Team Intelligence/Investigation

- A. Provide current intelligence that would affect the finances of the operation.

6.36 FINANCE SECTION CHIEF POSITION CHECKLIST

- Participate in incident planning meetings and briefings as required.
- Review operational plans and provide alternatives where financially appropriate.
- Manage all financial aspects of an incident.
- Provide financial and cost analysis information as requested.
- Gather pertinent information from briefings with responsible agencies.
- Develop an operating plan for the Finance/Administration Section; fill supply and support needs.
- Meet with Area Representatives (AREPs) as needed.
- Maintain daily contact with agency(s) administrative headquarters on Finance/Administration matters.
- Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.
- Provide financial input to demobilization planning.
- Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving incident.
- Develop recommended list of Section resources to be demobilized and initial recommendation for release when appropriate.
- Receive and implement applicable portions of the incident Demobilization Plan.
- Maintain a Unit Log (ICS 214).

6.37 RESPONSIBILITIES – TEAM INTELLIGENCE/INVESTIGATIONS

The mission of the Intelligence/Investigations Section is to ensure that all investigative and intelligence operations, functions, and activities within the incident response are properly managed, coordinated, and directed in order to:

- A. Prevent/deter additional activity, incidents, or attacks.
- B. Collect, process, analyze, and appropriately disseminate intelligence information.
- C. Conduct a thorough and comprehensive investigation.
- D. Identify, process, collect, create a chain of custody for, safeguard, examine/analyze, and store all probative evidence.
- E. Determine source or cause and control spread and impact, in the investigation of emerging incidents (fire, disease outbreak, etc.).

Team Intelligence/Investigations is responsible for assisting the Intelligence/Investigations Section Chief with developing hazard specific critical information. A close liaison will be maintained, and information will be transmitted to Incident Command, the Operations Section, and the Planning Section. However, classified information requiring a security clearance, sensitive information, or specific investigative tactics that would compromise the investigation will be shared only with those who have the appropriate security clearance or a need to know.

The Intelligence/Investigations Function can be organized in a variety of ways. The following are examples of Groups that may be activated if needed:

- A. ***Investigative Operations Group:*** Responsible for overall investigative effort.
- B. ***Intelligence Group:*** Responsible for obtaining unclassified, classified, and open source intelligence.
- C. ***Forensic Group:*** Responsible for collection and integrity of forensic evidence, and in incidents of a criminal nature, the integrity of the crime scene.
- D. ***Investigative Support Group:*** Responsible for ensuring that required investigative personnel are made available expeditiously and that the necessary resources are properly distributed, maintained, safeguarded, stored, and returned, when appropriate.

Other Groups may be created to handle the following responsibilities: ensuring that missing or unidentified persons and human remains are investigated and identified expeditiously and that required notifications are made in a timely manner. These responsibilities include the collection of ante mortem information and exemplars in a family assistance center.

**6.38 INTELLIGENCE/INVESTIGATIONS SECTION CHIEF POSITION
CHECKLIST**

- Identify critical intelligence/investigative needs and develop intelligence flow plan and brief the Incident Commander.
- Ensure that all Requests for Information (RFI) are investigated and sent to the Incident Commander.
- Act as central point of coordination for all interagency intelligence organizations.
- Screen intelligence information for Security Sensitive Information (SSI) classification.
- Perform all investigative functions to determine the source or cause of the incident and collect, process, analyze and store all probative evidence.

Note: Intelligence/Investigations Officer and PSC should be located in close proximity and work closely together to maximize the efficiency of both. This position may also function as a General Staff or Command Staff member.

7. DEMOBILIZATION

7.1 DEMOBILIZATION PLANNING

It is the responsibility of the Incident Commander to be fully aware of the extent and capacity of resources at their disposal. The demobilization process is as important as mobilization in maintaining the Incident Commander's knowledge of resources at any given time. The Incident Commander is responsible for ensuring that a demobilization plan is developed and communicated to all involved resources, including the LTIMT.

Effective demobilization requires the LTIMT personnel to check out of service and depart from the incident scene in an organized and responsible manner. The information also allows compilation of complete and accurate records of time, supplies, and equipment expended in handling an emergency incident.

7.2 RETURN TO READINESS

The LTIMT Team Leader will verify the demobilization orders with the local incident commander and then:

- A. Communicate the plan with team members.
- B. Ensure that all required documentation is complete and turned in.
- C. Account for all personnel.
- D. Ensure return of all cache equipment.
- E. Ensure members check-out of the incident appropriately.

7.3 AFTER-ACTION DEBRIEFING

The LTIMT Team Leader will conduct an incident debriefing to assemble critical information and lessons learned for future reference and use. The debriefing should:

- A. Summarize the activities of each activated person.
- B. Discuss specific issues of concern or that need improvement.
- C. Evaluate personnel and confirm status of any injuries or illnesses. This may include the need for critical incident stress follow-up.
- D. If any hazardous materials have been encountered or involved, provide information for personnel exposure records.

7.4 AFTER-ACTION REPORT

The LTIMT Team Leader will assemble all incident documentation as it relates to the team's involvement and complete a written AAR for the team governing body. The AAR will include, but not be limited to, the following:

- A. Date/time of incident
- B. Location
- C. Agency requesting the LTIMT

- D. Agencies involved in the incident
- E. Narrative of what happened at the incident
- F. Conclusions, lessons learned and recommendations to improve incident and LTIMT management.
- G. All team created ICS documentation, unit logs, messages etc.
- H. Note – When the team is involved in exercises or simulations, HSEEP should be used.

7.5 CORRECTIVE ACTION PLAN

Lessons learned from the after action report will lead to the development of a corrective action plan. This plan will include specific actions to be taken to address the shortcomings identified.

8. APPENDICES

8.1 APPENDIX – ICS BACKGROUND

The Incident Command System (ICS), as prescribed in the National Incident Management System, is a standardized, on-scene, all-hazard incident management concept in the United States. It is a management protocol originally designed for emergency management agencies and later federalized. ICS is based upon a flexible, scalable response organization providing a common framework within which people can work together effectively utilizing management by objectives. These people may be drawn from multiple agencies that do not routinely work together, and ICS is designed to give standard response and operation procedures to reduce the problems and potential for structure, where the first responder on a scene has charge of the scene until the incident is resolved or the initial responder transitions incident command to an arriving, more-qualified individual.

ICS consists of procedures for the management of the overall incident(s) and the mechanism of controlling personnel, facilities, equipment, and communications. It is a system designed to be used or applied from the time an incident occurs until the requirement for management and operations no longer exist. ICS is interdisciplinary and organizationally flexible to meet the following management challenges:

- A. Meet the needs of incidents of any kind or size (expands or contracts).
- B. Allow personnel from a variety of agencies to meld rapidly into a common management structure with common terminology.
- C. Provide logistical and administrative support to operational staff.
- D. Be cost effective by avoiding duplication of efforts.

INCIDENTS

Incidents are defined within ICS as unplanned situations necessitating a response.

Examples of incidents may include:

- A. Any emergency medical situation (ambulance service)
- B. Law enforcement incidents (armed or barricaded subjects, major crime scenes)
- C. A Hazardous Materials spill
- D. Terrorist attacks
- E. Natural disasters such as wildfires, flooding, earthquake or tornado
- F. Man-made disasters such as vehicle crashes, industrial accidents, train derailments, or structural fires
- G. Search and Rescue operations

EVENTS

Events are defined within ICS as pre-planned situations or events. Incident command is increasingly applied to events both in emergency management and non-emergency management settings. Examples of events may include:

- A. Concerts
- B. Parades, political rallies and other ceremonies
- C. Fairs, concerts and other gatherings
- D. Training exercises

FOUNDATIONS

ICS is founded upon a number of key concepts, including:

Unity of Command means that each individual participating in the operation reports to only one supervisor. This eliminates the potential for individuals to receive conflicting orders from a variety of supervisors, thus increasing accountability, preventing freelancing, improving the flow of information, helping with the coordination of operational efforts, and enhancing operational safety.

Clear Text (Common terminology) describes the format and phrasing of all incident communications. As an emergency response organization is often made of individuals who normally do not work together as a team, when they come together the use of common terminology is viewed as an essential element in team building and communications, both internally and with other organizations responding to the incident. The Incident Command System promotes the use of common terminology and has an associated glossary of terms that help bring consistency to position titles, the description of resources and how they can be organized, the type and names of incident facilities, and a host of other subjects. The most apparent implementation of this concept is in radio communication; 10-codes (e.g. "10-4" to mean "I understand"), acronyms, and potentially arcane abbreviations are not to be used on the radio.

Management by Objective is the heart of management planning. In principle, all actions at an incident should be directed toward satisfying a major goal of the incident. The Incident Commander and Planning Section are responsible for the development of strategic objectives that clearly define what the incident team is working to achieve during operations. Based upon the information presented at the initial incident planning meeting and the analysis of incident potential and impacts, the Incident Commander and Section Chiefs should have a clear understanding of the major goals that need to be

completed. Objectives are usually written, and any event with a written Incident Action Plan must have the objectives included in that written plan.

Flexible/Modular Organization describes the ability of an Incident Command structure to expand and contract efficiently as needed by the incident scope or available personnel. Only positions that are required for an adequate response should be filled, and ICS sections are kept as small as possible to accomplish incident objectives and monitor progress within effective span-of-control. The level of response necessary for a specific incident dictates how and when the organization develops and in many instances not all sections need to be activated. Only in the largest and most complex operations would the full ICS organization be staffed.

Span-of-control is the most fundamentally important management principle of ICS. It applies to the management of individual responsibilities and response resources. The objective is to limit the number of responsibilities being handled by, and the number of resources reporting directly to, an individual. ICS considers that any single person's span of control should be between three and seven, with five being ideal. In other words, one manager should have no more than seven people working under him/her at any given time.

Accountability for all personnel and resources on-scene is a key concept of ICS as responder safety is dependant on it. Responding to, checking in at staging, deploying to the scene and demobilization are all dependent on a system of accountability.

COORDINATION

Coordination on any incident or event is possible and effective due to the implementation of the following concepts:

Incident Action Plans (IAP) includes the measurable strategic operations to be achieved and are prepared around a time frame called an Operational Period. Incident Action Plans may be verbal or written (except for hazardous material incidents where it has to be written) and are prepared by the Planning Section. The IAP insures that everyone is working in concert toward the same goals set for that operational period. The purpose of this plan is to provide all incident supervisory personnel with direction for actions to be implemented during the operational period identified in the plan. Incident Action Plans provide a coherent means of communicating the overall incident objectives in the context of both operational and support activities. The consolidated IAP is a very important component of the ICS that reduces freelancing and ensures a coordinated response. All IAPs are written on standard ICS forms with supplemental pages of maps, charts or other

needed documentation. At the simplest level, all Incident Action Plans must have four elements:

- A. What do we want to do?
- B. Who is responsible for doing it?
- C. How do we communicate with each other?
- D. What is the procedure if someone is injured?

Comprehensive Resource Management is a key management principle that implies that all assets and personnel during an event need to be tracked and accounted for. It can also include processes for reimbursement for resources, as appropriate. Resource management includes processes for:

- A. Categorizing resources.
- B. Ordering resources.
- C. Dispatching resources.
- D. Tracking resources.
- E. Recovering resources.

Comprehensive Resource Management ensures that accountability is maintained over all resources so they can be moved quickly to support the preparation and response to an incident and ensuring an effective demobilization. It also applies to the classification of resources by type and kind and the categorization of resources by their status.

- A. Assigned resources are those that are working on a field assignment under the direction of a supervisor.
- B. Available resources are those that are ready for deployment but have not been assigned to a field assignment.
- C. Out-of-service resources are those that are not in either the "available" or "assigned" categories. Resources can be "out-of-service" for a variety of reasons including: re-supplying after a sortie (most common), shortfall in staffing, personnel taking a rest, damaged/inoperable.

Integrated Communications is essential for ensuring that responders can communicate with one another during an incident. Communication equipment, procedures, and systems must operate across jurisdictions (interoperability). Developing an integrated voice and data communications system, including equipment, systems, and protocols, must occur prior to an incident. Effective ICS communications include three elements:

- A. Modes: The "hardware" systems that transfer information.
- B. Planning: Planning for the use of all available communications resources.

C. Networks: The procedures and processes for transferring information internally and externally.

Situational Awareness is required by all command staff, support staff and multi-agency coordination entities (EOC) and must be a top priority during the response and recovery phases of an incident or event. Situational awareness is established and maintained through the effective and immediate communication of conditions on-scene and in the surrounding region. Situational awareness is needed by command and planning personnel in order to make decisions that are appropriate and safe.

COMPOSITION

Incident Command

Single Incident Commander - Most incidents involve a Single Incident Commander. In these incidents a single person commands the incident response and is the decision-making final authority.

Unified Command - A Unified Command is used on larger incidents usually when multiple agencies are involved. A Unified Command typically includes a command representative from major involved agencies and one from that group to act as the spokesman, though not designated as an Incident Commander. A Unified Command acts as a single entity.

Area Command - Area Command is an organization to oversee the management of multiple incidents handled individually by separate ICS organizations or to oversee the management of a very large or evolving incident engaging multiple IMTs. An Agency Administrator/Executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Area Commands are particularly relevant to incidents that are typically *not site specific, are not immediately identifiable, are geographically dispersed, and evolve over longer periods of time* (e.g., public health emergencies, earthquakes, tornadoes, civil disturbances, and any geographic area where several IMTs are being used and these incidents are all requesting similar resources). Incidents such as these, as well as acts of biological, chemical, radiological, and nuclear terrorism, require a coordinated intergovernmental, NGO, and private-sector response, with large-scale coordination typically conducted at a higher jurisdictional level. Area Command is also used when a number of incidents of the same type in the same area are competing for the same resources, such as multiple hazardous material incidents, spills, or fires.

When incidents are of different types and/or do not have similar resource demands, they are usually handled as separate incidents or are coordinated through an Emergency Operations Center (EOC) or Multiagency Coordination Group (MAC Group). If the incidents under the authority of the Area Command span multiple jurisdictions, a Unified Area Command should be established. This allows each jurisdiction to have appropriate representation in the Area Command.

Area Command should not be confused with the functions performed by MACS: Area Command oversees management coordination of the incident(s), while a MACS element, such as a communications/dispatch center, EOC, or MAC Group, coordinates support.

Command Staff

Safety Officer - The Safety Officer monitors safety conditions and develops measures for assuring the safety of all assigned personnel.

Public Information Officer - The Public Information Officer serves as the conduit for information to internal and external stakeholders, including the media or other organizations seeking information directly from the incident or event.

Liaison - A Liaison serves as the primary contact for supporting agencies assisting at an incident.

General Staff

Operations Section Chief - The Operations Section Chief is tasked with directing all actions to meet the incident objectives.

Planning Section Chief - The Planning Section Chief is tasked with the collection and display of incident information, primarily consisting of the status of all resources and overall status of the incident.

Finance/Administration Section Chief - The Finance/Admin. Section Chief is tasked with tracking incident related costs, personnel records, requisitions, and administrating procurement contracts required by Logistics.

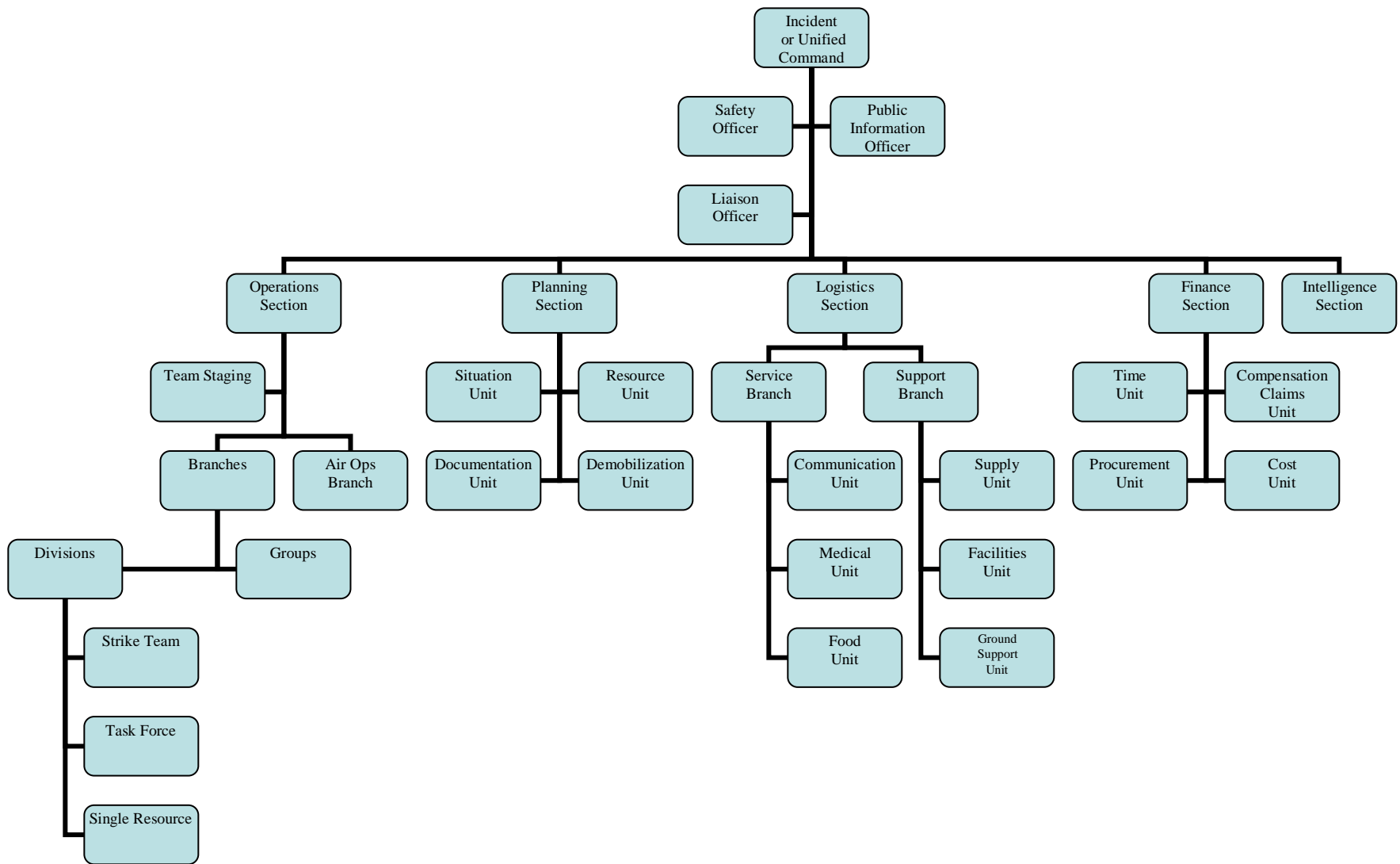
Logistics Section Chief - The Logistics Section Chief is tasked with providing all resources, services, and support required by the incident.

Intelligence/Investigations Section Chief - The Intelligence/Investigations Section Chief is tasked with providing all incident related critical intelligence and performing all investigative functions.

PERSONNEL

ICS is organized by levels, with the supervisor of each level holding a unique title (e.g. only a person in charge of a Section is labeled "Chief"; a "Director" is exclusively the person in charge of a Branch). Levels (supervising person's title) are:

- A. Incident Commander
- B. Section (Chief)
- C. Branch (Director)
- D. Division (Supervisor) - A Division is a unit arranged by geography, along jurisdictional lines if necessary, and not based on the makeup of the resources within the Division.
- E. Group (Supervisor) - A Group is a unit arranged for a purpose, along agency lines if necessary, or based on the makeup of the resources within the Group.
- F. Unit, Team, or Force (Leader) - Such as "Communications Unit," "Medical Strike Team," or a "Reconnaissance Task Force." A Strike Team is composed of same resources (e.g., four ambulances) while a Task Force is composed of different types of resources (e.g., one ambulance, two fire trucks, and a police car, for instance).
- G. Individual Resource. This is the smallest level within ICS and usually refers to a single person or piece of equipment. It can refer to a piece of equipment *and* operator and less often to multiple people working together.



NOTE: The Intelligence Section could be Command Staff, a General Section, a Branch in Operations, or a Unit in the Planning Section.

FACILITIES

Incident Facilities: Response operations can form a complex structure that must be held together by response personnel working at different and often widely separate incident facilities. These facilities can include:

Incident Command Post (ICP): The ICP is the location where the Incident Commander operates during response operations. There is only one ICP for each incident or event, but it may change locations during the event. Every incident or event must have some form of an Incident Command Post. The ICP may be located in a vehicle, trailer, tent, or within a building. The ICP will be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command. The ICP will be designated by the name of the incident(e.g., Trail Creek ICP).

Staging Area: Can be a location at or near an incident scene where tactical response resources are stored while they await assignment. Resources in the Staging Area are under the control of the Logistics Section and are always in available status. Staging Areas should be located close enough to the incident for a timely response but far enough away to be out of the immediate impact zone. There may be more than one Staging Area at an incident. Staging Areas can be collocated with the ICP, Bases, Camps, Helibases, or Helispots.

Base: Location from which primary logistics and administrative functions are coordinated and administered. The Base may be collocated with the Incident Command Post. There is only one Base per incident, and it is designated by the incident name. The Base is established and managed by the Logistics Section. The resources in the Base are always out-of-service.

Camps: Locations, often temporary, within the general incident area that are equipped and staffed to provide sleeping, food, water, sanitation, and other services to response personnel that are too far away to use base facilities. Other resources may also be kept at a camp to support incident operations if a Base is not accessible to all resources. Camps are designated by geographic location or number. Multiple Camps may be used, but not all incidents will have Camps.

Helibase: Location from which helicopter-centered air operations are conducted. Helibases are generally used on a more long-term basis and include such services as fueling and maintenance. The Helibase is usually designated by the name of the incident (e.g. Trail Creek Helibase).

Helispots: More temporary locations at the incident where helicopters can safely land and take off. Multiple Helispots may be used.

Each facility has unique location, space, equipment, materials, and supplies requirements that are often difficult to address, particularly at the outset of response operations. For this reason, responders should identify, pre-designate and pre-plan the layout of these facilities, whenever possible.

On large or multi-level incidents, higher-level support facilities may be activated. These could include:

A. Joint Information Center (JIC):

B. Multiple Agency Coordination System (MACS): The primary function of MACS is to coordinate activities above the field level and to prioritize the incident demands for critical or competing resources, thereby assisting the coordination of the operations in the field. MACS consists of a combination of elements: personnel, procedures, protocols, business practices, and communications integrated into a common system. For the purpose of coordinating resources and support between multiple jurisdictions, MACS can be implemented from a fixed facility or by other arrangements outlined within the system. An Emergency Operations Center (EOC) is an example of a Multiagency Coordination Center (MACC).

COMMAND TRANSFER

A role of responsibility can be transferred during an incident for several reasons:

- A. As the incident grows a more qualified person is required to take over as Incident Commander to handle the ever-growing needs of the incident.
- B. In reverse, where as an incident reduces in size command can be passed down to a less qualified person (but still qualified to run the now-smaller incident) to free up highly-qualified resources for other tasks or incidents.
- C. Jurisdictional change, if the incident moves locations or area of responsibility.
- D. Normal turnover of personnel due to extended incidents.

The transfer of command process always includes a transfer of command briefing, which may be oral, written, or a combination of both.

A Local/Tribal Incident Management Team (LTIMT) can respond to a wide range of emergencies, including fires, floods, earthquakes, hurricanes, tornados, tsunamis, riots, spilling of hazardous materials, and other natural or human-caused incidents

In the United States there are four types of *Incident Management Teams (IMT)*.

Incident Management Teams are part of the Incident Command System.

The IMT starts as the smallest unit and escalates according to the size of the emergency.

The four types of IMTs are as follows:

Type 1:

National or State team (existing) for federally declared disasters that require numerous federal assets.

Type 2:

National or State team (existing) for incidents of regional significance that require some federal assets.

All Hazards IMT (AHIMT):

Multi-agency / multi-jurisdiction team for extended incidents that require significant state assets.

Local IMT (LIMT): Either/or a single and/or multi-agency team for expanded incidents or a single-discipline team for initial action and small incidents that run for more than one operational period.

8.2 APPENDIX – ACKNOWLEDGEMENTS

1. **Department of Homeland Security - NIMS - National Response Framework** (Dec 18, 2008)
2. **FEMA** (Jan. 2000) – Urban Search and Rescue Response System 9356.1-PR
3. **FEMA** (Aug. 2007) - All-Hazards IMT Technical Assistance Program
4. **Illinois Fire Service Institute** (Jul. 2005) – Concept Paper to Provide Information and Suggestions for the Creation of Incident Management Assistance Team(s)
5. **MABAS-Wisconsin** (2008) - Credentialing Policy
6. **National Association of State Foresters** (Sep. 2006) – Hosting an Incident Management Team: Agency Administrator’s Reference Guide
7. **National Fire Protection Association** (2008) – NFPA 1561 Standard on Emergency Services Incident Management System
8. **Oregon Office of State Fire Marshal** (Apr. 2008) – Oregon Fire Service Mobilization Plan
9. **Pennsylvania Emergency Management Agency** (Mar. 2006) – Pennsylvania Incident Management Team – Type 3 SOPs
10. **State of Wisconsin NIMS Advisory Committee** (Feb. 2008) – Type 4 Local Incident Management Team Development Plan
11. **Wahlig, James** Captain of Police (NYPD) provided the Expectations of IMT Members
12. **Wisconsin Emergency Management** (Dec. 2006) – Type 3 Incident Management Team Development Plan
13. **Wisconsin Emergency Management** (Jan. 2007) – Wisconsin Urban Search and Rescue Network Operations Manual

8.3 APPENDIX – ACRONYMS AND ABBREVIATIONS

AC	Area Command
ACT	Area Command Team
AHIMT	All Hazards Incident Management Team
FEMA	Federal Emergency Management Agency
FIRE SCOPE	Firefighting Resources of Southern California Organized for Potential Emergencies
FSC	Finance Section Chief
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
IMT	Incident Management Team
LCS	Logistics
LO	Liaison Officer
LTIMT	Local / Tribal Incident Management Team
NIMS	National Incident Management System
OSC	Ops Section chief
PIO	Public Information Officer
PPE	Personal Protective Equipment
PSC	Planning Section Chief
SO	Safety Officer
TF	Team Finance
TL	Team Leader
TO	Team Operations
TP	Team Planning
UAC	Unified Area Command
UC	Unified Command

8.4 APPENDIX – CONTACT INFORMATION AND ROSTERS
(To be completed by the local LTIMT)

8.5 APPENDIX – SCHEDULES, CALENDARS, AND TIMELINES
(To be completed by the local LTIMT)

8.6 APPENDIX – IMT EQUIPMENT CACHE INVENTORY
(To be completed by the local LTIMT)

8.7 APPENDIX – MAPS, DIRECTIONS, AND CHARTS
(To be completed by the local LTIMT.)

8.8 APPENDIX – JOB AIDS AND OTHER SUPPORT INFORMATION

8.8.1 ICS POSITIONS RESPONSIBILITIES

The **Staging Area Manager** is responsible for managing all activities within a Staging Area. The major responsibilities of the **Staging Area Manager** are:

- A. Review Common Responsibilities
- B. Proceed to Staging Area.
- C. Establish Staging Area layout.
- D. Determine any support needs for equipment, feeding, sanitation and security.
- E. Establish check-in function as appropriate.
- F. Post areas for identification and traffic control.
- G. Request maintenance service for equipment at Staging Area as appropriate.
- H. Respond to request for resource assignments. (Note: This may be direct from the Operations Section Chief (OPS) or via the Incident Communications Center.)
- I. Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging Area.
- J. Determine required resource levels from the OPS.
- K. Advise the OPS when reserve levels reach minimums.
- L. Maintain and provide status to Resource Unit of all resources in Staging Area.
- M. Maintain Staging Area in orderly condition.
- N. Demobilize Staging Area in accordance with the Incident Demobilization Plan.
- O. Maintain Unit/Activity Log (ICS Form 214).

Common Responsibilities to all Unit Leaders under ICS:

In Incident Command System (ICS), a number of the Unit Leader's responsibilities are common to all units in all parts of the organization. The following is a checklist applicable to Unit Leaders in an ICS organization:

- A. Review Common Responsibilities.
- B. Upon check-in, receive briefing from Incident Commander, Section Leader, or Branch Director as appropriate.
- C. Participate in incident planning meetings, as required.
- D. Determine current status of unit activities.
- E. Order additional unit staff, as appropriate.
- F. Determine resource needs.
- G. Confirm dispatch and estimated time of arrival of staff and supplies.
- H. Assign specific duties to staff; supervise staff.
- I. Develop and implement accountability, safety and security measures for personnel and resources.
- J. Supervise demobilization of unit, including storage of supplies.
- K. Provide Supply Unit Leader with a list of supplies to be replenished.
- L. Maintain unit records, including Unit/Activity Log (ICS Form 214)

The **Situation Unit Leader** - The collection, processing and organizing of all incident information takes place within the Situation Unit. The Situation Unit Leader (SUL) may prepare future projections of incident growth, maps and intelligence information.

The major responsibilities of the **Situation Unit Leader** are:

- A. Review Common Responsibilities
- B. Review Unit Leader Responsibilities.
- C. Begin collection and analysis of incident data as soon as possible.
- D. Prepare, post, or disseminate resource and situation status information as required, including special requests.
- E. Prepare periodic predictions or as requested by the Planning Section Chief (PSC).
- F. Prepare the Incident Status Summary Form (ICS Form 209).
- G. Provide photographic services and maps if required.

Resource Unit Leader

- A. Ensure that all incident resources are properly checked-in.
- B. Status information on arriving resources is especially critical during the initial build up.
- C. Information missed in the initial stages may never be retrieved.
- D. Correct resource check-in information will affect the outcome of the incident by allowing accurate deployment of resources throughout the incident, up to and including demobilization.
- E. Prepare and process resource status change information.
- F. Prepare and maintain resource status displays showing all incident resources.
- G. Establish check-in.
- H. Prepare and maintain Command Post display, including ICS207.
- I. Organization Chart, ICS211 Sign-In and ICS211A-Agency Sign-In.
- J. Establish contacts with incident facilities (if any outlying facilities are established) by telephone and/or radio, and begin maintained current resource status.
- K. Participate in Planning Meeting as requested by the Planning Section Chief.
- L. Maintain ICS207 -Organization Chart and Resource Assignment Information on the ICS204-Team Assignment forms.
- M. Provide resource status and summary information to the Situation Unit as requested.
- N. Check-in Recorder.
- O. Properly set up and sign check-in locations. The sign-in location for most operations will be at the rear of the Command Post.
- P. Record check-in information for all arriving resources.
- Q. Regularly transmit check-in information to Resources Unit.
- R. Forward completed Check-in Lists to the Resources Unit.
- S. Status Recorder.

- T. Receive information on, record, and display all operational resources.
- U. Maintain status of all overhead personnel.
- V. Maintain status of all operational resources.
- W. Maintain status of support transportation vehicles assigned to the Ground Support Unit.
- X. Maintain a file of all Check-in Lists (ICS211).
- Y. Assist in demobilization planning.

The **Documentation Unit Leader** is responsible for the maintenance of accurate, up-to-date incident files. Examples of incident documentation include: Incident Action Plan (IAP), incident reports, communication logs, injury claims, situation status reports, etc. Thorough documentation is critical to post-incident analysis. Some of the documents may originate in other sections. This unit shall ensure each section is maintaining and providing appropriate documents. The Documentation Unit will provide duplication and copying services for all other sections. The Documentation Unit will store incident files for legal, analytical, and historical purposes.

The major responsibilities of the Documentation Unit Leader are:

- A. Review Common Responsibilities.
- B. Review Unit Leader Responsibilities.
- C. Set up work area; begin organization of incident files.
- D. Establish duplication service; respond to requests.
- E. File all official forms and reports.
- F. Review records for accuracy and completeness; inform appropriate units of errors or omissions.
- G. Provide incident documentation as requested.
- H. Store files for post-incident use.
- I. Maintain Unit/Activity Log (ICS Form 214)

The **Support Branch Director**, when activated, is under the direction of the Logistics Section Chief (LSC) and is responsible for the development and implementation of logistics plans in support of the Incident Action Plan (IAP). The **Support Branch Director** supervises the operations of the Supply, Facilities and Ground Support Units.

The major responsibilities of the Support Branch Director are:

- A. Review Common Responsibilities
- B. Obtain work materials.
- C. Identify Support Branch personnel dispatched to the incident.
- D. Determine initial support operations in coordination with the Logistics Section Chief (LSC) and Service Branch Director.
- E. Prepare initial organization and assignments for support operations.
- F. Assemble and brief Support Branch personnel.
- G. Determine if assigned Branch resources are sufficient.
- H. Maintain surveillance of assigned units' work progress and inform the LSC of their activities.
- I. Resolve problems associated with requests from the Operations Section.
- J. Maintain Unit/Activity Log (ICS Form 214).

The **Service Branch Director**, when activated, is under the supervision of the Logistics Section Chief and is responsible for the management of all service activities at the incident. Specific duties of the **Logistics Services Branch Director** include:

- A. Ensures that the Logistics Services function is carried out in support of the Jefferson County/ Birmingham EOC. This includes providing communication services and acquiring equipment, supplies, personnel, and facilities.
- B. Under the direction of the Logistics Section Chief, the Logistics Services Branch Director is responsible for the development and implementation of logistics services plans in support of the EOC Action Plan.
- C. The Logistics Services Branch Director supervises Human Services Group Supervisor, Animal/Veterinary Unit Leader, Personnel Management Group Supervisor and Donations Management Unit Leader.
- D. Follow Generic Checklist - Activation Phase.
- E. Report to the Jefferson County Emergency Operations Center; the primary is at 709 North 19th Street, Birmingham.
- F. Identify yourself as the Services Branch Director by putting on your vest; print your name on the EOC organizational chart next to your assignment.
- G. Obtain briefing from whatever sources are available.
- H. Ensure Unit Leaders set up workstation including maps and status boards.
- I. Review position responsibilities as established by this checklist.
- J. Clarify any issues regarding your authority and assignment and what others in the organization do.
- K. Determine staffing requirements to meet 24-hour operational periods (two 12-hour shifts); request additional personnel as required.
- L. Review organization in place at the EOC; know where to go for information or support.
- M. Determine what other section staff is in the EOC.
- N. Confirm that all Services Branch personnel or alternates are in the EOC or have been notified; recall the required staff members necessary for the emergency.
- O. Activate organizational elements within your section as needed and designate leaders for each element or combination of elements:
 - 1. Human Services Group Supervisor
 - 2. Animal/Veterinary Unit Leader
 - 3. Personnel Management Group Supervisor
 - 4. Donations Management Unit Leader

Ensure that incoming branch personnel have read their checklists and have been briefed prior to their assuming their duties; briefings should include:

- A. Current situation assessment.
- B. Identification of specific job responsibilities.
- C. Identification of co-workers within the job function and/or geographical assignment.
- D. Availability of communications.
- E. Location of work area.
- F. Identification of eating and sleeping arrangements as appropriate.
- G. Procedural instructions for obtaining additional supplies, services and personnel.
- H. Identification of operational period work shifts.

Inform the Logistics Chief when your branch is fully operational.

Open and maintain a Position Log; maintain all required records and documentation to support the After Action Report and the history of the emergency/disaster to include:

- A. Messages received.
- B. Actions taken.
- C. Decisions, justification, and documentation.
- D. Requests filled.
- E. EOC personnel, time on duty, and assignments.

Intelligence/Investigations Section Chief Responsibilities

The responsibility of the Intelligence/Investigations Section is to ensure that all investigative and intelligence operations, functions, and activities within the incident response are properly managed, coordinated, and directed in order to:

- A. Prevent/deter additional activity, incidents, or attacks.
- B. Collect, process, analyze, and appropriately disseminate intelligence information.
- C. Conduct a thorough and comprehensive investigation.
- D. Identify, process, collect, create a chain of custody for, safeguard, examine/analyze, and store all probative evidence.
- E. Determine source or cause and control spread and impact, in the investigation of emerging incidents (fire, disease outbreak, etc.).

The Intelligence/Investigations Function has responsibilities that cross all interests of departments involved during an incident; however, certain functions remain specific to law enforcement response and mission areas. Two examples of these are to expeditiously identify and apprehend all perpetrators, and to successfully prosecute all defendants.

Regardless of how the Intelligence/Investigations Function is organized, a close liaison will be maintained, and information will be transmitted to Incident Command, the Operations Section, and the Planning Section. However, classified information requiring a security clearance, sensitive information, or specific investigative tactics that would compromise the investigation will be shared only with those who have the appropriate security clearance or a need to know.

The Intelligence/Investigations Function can be organized in a variety of ways. The following are examples of Groups that may be activated if needed:

1. *Investigative Operations Group*: Responsible for overall investigative effort.
2. *Intelligence Group*: Responsible for obtaining unclassified, classified, and open source intelligence.
3. *Forensic Group*: Responsible for collection and integrity of forensic evidence, and in incidents of a criminal nature, the integrity of the crime scene.
4. *Investigative Support Group*: Responsible for ensuring that required investigative personnel are made available expeditiously and that the necessary resources are properly distributed, maintained, safeguarded, stored, and returned, when appropriate.

Other Groups may be created to handle the following responsibilities: ensuring that missing or unidentified persons and human remains are investigated and identified expeditiously and that required notifications are made in a timely manner. These responsibilities include the collection of ante mortem information and exemplars in a family assistance center.

Command Staff

Incident Commander

= The IC authorizes the IAP and approves the ICS201. The IC also authorizes the demobilization process to begin. The IC sets incident objectives and may set strategy (or the PSC will) and runs the tactics meeting. Objectives are what it should look like when it is done. Strategy is how we will generally get there. Examples of Strategy are rescue, rehab, and overhaul. Tactics is how specifically we will do the tasks.

Safety Officer

= Prepares and implements the **ICS215A (Incident Safety Analysis)** and is responsible for the health and safety of all incident personnel. The SO can stop any activities on-scene that are unsafe and can have several assistants or field observers to help keep situational awareness. The SO reviews the Medical Plan.

Liaison Officer

= Coordinates the information flow between the Command Staff and all cooperating and assisting agencies. The Liaison Officer is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities.

Public Information Officer

= Prepares all press or media releases that must be approved by the IC before release. Closely coordinates with the JIC.

Intelligence/ Investigations Officer

= Based on the incident needs, the information and intelligence function may be activated as a fifth Section, as an element within the Operations or Planning Sections, or as part of the Command Staff. Advise the Command Staff of specific threat information.

Assisting Agencies

= These agencies provide tactical resources to work in the incident. An agency or organization providing personnel, services, or other resources to the agency with **direct responsibility for incident management**.

Cooperating Agencies

= These agencies provide non-tactical support resources for the incident (Red Cross). An agency **supplying assistance other than direct operational or support functions** or resources to the incident management effort.

Operations Section

The OSC manages all tactical operations at an incident. The OSC sets tactics based upon the incident Objectives and Strategy. The OSC set tactics with Logistics but does not run the tactics meeting.

Branch

= Operations Section Chief appoints a Branch to manage the Groups or Divisions and can be functional or geographic. It is supervised by a Branch Director. Branches are identified by Roman numerals or functional name.

Division

= Divisions and Groups are established when the number of resources exceeds the manageable span of control of the Incident Commander and the Operations Section Chief.

Divisions are established to divide an incident into physical or geographical areas of operation. Initially, establishing Divisions may be done for purposes of "defining the incident." Divisions and Groups may be assigned across geographical areas when a functional activity crosses divisional lines. In any organization in which combined Divisions and Groups are used, it is important that the Supervisors establish and maintain close communications and coordination. Each will have equal authority; neither Supervisor will be subordinate to the other.

Group

= A group is set up when resources are organized into functional areas that are managed by a Supervisor. Strike Teams, Task Forces and single resources can be a subordinate part of a group or a group can stand by itself. **Groups are established to divide the incident into functional areas of operation.** Examples of Groups include medical groups, search and rescue groups, perimeter security groups, maritime salvage groups, etc. Like Divisions, Groups are managed by Supervisors. There are no Group deputy positions.

Strike Team

= Incident resources can also be organized into **Strike Teams**. Strike Teams consist of resources that are of the **same type**. Strike Teams are a good way to organize multiple single resources that share the same characteristics.

Task Force

= **Task Forces** are any combination and number of single resources (within span-of-control limits) assembled for a particular tactical need. Task Forces may be a **mix of different kinds** of resources. The same kind but different types of resources.

Logistics Section

The LSC processes requests for additional resources and supervises the Base. This section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations.

Service Branch

Communications Unit

= Prepares and implements the **ICS205 (Communications Plan)** and runs the message center.

Medical Unit

= Prepares and implements the **ICS206 (Medical Plan)**.
This unit is to provide medical assistance to on-scene personnel only.

Food Unit

= Prepares and serves all meals on-scene.

Support Branch

Supply Unit

= Determines the type and amount of materials and resources needed and en route to the incident.

Facilities Unit

= Obtains and supervises personnel to manage facilities including the Base and Camp (managers).

Ground Support Unit

= Arranges for fueling, maintenance, and repair services for ground resources and builds the **traffic plan**.

Planning Section

The PSC determines the need for specialized resources. This section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. The PSC runs the planning meeting and the OPS briefing

Documentation Unit

= Maintains accurate, up-to-date incidents files. Makes the copies and collates the IAP. This unit tracks those units coming back from rehab to staging.

Demobilization Unit

= Develops the Demobilization Plan to provide for the orderly and efficient release of incident resources.

Situation Unit

= Prepares and maintains Command Post displays and maps. Responsible for display of incident status information and collects situation information from field observers and weather information from weather observers. Looks at all possible outcomes to the incident and fills out the **ICS209 (Situation Report)** at the end of the OPS period.

Resources Unit

= Maintains the status of all assigned personnel on scene. Prepares the ICS203 (Org Assign. List), ICS204 (partially), ICS207 (Incident Org Chart). CHECK-IN STATUS RECORDERS are needed at each location to ensure that all resources are accounted for using the **ICS211 (Check-in List)**. This unit also provides the “haves” on the **ICS215**.

Technical Specialists

= They tell us how things happen and why.

Finance Section

Ensures all cost and claim issues are tracked. Cost analysis and contracting services legal issues are also handled by the FAS.

Time Unit

= Ensures the accurate and daily recording of personnel time. Manages commissary operations and processes and collects personnel time records for each operational period. Collects and collates the **ICS214 (Unit Activity Log)**.

Procurement Unit

= Handles all financial matters pertaining to vendor contracts, leases, and fiscal agreements. Maintains equipment time records and establishes local sources for equipment and supplies. Manages all equipment rental agreements and processes all rental and supply document billing invoices and works closely with fiscal authorities to ensure efficiency.

Compensation / Claims Unit

= Handles compensation for injury by overseeing the completion of all forms required by Worker's Compensation and local agencies. Maintains a file of injuries and illnesses associated with the incident. Obtains all witness statements in writing. Closely coordinates with the Medical Unit and investigates all claims involving property associated with or involved in the incident. Complete the **ICS226 (Compensation for Injury Log)**, **ICS227 (Claims Log)**.

Cost Unit

= Provides an incident cost analysis and ensures the proper identification of all equipment and personnel requiring payment. Records all cost data and analyzes and prepares estimates of incident costs and maintains all records of total incident costs. Complete the **ICS228 (Incident Cost Worksheet)**, and the **ICS229 (Incident Cost Summary)**.

Intelligence/Investigations Section

Ensure that all investigative and intelligence operations, functions, and activities within the incident response are properly managed, coordinated, and directed

Investigative Operations Group

= Responsible for the overall investigative efforts

Intelligence Group

= Responsible for obtaining unclassified, classified, and open source intelligence.

Forensic Group

= Responsible for collection and integrity of forensic evidence, and in incidents of a criminal nature, the integrity of the crime scene.

Investigative Support Group

= Responsible for ensuring that required investigative personnel are made available expeditiously and that the necessary resources are properly distributed, maintained, safeguarded, stored, and returned, when appropriate.

8.8.2 ICS FORMS

<u>Form #</u>	<u>Form Name</u>	<u>Who fills it out</u>
ICS201	INCIDENT BRIEFING FORM	Incident Commander approves and/or Planning may fill out
ICS202*	INCIDENT OBJECTIVES	Incident Commander sets objectives; Planning may fill out
ICS203*	ORGANIZATIONAL ASSIGNMENT LIST	Planning Section, then Resource Unit leader
ICS204*	ASSIGNMENT LIST	Planning and Operations Section or Resource Unit
ICS205*	INCIDENT RADIO COMMUNICATIONS PLAN	Logistics, Service Branch, Communications Unit
ICS206*	MEDICAL PLAN	Logistics, Service Branch, Medical Unit
ICS207*	ORGANIZATION CHART	Planning Section, Resource Unit Leader and Operations
ICS208	INCIDENT SCHEDULE OF MEETINGS	Planning, Documentation Unit
ICS209	INCIDENT STATUS SUMMARY	Planning Section, Situations Unit Leader
ICS210	STATUS CHANGE CARD	Dispatchers fill out, then give to Resource Unit leader
ICS211	INCIDENT CHECK IN LIST	Planning Section, Resource Unit Leader or Operations: Staging Manager or Base Manager
ICS212	DEMOB VEHICLE SAFETY INSPECTION	Planning Section, Demobilization Unit
ICS213	GENERAL MESSAGE FORM	Filled out by anyone, sent to Logistics for formal resource requests
ICS214	UNIT LOG	Each unit supervisor in each section completes his/her own as they go, then turned in to the F/A Section, Time Unit.
ICS215	OPERATIONAL PLANNING WORKSHEET	Operations, Planning, Resource Unit and Logistics assists
ICS215A	HAZARD RISK ANALYSIS	Safety Officer
ICS216	RADIO REQUIREMENTS WORKSHEET	Logistics, Communications Unit
ICS217	RADIO FREQUENCY ASSIGNMENT	Logistics, Communications Unit
ICS218	SUPPORT VEHICLE INVENTORY	Logistics, Ground Support Unit

ICS219	RESOURCE STATUS CARD	Planning, Resource Unit
ICS220	AIR OPERATIONS SUMMARY	Operations, Air Ops Director
ICS221	DEMOBILIZATION CHECK-OUT	Planning, Demobilization Unit
ICS222	WEATHER FORECAST	Planning, Situation Unit
ICS223	TENTATIVE RELEASE LIST	Planning
ICS224	CREW PERFORMANCE RATING	Finance / Administration
ICS225	PERSONNEL PERFORMANCE RATING	Finance / Administration
ICS226	COMPENSATION FOR INJURY LOG	Finance/Admin, Compensation/Claims Unit
ICS227	CLAIMS LOG	Finance/Admin, Compensation/Claims Unit
ICS228	INCIDENT COST WORKSHEET	Finance/Admin, Cost Unit
ICS229	INCIDENT COST SUMMARY	Finance/Admin, Cost Unit
ICS230	DAILY MEETING SCHEDULE	Planning, Documentation Unit
ICS260	RESOURCE ORDER FORM	Logistics, from the Ordering Manager in the Supply Unit
IAP	INCIDENT ACTION PLAN	Documentation Unit Leader copies and collates the IAP

** indicates forms commonly used in the IAP*

8.9 APPENDIX – ICS FORMS, REPORTS, AND GUIDES

The above listed forms can be found electronically at:

http://www.fs.fed.us/fire/planning/nist/ics_forms.htm

http://www.nimsonline.com/download_center/index.htm

8.10 APPENDIX - INCIDENT COMMAND POSITION CHECKLIST

- Upon arrival, assess the situation and obtain incident briefing from IC.
- Establish priorities.
- Determine incident objectives and general direction for managing the incident.
- Establish an Incident Command Post (ICP).
- Brief the Command Staff and Section Chiefs.
- Ensure scene security.
- Establish an appropriate organization.
- If applicable, consider the incident as a potential crime scene; preserve evidence and coordinate with law enforcement.
- Ensure adherence to the operational planning cycle.
- Approve and authorize the implementation of an Incident Action Plan (IAP).
- Ensure that adequate safety measures are in place, including the assignment of a safety officer.
- Coordinate activities for all Command and General Staff.
- Coordinate with key stakeholders.
- Make appropriate notifications (e.g., hospitals, health department, etc.).
- Approve requests for additional resources or for the release of resources.
- Keep agency administrator informed of incident status.
- Approve the use of trainees, volunteers, and auxiliary personnel.
- Authorize release of information to the news media.
- Ensure Incident Status Summary (ICS 209) is completed and forwarded to the appropriate higher authority.
- Order the demobilization of the incident when appropriate.
- Ensure establishment and oversight of a Joint Information Center (JIC).
- Maintain a Unit Log (ICS 214).

8.11 APPENDIX - LIAISON OFFICER POSITION CHECKLIST

- Be a contact point for AREPs.
- Maintain a list of assisting and cooperating AREPs, including name and contact information.
- Monitor check-in sheets daily to ensure that all AREPs are identified.
- Assist in establishing and coordinating interagency contacts.
- Keep agencies supporting the incident aware of the incident's status.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in planning meetings and provide current resource status, including limitations and capability of assisting agency resources.
- Coordinate response resource needs for incident investigation activities with the OSC.
- Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- Brief the IC on agency issues and concerns.
- Have debriefing session with the IC prior to demobilization.
- Maintain a Unit Log (ICS 214).

8.12 APPENDIX - SAFETY OFFICER POSITION CHECKLIST

- Participate in tactics and planning meetings, as well as other meetings and briefings as required.
- Identify hazardous situations associated with the incident.
- Dedicate Emergency Medical Services (EMS) personnel needed for responders (ICS 206).
- Develop the Risk/Hazard Analysis (ICS 215a) with the Operations Section Chief (OSC).
- Coordinate with law enforcement to provide security and control of perimeters.
- Confirm control zones have been established and monitored.
- Ensure the selection of Personal Protective Equipment (PPE) and other equipment meets the needs of the incident.
- Ensure that a personnel accountability system is in place for all personnel.
- Ensure that working conditions are monitored and work/rest guidelines are adhered to.
- Designate emergency evacuation guidelines.
- Review the IAP for safety implications.
- Provide safety advice in the IAP for assigned responders.
- Ensure identified resources are in place to meet the mental health needs of responders.
- Exercise emergency authority to stop and prevent unsafe acts and notify IC.
- Investigate accidents that have occurred within the incident area.
- Assign assistants as needed.
- Review and approve the Medical Plan (ICS 206).
- Develop the Site Safety Plan as required.
- Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- Brief the IC on safety issues and concerns.
- Have a debriefing session with the IC prior to demobilization.
- Maintain a Unit Log (ICS 214).

8.13 APPENDIX - PUBLIC INFORMATION OFFICER POSITION CHECKLIST

- Determine from the IC the limits on information release.
- Develop material for use in media briefings.
- Obtain IC approval of media releases.
- Inform the media and conduct media briefings.
- Arrange for tours and other interviews or briefings as required.
- Establish a JIC to coordinate and disseminate accurate and timely incident-related information as necessary.
- Obtain media information that may be useful to incident planning.
- Maintain current information summaries and/or displays on the incident and provide information on the status of the incident to assigned personnel.
- Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- Brief Command on PIO issues and concerns.
- Advise Incident Command or Unified Command (IC/UC) on all public information matters.
- Manage media and public inquiries.
- Coordinate emergency public information and mass community warnings.
- Conduct rumor monitoring and control.
- Conduct media monitoring.
- Have debriefing session with the IC prior to demobilization.
- Maintain a Unit Log (ICS 214).

8.14 APPENDIX - OPERATIONS SECTION CHIEF POSITION CHECKLIST

- Obtain a briefing from Incident Command or Unified Command (IC/UC).
- Evaluate and request sufficient Section supervisory staffing for both operational and planning activities.
- Supervise Operations Section field personnel.
- Implement the IAP for the Operations Section.
- Evaluate on-scene operations and make adjustments to organization, strategies, tactics, and resources (e.g., additional manpower, equipment, etc.) as necessary.
- Ensure the Resources Unit is advised of changes in the status of resources assigned to the section.
- Ensure that Operations Section personnel execute work assignments following approved safety practices.
- Monitor the need for additional resources and request them as necessary to support operations.
- Assemble/disassemble task force/strike teams as appropriate.
- Identify/utilize staging areas.
- Evaluate and monitor the current situation for use in next operational period planning.
- Convert operational incident objectives into strategic and tactical options.
- Coordinate and consult with the Planning Section Chief (PSC), Safety Officer (SO), Technical Specialist, modeling scenarios, trajectories, etc., on selection of appropriate strategies and tactics to accomplish objectives.
- Identify kind and number of resources required to support selected strategies.
- Subdivide work areas into manageable branches, divisions, and groups.
- Develop work assignment and allocate tactical resources based on strategic requirements on Operational Planning Worksheet (ICS 215).
- Provides input for the risk/hazard analysis (ICS 215a) to the Safety Officer.
- Coordinate planned activities with the SO to ensure compliance with safety practices.
- Identify appropriate Personal Protective Equipment (PPE) options prior to committing personnel.
- Participate in the planning process and the development of the tactical portions (ICS 204 and ICS 220) of the IAP.
- Assist with development of advanced strategic, contingency, and demobilization plans.

- Develop a recommended list of Section resources to be demobilized and initiate recommendation for release when appropriate.
- Receive and implement applicable portions of the Incident Demobilization Plan.
- Participate in operational briefings as well as briefings to media, and visiting dignitaries.
- Maintain a Unit Log (ICS 214).

8.15 APPENDIX - STAGING AREA MANAGER POSITION CHECKLIST

- Proceed to Staging Area.
- Obtain a briefing from the person to be relieved.
- Establish Staging Area layout.
- Determine any support needs for equipment, food distribution, sanitation, and security.
- Establish check-in function as appropriate (ICS Form 211).
- Ensure security of staged resources.
- Post areas for identification and traffic control.
- Request maintenance service for equipment at Staging Area as appropriate.
- Respond to requests for resource assignments. (Note: This may be direct from the OSC or via the Incident Communications Center.)
- Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging Area.
- Determine required resource levels from the OSC.
- Form Strike Teams and Task forces as requested by the IC or OSC.
- Advise the OSC or IC/UC (if no OSC designated) when reserve levels reach minimums.
- Maintain and provide status to Resource Unit of all resources in Staging Area.
- Maintain the Staging Area in orderly condition.
- Demobilize the Staging Area in accordance with the Incident Demobilization Plan.
- Debrief with OSC or as directed at the end of each operational period.
- Maintain a Unit Log (ICS 214).

8.16 APPENDIX - PLANNING SECTION CHIEF POSITION CHECKLIST

- Collect, process, and display incident information.
- Assist Operation Section Chief (OSC) in the development of response strategies.
- Supervise preparation of the Incident Action Plan (IAP).
- Facilitate planning meetings and briefings.
- Supervise the tracking of incident personnel and resources through the Resources Unit.
- Assign personnel already on-site to Incident Command System (ICS) organizational positions as appropriate.
- Establish information requirements and reporting schedules for Planning Section Units (e.g., Resources, Situation).
- Determine the need for any specialized resources in support of the incident.
- Establish special information collection activities as necessary (e.g., weather, environmental, toxics, etc.).
- Assemble information on alternative strategies.
- Provide periodic predictions on incident potential.
- Report any significant changes in incident status.
- Compile and display incident status information.
- Oversee preparation and implementation of the Incident Demobilization Plan.
- Incorporate plans (e.g., Traffic, Medical, Communications, and Site Safety) into the IAP.
- Develop other incident supporting plans (e.g., salvage, transition, and security).
- Maintain a Unit Log (ICS 214).

8.17 APPENDIX - SITUATION UNIT LEADER POSITION CHECKLIST

- Begin collection and analysis of incident data as soon as possible.
- Prepare, post, or disseminate resource and situation status information as required, including special requests.
- Prepare periodic predictions or as requested by the PSC.
- Prepare the Incident Status Summary Form (ICS 209).
- Provide photographic services and maps if required.
- Conduct situation briefings at meetings and briefings as required by the PSC.
- Develop and maintain master chart(s)/map(s) of the incident.
- Maintain chart/map of incident in the common area of the Incident Command Post (ICP) for all responders to view.
- Maintain a Unit Log (ICS 214).

8.18 APPENDIX - RESOURCE UNIT LEADER POSITION CHECKLIST

- Review assignments.
- Obtain a briefing from the person to be relieved.
- Obtain necessary equipment and supplies.
- Review weather/environmental conditions for assignment area.
- Brief subordinates on safety measures.
- Monitor work progress.
- Ensure adequate communications with supervisor and subordinates.
- Keep supervisor informed of progress and any changes.
- Inform supervisor of problems with assigned resources.
- Brief relief personnel and advise them of any change in conditions.
- Return equipment and supplies to appropriate unit.
- Complete and turn in all time records on personnel and use records on equipment.
- Debrief as directed at the end of each operational period.
- Maintain a Unit Log (ICS 214)

8.19 APPENDIX - DOCUMENTATION UNIT LEADER POSITION CHECKLIST

- Set up work area; begin organization of incident files.
- Establish duplication service; respond to requests.
- File all official forms and reports.
- Review records for accuracy and completeness; inform appropriate units of errors or omissions.
- Provide incident documentation as requested.
- Organize files for submitting final incident documentation package.
- Maintain a Unit Log (ICS 214).

8.20 APPENDIX - LOGISTICS SECTION CHIEF POSITION CHECKLIST

- Plan the organization of the Logistics Section.
- Assign work locations and preliminary work tasks to Section personnel.
- Notify the Resources Unit of the Logistics Section Units activated, including names and locations of assigned personnel.
- Assemble and brief Logistics Branch Directors and Unit Leaders.
- Determine and supply immediate incident resource and facility needs.
- In conjunction with Command, develop and advise all Sections of the Incident Management Team (IMT) resource approval and requesting process.
- Review Operational Planning worksheet (ICS 215) and estimate section needs for upcoming operational period.
- Identify long-term service and support requirements for planned and expected operations.
- Advise Command and other Section Chiefs on resource availability to support incident needs.
- Provide input to and review the Communications Plan, Medical Plan and Traffic Plan.
- Identify resource needs for incident contingencies.
- Coordinate and process requests for additional resources.
- Track resource effectiveness and make necessary adjustments.
- Advise on current service and support capabilities.
- Request and/or set up expanded ordering processes as appropriate to support incident.
- Develop recommended list of Section resources to be demobilized and initiate recommendation for release when appropriate.
- Receive and implement applicable portions of the incident Demobilization Plan.
- Ensure the general welfare and safety of Logistics Section personnel.
- Maintain a Unit Log (ICS 214).

8.21 APPENDIX - SUPPORT BRANCH DIRECTOR POSITION CHECKLIST

- Obtain work materials.
- Identify Support Branch personnel dispatched to the incident.
- Determine initial support operations in coordination with the LSC and Service Branch Director.
- Prepare initial organization and assignments for support operations.
- Assemble and brief Support Branch personnel.
- Determine if assigned Branch resources are sufficient.
- Oversee work progress of assigned units and inform the LSC of their activities.
- Resolve problems associated with requests from the Operations Section.
- Develop and implement Traffic Plan.
- Maintain a Unit Log (ICS 214).

Additional Responsibilities:

- Obtain necessary agency(ies) order forms.
- Establish ordering procedures.
- Establish name and telephone numbers of agency personnel receiving orders.
- Get names of incident personnel who have ordering authority.
- Check on what has already been ordered.
- Ensure order forms are filled out correctly.
- Place orders in a timely manner.
- Consolidate orders when possible.
- Identify times and locations for delivery of supplies and equipment.
- Order required personnel to operate supply area.
- Organize physical layout of supply area.
- Establish procedures for operating supply area.
- Set up filing system for receiving and distribution of supplies and equipment.
- Maintain inventory of supplies and equipment.
- Develop security requirement for supply area.
- Establish procedures for receiving supplies and equipment.
- Develop Security Plan for incident facilities.
- Adjust Security Plan for personnel and equipment changes and releases.
- Coordinate security activities with appropriate incident personnel.
- Keep the peace, prevent assaults, and settle disputes through coordination with Agency Representatives.
- Prevent theft of all organizational and personal property.
- Document all complaints and suspicious occurrences.
- Support out-of-service resources.

- Arrange for and activate fueling, maintenance, and repair of ground resources.
- Maintain inventory of support and transportation vehicles (ICS Form 218).
- Provide transportation services.
- Collect use information on rented equipment.

8.22 APPENDIX - SERVICE BRANCH DIRECTOR POSITION CHECKLIST

- Obtain working materials.
- Determine the level of service required to support operations.
- Confirm dispatch of Branch personnel.
- Participate in planning meetings of Logistics Section personnel.
- Review the IAP.
- Organize and prepare assignments for Service Branch personnel.
- Coordinate activities of Branch Units.
- Inform the LSC of Branch activities.
- Resolve Service Branch problems.
- Maintain a Unit Log (ICS 214).

Additional Responsibilities:

- Developing plans for the effective use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; distribution of communications equipment to incident personnel; and the maintenance and repair of communications equipment.
- Determine unit personnel needs.
- Prepare and implement the Incident Radio Communications Plan (ICS Form 205).
- Ensure the Incident Communications Center and Message Center are established.
- Ensure an equipment accountability system is established.
- Ensure personal portable radio equipment from cache is distributed per the Incident Radio Communications Plan.
- Provide technical information as required.
- Maintain records on all communications equipment as appropriate.
- Recover equipment from relieved or released units.
- Receive and transmit radio and telephone messages among and between personnel and to provide dispatch services at the incident.
- Maintain General Message's files.
- Maintain a record of unusual incident occurrences.
- Establish and staff Medical Unit.
- Prepare the Medical Plan (ICS Form 206).
- Prepare procedures for major medical emergency.
- Respond to requests for medical aid, medical transportation, and medical supplies.
- Establish Responder Rehabilitation.
- Designate responder rehabilitation location and have location announced on radio with radio designation "Rehab."

- Request necessary medical personnel to evaluate medical condition of personnel being rehabilitated.
- Request necessary resources for rehabilitation of personnel (e.g., water, juice, food, personnel).

8.23 APPENDIX - FINANCE SECTION CHIEF POSITION CHECKLIST

- Participate in incident planning meetings and briefings as required.
- Review operational plans and provide alternatives where financially appropriate.
- Manage all financial aspects of an incident.
- Provide financial and cost analysis information as requested.
- Gather pertinent information from briefings with responsible agencies.
- Develop an operating plan for the Finance/Administration Section; fill supply and support needs.
- Meet with Area Representatives (AREPs) as needed.
- Maintain daily contact with agency(ies) administrative headquarters on Finance/Administration matters.
- Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.
- Provide financial input to demobilization planning.
- Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving incident.
- Develop recommended list of Section resources to be demobilized and initial recommendation for release when appropriate.
- Receive and implement applicable portions of the incident Demobilization Plan.
- Maintain a Unit Log (ICS 214).

**8.24 APPENDIX – INTELLIGENCE/INVESTIGATIONS SECTION CHIEF
POSITION CHECKLIST**

- Identify critical intelligence needs and develop intelligence flow plan and brief the Incident Commander.
- Ensure that all Requests for Information (RFI) are investigated and sent to the Incident Commander.
- Act as central point of coordination for all interagency intelligence organizations.
- Screen intelligence information for Security Sensitive Information (SSI) classification.
- Perform all investigative functions to determine the source or cause of the incident and collect, process, analyze and store all probative evidence.

Note: Intelligence Officer and PSC should be located in close proximity and work closely together to maximize the efficiency of both. This position may also function within Planning or Operations, or as a General Staff or Command Staff member.

8.25 APPENDIX – SAMPLE APPLICATION TEMPLATE

(Sponsoring Agency Name)

Local/Tribal Incident Management Team

(LTIMT) Application Cover Letter

The (Hosting Agency Name) is developing a Local/Tribal Incident Management Team (LTIMT) as an asset to respond to incidents and natural disasters throughout (Intended Response Jurisdiction). A LTIMT provides management “assistance” to local jurisdictions at times when local resources may be overwhelmed due to the nature or significance of the incident. **It is stressed that LTIMTs are to assist community leaders with incident management.**

A LTIMT provides NIMS compliant Incident Command System (ICS) Command and General Staff positions of Incident Commander/Team Leader, Information Officer, Safety Officer, Liaison Officer, Operations, Planning, Logistics, Finance/Administration and Intelligence. A LTIMT can also provide other support positions as determined by the incident. An application and selection process has been established for LTIMT members in (Recruitment Area). LTIMT members will meet the following requirements:

- A. Be available to be deployed up to 72 hours.
- B. Deployable to incidents within a stated geographical area.
- C. Must have completed minimum standard NIMS and ICS training.
 1. Required training includes (or equivalency):
 - a. IS700, ICS100, ICS200, ICS300, ICS400, Command and General Staff Functions in the Incident Command System, G-191 ICS/EOC Interface.
- D. Minimum of five years experience in their discipline, unless approved by their agency
- E. Authorized by their agency and jurisdiction.
- F. Authorized by this governing body.
 1. (Add any other qualifications as determined and approved by the governing body)

All LTIMT applications shall be completed in full and submitted to the sponsoring agency along with a resume and one to two page cover letter outlining the applicant’s relevant qualifications. The sponsoring agency’s LTIMT Governing Board will review the applications and make team selections. (It should be decided if the application process will require a background check; if so include that fact here).

(Hosting Agency Name)
Local Tribal Incident Management Team
(LTIMT) Application

Applicant Information

Name: _____ Title: _____

Current Position: _____

D.O.B: _____ Drivers License Number: _____ State: _____

Employer/Department: _____

Work Address: _____ Phone: () _____

City: _____ State: _____ Zip: _____ Fax: () _____

E-mail Address: _____

Home Address: _____ Phone: () _____

City: _____ State: _____ Zip: _____ Fax: () _____

Cellular Phone: _____ Pager Number: _____

Incident Command Experience: (Please describe your ICS experience)

NIMS and ICS Training (indicate all completed and attach copies)

- IS-700
- ICS-100
- ICS-200
- ICS-300 Intermediate ICS for Expanding Incidents.
- ICS-400 Advanced ICS

- Command & General Staff Functions in the Incident Command System or equivalent, including the NWCG course S-420 Command and General Staff and the Complex Incident Management Course (CIMC)
- IS-702 NIMS Public Information System is required for Public Information Officer
<http://www.training.fema.gov/EMIWeb/IS/is702.asp>
- G-290a Basic PIO
- G-290b Advanced PIO
- IS-703 Resource Management
- G-276 Resource Management
- IS-701 Multi-Agency Coordination (MAC)
- G-775 EOC Management and Operations
- G-191 ICS/EOC Operations
- Other (please see resume)

Position(s) Applying for: (Check all that apply)

- Team Leader
- Team Operations
- Team Planning
- Team Logistics
- Team Finance
- Team Intelligence
- Team Liaison
- Team Safety
- Team Information
- Team Situation
- Team Resource
- Team Documentation
- Team Support
- Team Service
- Team Staging

Signature Authorizations:

It is understood that the LTIMT application process may require a background check. It should be noted that LTIMT deployment can be in any location within (to be completed by authorizing agency). This activation can last up to (to be completed by authorizing agency).

Applicant Signature

Name (please print): _____

Signature: _____ Date: _____

I certify by this signature that all the information contained in this application and any accompanying material is true.

Employer/Department Authorization

Name (please print): _____ Title: _____

Telephone number: _____

Signature: _____ Date: _____

Sponsoring Organization Authorization

Name (please print): _____ Title: _____

Telephone number: _____

Signature: _____ Date: _____

8.26 APPENDIX – SAMPLE MEMORANDUM OF UNDERSTANDING (MOU)
(To be used if required by your jurisdiction. Language to be completed by local legal authority.)

I. SUBJECT

This Memorandum of Understanding (MOU) concerns the development and use of the Local / Tribal Incident Management Team (LTIMT).

II. PURPOSE

This Memorandum of Understanding establishes procedures and policies that will guide the parties hereto in the use of the LTIMT for requested assistance during incident or event operations.

III. PARTIES

The parties to this Memorandum of Understanding are:

IV. BACKGROUND

LTIMT will provide and coordinate personnel for the effective delivery of trained personnel during emergency situations.

V. AUTHORITY

The parties enter into this Memorandum under the authority of Sections 59.03, 59.04, 66.0301, 66.0313, 66.0314, and 166.30 of the Wisconsin State Statutes.

VI. DUTIES/RESPONSIBILITIES OF THE LOCAL/TRIBAL INCIDENT MANAGEMENT TEAM (LTIMT)

VII. MODIFICATION OF MEMORANDUM

Modifications of this Memorandum of Understanding must be in writing and approved by all parties to this agreement.

VIII. LIABILITY

Parties agree to hold harmless for any liability and personal injury that may occur from or in connection with the performance of this Memorandum of Understanding. Topics to be covered:

- A. LTIMT individual member liability
- B. Member Department or Agency liability
- C. Worker's Compensation

LTIMT members acknowledge that they will assume all risk of loss, damage, injury, including death, that may be sustained by members of LTIMT while acting as a member of any LTIMT. The members of a LTIMT agree that this release extends to their heirs, assigns, next-of-kin, executors, administrators or personal representatives.

IX. TERMINATION

This MOU can be terminated upon submission of a thirty (30) day advance written notice of termination by any party.

X. COMMUNICATIONS

XI. COMPLIANCE WITH THE LAW

XII. ENTIRE AGREEMENT

This MOU and any exhibits and amendments annexed hereto and any documents incorporated specifically by reference herein represent the entire agreement between the parties and supersede all prior oral and written statements or agreements.

XIII. EXECUTION

This MOU will become effective upon execution of the signatures of all parties to this MOU. The date of execution shall be the date of the last signature.

SIGNATURES OF PARTIES TO THE AGREEMENT:

8.27 APPENDIX –SAMPLE COUNTYWIDE MUTUAL AID AGREEMENT

This Mutual Aid Compact is made and entered into this ___day of _____ 2008, by and between the ***** County municipalities of ***, ****, *****, ***** (Participating Municipalities) as authorized by their respective governing bodies.

WHEREAS, emergencies involving natural disasters and/or technological incidents will arise which may require additional assistance beyond each Participating Municipality's own resources; and

WHEREAS, the knowledge, skills and abilities of the Local/Tribal Incident Management Team personnel employed by the Participating Municipalities could be requested to assist in dealing with natural and/or man-made disasters affecting another Participating Municipality; and

WHEREAS, the parties recognize that natural and/or man-made disasters can more effectively be handled by pooling of human resources; and

WHEREAS, the parties have authority to enter into this Mutual Aid Compact pursuant to Sections 59.03, 59.04, 66.0301, 66.0313, 66.0314, and 166.30 of the Wisconsin State Statutes.

NOW THEREFORE, in consideration of the mutual covenants and compacts hereinafter set forth, the Participating Municipalities agree as follows:

1. To use their best efforts to ensure the public safety and protect the citizens within the confines of the geographical jurisdictions of the respective municipalities.
2. The duration of this compact shall be a one-year period; the Compact shall automatically be renewed on a year-to-year basis. Any of the parties may terminate this Compact by providing at least ninety (90) days written notice of said intent to terminate participation in the Compact to all other parties to the Compact.
3. No separate legal entity is created by this Compact.
4. The power to make a request for assistance or to provide assistance under this Compact shall reside in the Emergency Management Department of each respective Participating Municipality.
5. It is expressly understood and agreed by the parties hereto that the rendering of assistance under the terms of this Compact shall not be mandatory and shall be within the sole discretion of the party receiving the request. Assistance may be refused, and assistance which is being provided may be terminated at any time, within the sole discretion of the party receiving the request. In situations where the responding Local/Tribal Incident Management Team personnel are unable to furnish the requested assistance they will notify the requesting Participating Municipality as soon as practicable that assistance will not be rendered. No Participating Municipality may make any claim whatsoever against the requested municipality for refusal of assistance.

6. All personnel acting for a member under this compact shall, at all times, remain an employee of the person's own municipality.
7. In case of an incident, Local/Tribal Incident Management Team personnel will operate under the established command structure of the requesting Participating Municipality.
8. During the term of this compact, each Participating Municipality shall maintain the following General Liability Insurance coverage: \$1,000,000 bodily injury and \$1,000,000 property damage. Immediately upon execution of this compact, each Participating Municipality shall provide the other participating counties with a certificate evidencing such insurance. In the event that any county receives notification of cancellation of such policy, said county shall immediately notify all other participating counties of such notice. In the event that any municipality has its policy cancelled, each of the other Participating Municipalities may, by written notice, terminate this compact.
9. No party operating under the terms of this Compact shall discriminate against any individual because of race, color, religion, sex, age, sexual preference/orientation, marital status, citizen status, national origin or ancestry, presence of a disability, status as a veteran of the Vietnam era, or any other legally protected status in any manner, prohibited by the laws of the State of Wisconsin or the laws of the United States.
10. All agreements related to financial reimbursements, if necessary, shall be negotiated in an MOU.

Survival: The terms and conditions of this Compact shall survive completion of the services under this Compact or any termination of this Compact.

Waiver: A waiver by any party of any breach of this Compact shall be in writing. Such a waiver shall not affect the waiving party's rights with respect to any other or further breach.

Severability: The invalidity, illegality or unenforceability of any provision of this Compact or the occurrence of any event rendering any portion or provision of this Compact void shall in no way affect the validity or enforceability of any other portion of this Compact or any Task Order. Any void provision shall be deemed severed from this Compact and the balance of this Compact shall be construed and enforced as if it did not contain the particular portion or provision held to be void. The Parties further agree to amend this Compact to replace any stricken provision with a valid provision that comes as close as possible to the intent of the stricken provision. The provisions of this Article shall not prevent this entire Compact from being void should a provision which is of the essence of this Compact be determined void.

Integration: This Compact, including issued Task Orders (and their respective attachments, if any), represents the entire and integrated compact between the parties. It supersedes all prior and

contemporaneous communications, representations and compacts, whether oral or written, relating to the subject matter of this Compact.

Assignment: No party shall assign any rights or duties under the Compact without the prior written consent of the other parties. Unless otherwise stated in written consent to an assignment, no assignment will release or discharge the assignor from any obligation under the Compact.

No Construction Against Any Party: This Compact is the product of negotiations between the parties and was either reached with the advice of legal counsel or the opportunity to obtain legal counsel.

Multiple Originals: This compact may be executed in multiple originals, each of which together shall constitute a single compact.

Captions: The parties agree that in this compact captions are used for convenience only and shall not be used in interpreting or construing this compact.

No Partnership or Joint Venture: This compact shall not in any way be deemed to create a partnership or joint venture between the parties of the Compact.

Statutory Protections: It is agreed by the parties that nothing in this compact, including but not limited to indemnification and hold harmless clauses, shall in any way constitute a waiver on the part of the parties of any immunity, liability limitation or other protection available to them under any applicable statute or other law. To the extent that any provision of this compact is found by any court or competent jurisdiction to conflict with any such legal protection, then whichever protections, either statutory or contractual, provide a greater benefit to the party shall apply unless the party elects otherwise.

Compliance with Laws: The parties agree to comply with all applicable Federal, State and local codes, regulations, standards, ordinances, and other laws.

IN WITNESS WHEREOF, the parties have executed this Compact.

Emergency Government Department Head Date

Mayor/Administrator/Board Chair or President Date

Municipal Clerk Date

8.28 APPENDIX - MUTUAL AID BOX ALARM SYSTEM AGREEMENT

This Agreement made and entered into the date set forth next to the signature of the respective parties, by and between the units of local government subscribed hereto [hereafter "Unit(s)"] that have approved this Agreement and adopted same in manner as provided by law and are hereafter listed at the end of this Agreement.

WHEREAS, the parties hereto have determined because of geographical considerations it is important for Illinois units and Wisconsin units to coordinate mutual aid through the Mutual Aid Box Alarm System for the effective and efficient provision of Mutual aid; and

WHEREAS, it is recognized and acknowledged that emergencies, natural disasters, and man-made catastrophes do not conform to designated territorial limits and state boundaries; and

WHEREAS, the Wisconsin Statute 66.0301(2) authorizes any municipality to contract with other municipalities for the receipt or furnishing of services, such as fire protection and emergency medical services. Such a contract may be with municipalities of another state. (Wis.Stats. 66.0303(3)(b).)

WHEREAS, the State of Illinois has provided similar provisions under the "Intergovernmental Cooperation Act" of 5 ILCS 220/1 et seq.

WHEREAS, Wisconsin Statutes 66.03125 authorizes fire departments to engage in mutual assistance within a requesting fire department's jurisdiction; and

WHEREAS, 2005 Wis. Act 257 amended § 166.03(2)(a)3 of the Wisconsin Statutes relating to standards for local emergency management programs; and

WHEREAS, pursuant thereto the Adjutant General of the Department of Military Affairs of the State of Wisconsin is authorized to furnish guidance, develop and promulgate standards for emergency management programs; and

WHEREAS, pursuant thereto the standards for fire, rescue and emergency medical services shall include the adoption of the intergovernmental cooperation Mutual Aid Box Alarm System (MABAS) as a mechanism that may be used for deploying personnel and equipment in a multi-jurisdictional or multi-agency emergency response; and

WHEREAS, pursuant to such authority, Wis. Admin. Code. Chapter WEM 8 was promulgated in order to establish standards for the adoption of MABAS by local governments as a mechanism to be used for mutual aid for fire rescue and emergency medical services; and

WHEREAS, the parties hereto have determined that it is in their best interests to enter into this Agreement to secure to each the benefits of mutual aid in fire protection, firefighting and the protection of life and property from an emergency or disaster; and,

WHEREAS, the parties hereto have determined that it is in their best interests to associate to provide for communications procedures, training and other necessary functions to further the provision of said protection of life and property from an emergency or disaster.

NOW, THEREFORE, in consideration of the foregoing recitals, the Unit's membership in the Mutual Aid Box Alarm System (hereinafter MABAS) and the covenants contained herein.

THE PARTIES HERETO AGREE AS FOLLOWS:

SECTION ONE

Purpose

It is recognized and acknowledged that in certain situations, such as, but not limited to, emergencies, natural disasters and man-made catastrophes, the use of an individual Member Unit's personnel and equipment to perform functions outside the territorial limits of the Member Unit is desirable and necessary to preserve and protect the health, safety and welfare of the public. It is further expressly acknowledged that in certain situations, such as the aforementioned, the use of other Member Unit's personnel and equipment to perform functions within the territorial limits of a Member Unit is desirable and necessary to preserve and protect the health, safety and welfare of the public. Further, it is acknowledged that coordination of mutual aid through the Mutual Aid Box Alarm System is desirable for the effective and efficient provision of mutual aid.

SECTION TWO

Definitions

For the purpose of this Agreement, the following terms as used in this agreement shall be defined as follows:

- A. "Mutual Aid Box Alarm System" (hereinafter referred to as "MABAS"): A definite and prearranged plan whereby response and assistance is provided to a Stricken Unit by the Aiding Unit(s) in accordance with the system established and maintained by the MABAS Member Units and amended from time to time;
- B. "Member Unit": A unit of local government including but not limited to a county, city, village, town, tribe or band, emergency medical services district, or fire protection district having a fire department recognized by the State of Illinois, or the

State of Wisconsin, or an intergovernmental agency and the units of which the intergovernmental agency is comprised which is a party to the MABAS Agreement and has been appropriately authorized by the governing body to enter into such agreement, and to comply with the rules and regulations of MABAS;

- C. "Stricken Unit": A Member Unit or a non-participating local governmental unit which requests aid in the event of an emergency;
- D. "Aiding Unit": A Member Unit furnishing equipment, personnel, and/or services to a Stricken Unit;
- E. "Emergency": An occurrence or condition in a Stricken Unit's territorial jurisdiction which results in a situation of such magnitude and/or consequence that it cannot be adequately handled by the Stricken Unit, so that it determines the necessity and advisability of requesting aid.
- F. "Division": The geographically associated Member Units or Unit which have been grouped for operational efficiency and representation of those Member Units.
- G. "Training": The regular scheduled practice of emergency procedures during non-emergency drills to implement the necessary joint operations of MABAS.
- H. "Executive Board": The statewide oversight board of MABAS which is comprised of Division representatives.
- I. "MABAS or Mutual Aid Box Alarm System "region" means the WEM regional areas as identified by the Adjutant General under ss. 166.03(2)6.(b)1., Stats.
- J. "Chief Officer" means the highest ranking officer within a fire, rescue or emergency medical services unit.

K. "Incident Command System" has the meaning specified in s. 166.02(6m), Stats. and follows the guidelines of the National Incident Management System, also known as NIMS.

SECTION THREE

Authority and Action to Effect Mutual Aid

- A. The Member Units hereby authorize and direct their respective Chief Officer or his designee to take necessary and proper action to render and/or request mutual aid from the other Member Units in accordance with the policies and procedures established and maintained by the MABAS Member Units. The aid rendered shall be to the extent of available personnel and equipment not required for adequate protection of the territorial limits of the Aiding Unit. The judgment of the Chief Officer, or his designee, of the Aiding Unit shall be final as to the personnel and equipment available to render aid.
- B. Whenever an emergency occurs and conditions are such that the Chief Officer, Incident Commander or his designee of the Stricken Unit determines it advisable to request aid pursuant to this Agreement, he shall notify the Aiding Unit of the nature and location of the emergency and the type and amount of equipment and personnel and/or services requested from the Aiding Unit.
- C. The Chief Officer, or his designee, of the Aiding Unit shall take the following action immediately upon being requested for aid:
1. Determine what equipment, personnel and/or services is requested according to the system maintained by the MABAS.

2. Determine if the requested equipment, personnel, and/or services can be committed in response to the request from the Stricken Unit;
3. Dispatch immediately the requested equipment, personnel and/or services, to the extent available, to the location of the emergency reported by the Stricken Unit in accordance with the procedures of the MABAS;
4. Notify the Stricken Unit if any or all of the requested equipment, personnel and/or services cannot be provided.

SECTION FOUR

Jurisdiction Over Personnel and Equipment

Personnel dispatched to aid a party pursuant to this Agreement shall remain employees of the Aiding Unit. Personnel of the Aiding Unit shall report for direction and assignment at the scene of the emergency to the Fire Chief or Incident Commander of the Stricken Unit. The Aiding Unit shall at all times have the right to withdraw any and all aid upon the order of its Chief Officer or his designee provided, however, that the Aiding Unit withdrawing such aid shall notify the Incident Commander or his designee of the Stricken Unit of the withdrawal of such aid and the extent of such withdrawal.

SECTION FIVE

Compensation for Aid

Equipment, personnel, and/or services provided pursuant to this Agreement shall be at no charge to the Stricken Unit; however, any expenses recoverable from third parties and responsible parties shall be equitably distributed among Aiding Units. Nothing herein shall operate to bar any recovery of funds from any state or federal agency under any existing state and federal laws.

SECTION SIX

Insurance

Each part hereto shall procure and maintain, at its sole and exclusive expense, insurance coverage, including: comprehensive liability, personal injury, property damage, worker's compensation, and, if applicable, emergency medical service professional liability, with minimum limits of \$1,000,000 auto and \$1,000,000 combined single limit general liability and professional liability. No party hereto shall have any obligation to provide or extend insurance coverage for any of the items enumerated herein to any other party hereto or its personnel. The obligations of the Section may be satisfied by a party's membership in a self-insurance pool, a self-insurance plan or arrangement with an insurance provider approved by the state of jurisdiction. The MABAS may require that copies or other evidence of compliance with the provisions of this Section be provided to the MABAS. Upon request, Member Units shall provide such evidence as herein provided to the MABAS members.

SECTION SEVEN

Indemnification Liability and Waiver of Claims

Each party hereto agrees to waive all claims against all other parties hereto for any loss, damage, personal injury or death occurring in consequence of the performance of this Agreement provided, however, that such claim is not a result of willful or reckless misconduct by a party hereto or its personnel. The Stricken Unit hereby expressly agrees to hold harmless, indemnify and defend the Aiding Unit and its personnel from any and all claims, demands, liability, losses, including attorney fees and costs, suits in law or in

equity which are made by a third party that may arise from providing aid pursuant to this Agreement.

All employee benefits, wage and disability payments, pensions and worker's compensation claims, shall be the sole and exclusive responsibility of each party for its own employees provided, however, that such claim is not a result of willful or reckless misconduct by a party hereto or its personnel.

SECTION EIGHT

Non-Liability for Failure to Render Aid

The rendering of assistance under the terms of this Agreement shall not be mandatory and the Aiding Unit may refuse if local conditions of the Aiding Unit prohibit response. It is the responsibility of the Aiding Unit to immediately notify the Stricken Unit of the Aiding Unit's inability to respond; however, failure to immediately notify the Stricken Unit of such inability to respond shall not constitute evidence of noncompliance with the terms of this section and no liability may be assigned.

No liability of any kind or nature shall be attributed to or be assumed, whether expressly or implied, by a party hereto, its duly authorized agents and personnel, for failure or refusal to render aid. Nor shall there be any liability of a party for withdrawal of aid once provided pursuant to the terms of this Agreement.

SECTION NINE

Term

This Agreement shall be in effect for a term of one year from the date of signature hereof and shall automatically renew for successive one year terms unless terminated in accordance with this Section.

Any party hereto may terminate its participation in this Agreement at any time provided that the party wishing to terminate its participation in this Agreement shall give written notice to the Board of their Division and to the Executive Board specifying the date of termination, such notice to be given at least 90 calendar days prior to the specified date of termination of participation. The written notice provided herein shall be given by personal delivery, registered mail or certified mail. In Wisconsin, a copy of such notice shall also be deposited with the Fire Service Coordinator (FSC), Wisconsin Emergency Management, 2400 Wright Street, Room 213, P.O. Box 7865, Madison, WI 53700-7865, telephone (608) 220-6049.

SECTION TEN

Effectiveness

This Agreement shall be in full force and effective upon approval by the parties hereto in the manner provided by law and upon proper execution hereof. In Wisconsin, a copy of such agreement shall be deposited with the Fire Services Coordinator (FSC), Wisconsin Emergency Management, 2400 Wright Street, Room 213, P.O. Box 7865, Madison, WI 53700-7865, telephone (608) 220-6049.

SECTION ELEVEN

Binding Effect

This Agreement shall be binding upon and inure to the benefit of any successor entity which may assume the obligations of any party hereto provided, however, that this Agreement may not be assigned by a Member Unit without prior written consent of the parties hereto.

SECTION TWELVE

Validity

The invalidity of any provision of this Agreement shall not render invalid any other provision. If, for any reason, any provision of this Agreement is determined by a court of competent jurisdiction to be invalid or unenforceable, that provision shall be deemed severable and this Agreement may be enforced with that provision severed or modified by court order.

SECTION THIRTEEN

Notices

All notices hereunder shall be in writing and shall be served personally by registered mail or certified mail to the parties at such addresses as may be designated from time to time on the MABAS mailing lists or to other such addresses as shall be agreed upon.

SECTION FOURTEEN

Governing Law

This Agreement shall be governed, interpreted and construed in accordance with the laws of the State of Wisconsin.

SECTION FIFTEEN

Execution in Counterparts

This Agreement may be executed in multiple counterparts or duplicate originals, each of which shall constitute and be deemed as one and the same document.

SECTION SIXTEEN

Executive Board of MABAS

An Executive Board is hereby established to consider, adopt and amend from time to time as needed rules, procedures, by-laws and any other matters deemed necessary by the Member Units. The Executive Board shall consist of a member elected from each Division within MABAS who shall serve as the voting representative of said Division on MABAS matters and may appoint a designee to serve temporarily in his stead. Such designee shall be from within the respective division and shall have all rights and privileges attendant to a representative of that Member Unit. In Wisconsin, the Executive Board shall be constituted as set forth in the Wisconsin State Administrative Code Chapter referenced above.

A President and Vice President shall be elected from the representatives of the Member Units and shall serve without compensation. The President and such other officers as are provided for in the by laws shall coordinate the activities of the MABAS.

SECTION SEVENTEEN

Duties of the Executive Board

The Executive Board shall meet regularly to conduct business and to consider and publish the rules, procedures and by laws of the MABAS, which shall govern the Executive Board meetings and such other relevant matters as the Executive Board shall deem necessary.

SECTION EIGHTEEN

Rules and Procedure

Rules, procedures and by laws of the MABAS shall be established by the Member Units via the Executive Board as deemed necessary from time to time for the purpose of administrative functions, the exchange of information and the common welfare of the MABAS. In Wisconsin, Member Units shall also comply with all requirements of WEM 8 currently in effect and as amended from time to time. In Wisconsin, MABAS policies and general operating procedures shall be available on request without charge from the Fire Services Coordinator (FSC), Wisconsin Emergency Management, 2400 Wright Street, Room 213, P.O. Box 7865, Madison, WI 53700-7865, telephone (608) 220-6049. MABAS policies and procedures may also be accessed from the Wisconsin Emergency Management webpage at <http://emergencymanagement.wi.gov>.

SECTION NINETEEN

Amendments

This Agreement may only be amended by written consent of all the parties hereto. This shall not preclude the amendment of rules, procedures and by laws of the MABAS as established by the Executive Board to this Agreement. The undersigned unit of local government or public agency hereby has adopted and subscribes to and approves this MUTUAL AID BOX ALARM SYSTEM Agreement to which this signature page will be attached and agrees to be a party thereto and be bound by the terms thereof. This Signatory certifies that this Mutual Aid Box Alarm System Agreement has been adopted and approved by ordinance, resolution, or other manner approved by law, a copy of which document is attached hereto.

Political Entry

President, Mayor, or Chairman

Date

ATTEST:

Title

Date

(Note: Signature page may be modified to meet each individual jurisdiction's official signature(s) requirements.)



MABAS-Wisconsin

Organized 2004

Credentialing of Personnel and Authentication Matrix

Purpose

This program is intended to define a reliable and sustainable, statewide system to rapidly identify and validating emergency management and incident response personnel and provide authorization which permits/grants access to an incident. The credentialing process is a major component of the *Authentication Matrix* utilized for processing and tracking personnel and other resources being deployed to a large-scale intrastate and interstate mutual aid.

Scope

The credentialing process is based on an objective evaluation and documentation of a person's current licensure or degree; training and experience; competence and certification; and the ability to meet a nationally accepted minimum standard; to provide particular services; and/or functions or performs particular procedures during an incident. Credentialing was initiated as a necessary requirement of mutual aid agreements or compacts between states (interstate); however, it is also necessary for large-scale deployment of resources within a state (intrastate).

Authority

The authority for a credentialing system in the State of Wisconsin is established in Homeland Security Presidential Directive 12 (HSPD 12), dated August 27, 2004. The NIMS Credentialing requirement was a newly established NIMS objective and compliance metric (27.) for 2008. NIMS Credentialing is a three-part administrative process establishing the photo identity of the personnel being deployed; validating the qualifications and assessing the background of personnel being deployed; and providing the authorization which permits/grants access to an incident involving mutual aid.

The specific NIMS Compliance Objective states:

27. NEW FY08 Initiate State/Territory wide system to credential emergency management/response personnel to ensure proper authorization and access to an incident including those involving mutual aid agreements and/or assistance agreement.
29. NEW FY08 Institute policies, plans, procedures, and protocols to prevent spontaneous deployment or resource/personnel and/or responding to a request that bypassed official resource coordination processes (i.e. resources through improper channels).

Effective Date

The effective date of this program is January 1, 2010. Agencies that will be deployed must minimally possess Qualification Cards meeting the Federal Identification Processing Standard 201 (FIPS-201), Personal Identity Verification I (PIV-I) level.

Credentialing Process

The credentialing process contains key components to validate its worth. First, there will be minimum required qualifications established for the competency of the stated resource capability being requested; second, the Governor of the state will establish a granting authority to an agency or organization that would issue qualifications cards; the system will be standardized among states participating in the mutual aid agreements; the system will facilitate inventory and tracking of responding resources and determine availability and readiness; in recognition of home rule, the issuance of credentialing certifications remains with the jurisdiction having authority; and the system will be able to comply with evolving technologies.

Granting Authority

The Wisconsin Department of Homeland Security has appointed the **STATE AGENCY** as the credentialing authority in the state. The **STATE AGENCY** will be responsible for establishing and maintaining the central database for the state's credentialing system. The **STATE AGENCY** will provide real time access to the data base to regional/incident coordinators for emergency management and incident response.

The **STATE AGENCY** shall establish an advisory board comprised of representatives from each of the credentialed disciplines. Each discipline shall identify a group within the organization or an affiliate organization that would be charged with verifying and issuing the credentialing system cards. Each discipline shall ensure that provisions of the Real Act of 2005 are adhered to, specifically in Section 3 Verification of Documents (C)(d):

- (7) Ensure the physical security of locations where qualification and identification cards are produced and the security of document materials and papers from which qualification and identification cards are produced.
- (8) Subject all persons authorized to manufacture or produce qualification and identification cards to appropriate security clearance requirements set forth by the **STATE AGENCY**.

Maintenance Agency

The **STATE AGENCY** shall be charged with the maintenance and security of the central database of information. The central database is necessary for identification and validation information that will be necessary to process responders at the Reception Area (check-in).

Qualifications/Capability

The “recognized authority” for each discipline shall identify the positions/job functions that would likely respond to an emergency management and incident response. The tribal authority shall identify the position/job functions that would likely be responding to an emergency or incident response within the tribal regions. For each position, minimum individual qualifications, experience, and resource capability shall be established. See **Appendix A** for the response job functions and positions by discipline, and qualifications necessary for each Fire Service position.

The credentialing system will include volunteer and non-governmental organizations (NGOs) into an emergency management or incident response. The NGO directors, supervisors, and/or individuals likely to be deployed to an incident will be identified, qualified, and validated in the central database held by the credentialing authority. Personnel under the supervision of the NGO directors or supervisors will be issued on-scene affiliate-access. The credentialing authority shall establish an initial list of volunteer organizations and NGOs that have participated in or are likely to participate in emergency response to establish minimum qualifications and capability.

The disciplines, teams, and organizations required to meet qualification standards are:

- Emergency Management
- Emergency Medical Services
- Fire Service
- Hazardous Materials
- Incident Management Assistance Teams
- Law Enforcement
- Medical and Public Health
- Public Works
- Search and Rescue

Resource Agencies

Local participation in the credentialing process is voluntary for responders; however, an organized system of ordering and managing responding personnel resources is necessary. The **STATE AGENCY** and the Wisconsin Department of Homeland Security strongly recommends participation in the process.

The emergency response agencies, whether public or private, shall determine emergency response job positions, minimum qualifications, and the availability, capability and readiness to respond to an emergency incident. See **Appendix B** for an example of personnel inventory form for NIMS qualifications.

Each response agency is also tasked with maintaining the list of responders under their responsibility in the central database. Modifications to the list must be reported on an

annual basis or within 18 hours of a status major change (i.e. a security hold and personnel added or removed from the response agency list). Status changes in personnel typing will be addressed to the **STATE AGENCY**, which has been charged with the maintenance responsibilities.

Interstate Standardization

The fire, special rescue, and emergency medical resources are connected in five states (Illinois, Wisconsin, Indiana, Missouri, and Michigan) by the Mutual Aid Box Alarm System (MABAS). With Illinois being the anchor state of MABAS, each state has similar administrative policies and response procedures. Other states (i.e. Ohio, Iowa, and Minnesota) are either working within MABAS-like systems or are considering MABAS as the framework for mutual aid deployments.

The State of Illinois has taken the lead in identifying the CardSmart as the “qualification card” system. MABAS-Illinois is utilizing this system provide pre-authorized, pre-issued credentials to emergency response personnel that would be likely to deploy on a large-scale incident under pre-determined guidelines, i.e. hazardous materials and specialized rescue teams, incident management teams, and response coordinators. All other potentially deployable emergency response personnel will be credentialed and issued qualification cards on scene at the Reception Area (check-in). Since MABAS member states require operational standardization, MABAS-Wisconsin (MABAS-WI) will follow the same operational plan.

Evolving Technologies

The Federal Information Processing Standard 201 (FIPS-201) addresses Personal Identity Verification and contains two parts – PIV-1 and PIV-2. The PIV-I satisfies the control objectives and meets the security requirements of HSPD12, while PIV-II meets the technical interoperability requirements of HSPD 12. PIV-II specifies implementation and use of identity credentials on integrated circuit cards for use in a Federal personal identity verification system. Even though there is no credentialing requirement to comply with this Federal standard, having interoperable systems will be important for processing of responding personnel on an interstate deployment.

The FIPS-201-1 addresses the standard for information requirements of the qualification cards. Qualification cards must contain the following information:

- Name of Responder
- Agency of Origination
- Affiliate Discipline
- Contact Information
- Qualifications and Certifications
- Etc. (TBD)

The primary purpose of the credentialing system is to identify and validate responding personnel for processing the Reception Area (check-in) requirements and for incident tracking of job assignments. The system can also be adapted for the tracking and utilization of physical resource caches and equipment.

The MABAS-WI Regional Coordinator, EMAC Advance Team Coordinator, or WEM designee must have the ability to connect, through multiple modes, to the Central Data Base. To provide on-scene check-in of resources that do not have pre-authorized, pre-issued credentials, a connection method is necessary to validate responding resources.

Having mission orders alone without identification and validation of responding resources is not sufficient and access will be denied.

Access to the central database is necessary under two scenarios: a fixed location or from the field. Within the State of Wisconsin, access and data transfer from a fixed location can be accomplished where a BadgerNet system connection exists and field access can be accomplished utilizing the State VHF Trunking System (future communication system). Additionally, fixed location or field access can be accomplished with a mobile computer having cellular capability (infrastructure dependant).

Response Procedure

The Wisconsin Fire Service is developing an intrastate mutual aid system called the Wisconsin Fire Service Emergency Response Plan (WFSERP), which supports several of the Emergency Support Functions (ESFs) of the Wisconsin Emergency Response Plan (WERP). The WFSERP specifically supports Firefighting (ESF 4), Emergency Medical Services (ESF 8), Urban Search and Rescue (ESF 9), and Hazardous Materials (ESF 10). The WFSERP is the foundation and the framework by which the Wisconsin Fire Service participates in interstate mutual aid through the Emergency Management Assistance Compact (EMAC).

Under the WFSERP, the official deployment of resources will only occur at a point when the requested agencies receive a *Deployment Notification* containing the mission orders, a mission number, and a mission pass code. The mission orders will contain the requested assignment(s), the mustering point location and time of departure, travel instructions, and the Reception Area location for in-processing. Wisconsin Emergency Management (WEM), through the Emergency Response Notification System at the Central Dispatch Center (CDC), will issue the Deployment Notification. Prior to that notification, the CDC will send an *Advisory Notification* to the identified resources for an alert of a potential deployment. The agencies receiving the Advisory Notification shall assess readiness and capability to respond to a deployment; however, the actual deployment will occur when the Deployment Notification is received by the requested agency. The combination of the information contained in the Deployment Notification and the validation of the responding personnel is the Authentication Matrix.

The Authentication Matrix is a process validating credentialed resources that have been requested for assistance. This process is performed by the MABAS-WI Regional Coordinator, EMAC Advance Team member, or designee of Wisconsin Emergency Management to process responding personnel, equipment, and other requested resources at the Reception Area (see check-in).

Credentialing supports and facilitates qualified individuals to be requested, invited, sent, received, and deployed. Credentialing assists these individuals to gain access to resources, sites, and/or systems needed to perform their assigned functions, tasks, or duties. Three key processes are essential for these actions to occur and standardization in the use of these processes is explained here:

- **Identity** – *Is the emergency response official the person he/she presents him/herself to be?* Verifying identity is an important process critical to the use of a credentialed person in mutual aid response but separate and distinct. Reasonable verification can be accomplished by the combination of the unit, personnel, and organization being listed on the mission orders with on-scene

government-issued photo identifications (i.e. a driver's license and organization affiliation cards). Positive verification of identity would occur with mission orders and a pre-issued credential prior to departure response or established on scene through a central database connection.

- **Request, Invitation, and Authorization** -- *Is the emergency response official officially deployed in response to a request for assistance?* Incident/unified commands make requests for resources and personnel. Organizations invite individuals to fill these requests. Once an organization has determined who can be sent, they are to provide the individuals with documentation that they are being sent in response to the specific request. The documentation issued under EMAC serves to communicate that the response and recovery persons have been sent to the location requesting assistance by an authority having jurisdiction. Under EMAC, a properly identified and qualified person who presents the proper documentation of their authorization for deployment shall be considered credentialed for the purposes of this *Standard*. This *Standard* recognizes that EMAC may define the processes and rules that are to be applied to their processes for a request, invitation, and authorization.
- **Security and Access** – *Is the emergency response official permitted access?* Incident/unified command determines the rules that permit a person to have access to resources, sites, and/or systems. A credentialed person is not authorized to pass through security and access controls unless incident/unified command has determined that access will be permitted using this approach. Security and other personnel must be regularly informed of the “rules of engagement” for access so that emergency response officials who are credentialed in accordance with the *Standard* may be permitted swift access to the resources, sites, and/or systems where they are needed. Site-specific “badging” approaches may be used; however, these badges are not to be referred to as “credentials.”

Reception Area

The Reception Area is a location separate from staging areas where resources report in for in-processing and out-processing. The Reception Area provides accountability, security, situational awareness briefings, distribution of incident action plans (IAPs), briefings, and supplies for requested resources. The Reception Area may be co-located with other incident facilities (i.e. base camp). From the Reception Area, resources will be sent to incident staging area(s) or directly to operational areas as ordered by the incident commander/unified command.

Through this policy, spontaneous deployment or resource/personnel responding to a request that bypassed official resource coordination processes (i.e. resources through improper channels) will be prevented. No resources will be allowed into the Reception Area without the proper requirements of the Authentication Matrix. Logistical support may be denied, and resources will be sent back or subject to incident security.

Qualification Cards

The Wisconsin fire service has chosen the CardSmart System as the system for providing qualification cards for pre-identified, qualified, and affiliated fire service personnel. This system is consistent with our interstate mutual aid partners in the Mutual Aid Box Alarm System (MABAS). The issuing authority for the fire service

will be a state-wide board comprised of representatives of Wisconsin State Fire Chiefs Association, Wisconsin Emergency Management, and MABAS-WI. The local fire chief or the agency manager of each fire and EMS agency will verify the certifications, licensure, and the requisite experience identified for each emergency response position.

The fire and EMS agency leaders will utilize the companion MS Excel worksheets to certify the credentials of the personnel within their agencies. Each individual in the agency will be listed and a check mark will be placed in the box corresponding to the certification, licensure, and/or experience achieved by that individual. For agencies requiring additional worksheets for position categories, duplicate worksheets can be made. To create a duplicate, right click on the category tab that requires a duplicate copy; at the bottom of the dialog box that appears, choose "Move or Copy . . ."; in the next dialog box, place a check mark next to "Create a copy" and click OK. Repeat this process for the number of worksheets required by the agency to account for all personnel.

Once the worksheets are complete, the agency supervisor will print the "Entire Workbook" from the print screen and will place their signature on the worksheets as the verification of the information. Send completed form to:

XXXX XXXX XXXX|
XXXX Maintenance Coordinator
XXXX XXXX Street
Madison, WI 53XXXX

Resources

- NIMS Guide 0002, March 27, 2007; NIMS Integration Center
- Federal Information Processing Standards Publication, FIPS-201-1
- Real ID Act of 2005
- NIMS Standard for the Credentialing and Typing of Personnel, May 2, 2008 (draft)
- Wisconsin Fire Service Emergency Response Plan, June 1, 2008 (draft)
- CardSmart Systems, Inc., www.cardsmartsys.com

Definitions

The following definitions apply to this policy:

- **Affiliate-Access** – This term refers to the way individuals who are affiliated with (and become the responsibility of) a credentialed responder and are to be treated under the NIMS Standard for the Credentialing and Typing of Personnel (*Standard*). The *Standard* recognizes that at certain stages of a disaster, teams of people will be arriving at an incident to perform important duties and functions but that they may not be credentialed in specific conformance with this *Standard*. The *Standard* intends that such individuals be assisted in fulfilling these duties and functions if they follow the standards and rules.
- **Authentication Matrix** – This is the collective components and administrative processes of validating personnel at the incident to become credentialed. The Authentication Matrix includes the information within and connectivity to the central data base of information on pre-identified, pre-qualified, and pre-screened personnel available for incident deployment.
- **Check-In** – Check-in is an incident-specific process (logical or physical) that is established by incident/unified commands to receive individuals and to determine whether they will be granted authorization to be deployed for emergency and incident management, response, or recovery purposes. Credentialed individuals are to be assisted to reach check-in processes established by incident command. The check-in process will occur at a facility known as the *Reception Area* under the WFSERP. This term is not to be used to referring to security and access control situations.
- **Credentialed** – A person who has in his possession all three elements outlined in NIMS Guide 0002, i.e., proof of (1) Identity, (2) Qualification or Affiliation, and (3) Authorization for Deployment. A person who has proof of Identity and Qualification/Affiliation is not credentialed until they receive proper Deployment Authorization.

NOTE: Currently the three elements may be presented in physical and/or electronic format, e.g., hard-copy material or data transmitted using technologies. The goal is to achieve validation and verification of the three elements noted above by electronic means resulting in a national trust framework. It is understood that this cannot be accomplished immediately. Any elements of credentialing established under EMAC, or under any State or tribal law for the specific intent of complying with this Standard, are to be used as the standard in the applicable jurisdiction.

- **Credentialing** – This refers to all the administrative processes that result in issuing, using, monitoring, managing, or revoking any or all of the elements necessary for a person to be credentialed, i.e., (1) Identity, (2) Qualification/Affiliation, and (3) Authorization for Deployment.

Appendix A – Personnel Resource Positions with Knowledge, Skills, and Abilities Attributes

Discipline: Fire Service

Position Abbreviation	Position Category	Position Definition/Certification
APFF	Firefighting	Airport Firefighter
FADO	Firefighting	Fire Apparatus Driver Operator
FFI	Firefighting	Firefighter I
FFII	Firefighting	Firefighter II
FII	Firefighting	Fire Inspector I
FIII	Firefighting	Fire Inspector II
FOI	Firefighting	Fire Officer I
FOII	Firefighting	Fire Officer II
FOIII	Firefighting	Fire Officer III
FOIV	Firefighting	Fire Officer IV
WFFI	Wildland Firefighting	Wildland Firefighter I
WFFII	Wildland Firefighting	Wildland Firefighter II
WFOI	Wildland Firefighting	Wildland Fire Officer I
WFOII	Wildland Firefighting	Wildland Fire Officer II
EMT-B	EMS	Emergency Medical Technician Basic
EMT-I	EMS	Emergency Medical Technician Intermediate
EMT-IV	EMS	Emergency Medical Technician Interavenous
EMT-P	EMS	Emergency Medical Technician Paramedic
EMS-N	EMS	Emergency Medical Service Nurse
EMS-P	EMS	Emergency Medical Service Physician
TEMS	EMS	Tactical Emergency Medical Support
HLAT	Special Rescue	High/Low Angle Rope Rescue Technician
SCT	Special Rescue	Confined Space Rescue Technician
SCT	Special Rescue	Structural Collapse Rescue Technician
TRT	Special Rescue	Trench Rescue Technician
DRT	Special Rescue	Dive Rescue Technician
SWFT	Special Rescue	Swift Water/Flood Rescue Technician
IRT	Special Rescue	Ice Rescue Technician
WRT	Special Rescue	Wilderness Rescue Technician
STT	Special Rescue	Subterranean Rescue Technician/MSHA
HM-O	Hazardous Materials	Hazardous Materials Operations Level
HM-SO	Hazardous Materials	Hazardous Materials Safety Officer
HM-T	Hazardous Materials	Hazardous Materials Technician
IC100	NIMS ICS Training	NIMS Incident Command Level 100 Training
IC200	NIMS ICS Training	NIMS Incident Command Level 200 Training
ICS300	NIMS ICS Training	NIMS Incident Command Level 300 Training
ICS400	NIMS ICS Training	NIMS Incident Command Level 400 Training
IC700	NIMS ICS Training	NIMS Incident Command Level 700 Training
IC800	NIMS ICS Training	NIMS Incident Command Level 800 Training
C&GS	Incident Management Team	Command & General Staff ICS - Type 4 IMT
IC	Incident Management Team	Incident Command - Type 3 (All Hazards)
OPSC	Incident Management Team	Operations Section Chief - Type 3 (All Hazards)
PLSC	Incident Management Team	Planning Section Chief - Type 3 (All Hazards)
LGSC	Incident Management Team	Logistics Section Chief - Type 3 (All Hazards)
FASC	Incident Management Team	Finance/Admin Section Chief - Type 3 (All Hazards)
LO	Incident Management Team	Liaison Officer - Type 3 (All Hazards)
PIO	Incident Management Team	Public Information Officer - Type 3 (All Hazards)
ISO	Incident Management Team	Incident Safety Officer - Type 3 (All Hazards)

NOTES