

Poweshiek County Emergency Management Commission

Plan Adoption Document

2024

We hereby certify that the attached/enclosed plans, portions of plans or Emergency Support Functions (ESF) to the Poweshiek County Comprehensive Emergency Response Plan have been approved and adopted by the members of the county Emergency Management Commission on this the 24th day in the month of April in the year 2024. This plan shall become part of the county emergency response and emergency operations plan once adopted.

Plans or ESFs Adopted:

ESF 5 Emergency Management, including all appendices and attachments

Dawn Hamilton
Chairperson, Emergency Management Commission

04/24/2024
Date

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04/24/2024
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Poweshiek County Emergency Management Agency



Emergency Support Function (ESF) 5 Incident Management/Planning



2024

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EMERGENCY SUPPORT FUNCTION Coordinator

Poweshiek County Emergency Management Agency

Primary Agencies

Primary agencies that will take the lead in developing and implementing this EMERGENCY SUPPORT FUNCTION

Poweshiek County Emergency Management Agency
Poweshiek County Emergency Management Commission

Support Agencies

Major Agencies to support the Primary Agencies

Poweshiek County (All departments)
Municipalities (All departments)
Poweshiek County E911 Communications Center
Local Fire Departments / Emergency Medical Services
Poweshiek County Sheriff's Department / Local Law Enforcement
Local Emergency Planning Committee (LEPC)
Poweshiek County GIS

Purpose

Why are we writing this EMERGENCY SUPPORT FUNCTION?

The overall goal of this Emergency Support Function (ESF) Annex is to insure that the response and recovery efforts are coordinated, efficient and effective.

The purpose of this Emergency Support Function is to provide the organizational structure required to coordinate and support response and recovery functions.

These would include but not be limited to:

- Activation and management of the Emergency Operations Center (EOC).
- Provide for on-scene command interface with the EOC.
- Facilitate emergency decision making and the local declaration process.
- Requesting State and Federal assistance.
- Coordination of mutual aid and regional response.
- Decision-making and Information collection, analysis and dissemination.
- Action Planning and Resource tracking.

Scope

What does the EMERGENCY SUPPORT FUNCTION #5 –Emergency Management annex cover?

This EMERGENCY SUPPORT FUNCTION is structured to support preparation, response and recovery efforts and addresses direction and control responsibilities of emergency management during emergencies and disasters of countywide significance.

This EMERGENCY SUPPORT FUNCTION is applicable to all responding political subdivisions and their authorized agencies and representatives within the county. In addition all outside agencies or entities providing assistance will be subject to the policies and procedures outlined in this annex.

Typically activation of this EMERGENCY SUPPORT FUNCTION will coincide with EOC activation. However, the provisions of this Annex may be exercised prior to or after EOC activation as in the preparation or recovery phase of the incident when the EOC is not active.

EMERGENCY SUPPORT FUNCTION #5 is a functional annex to the Poweshiek County Emergency Response Plan and to the extent practical, information contained in the Base Plan or annexes will not be repeated in this document.

Planning Assumptions

What can we realistically assume when planning for emergency management functions?

Situation

Poweshiek County is subject to significant emergency or disaster situations that may quickly overwhelm local response capabilities and their ability to carry out extended operations.

Planning Assumptions

Here is what we can realistically assume regarding local jurisdictions response to a major incident:

- During the early stages of the event:
 - there will be limited organization / command structure in place
 - little information will be available and the information received may be vague and inaccurate
- Primary and alternate EOC locations are available and prepared to support major / extended operations.
- EOC operations may be delayed due to minimal staffing.
- Once activated, the EOC, the incident command post, or other designated location, will be used as the point of contact for all information coordination

- Initially, individual jurisdictions and agencies will be very busy with the event and information and updates provided to the EOC will be delayed or overlooked.
- Reporting from the local government and /or the Command Post to the EOC will improve as the event matures.
- Areas impacted the most severely will be given priority for assistance and support.

Policies

What policies are in place that will govern response and recovery efforts?

Adoption of EMERGENCY SUPPORT FUNCTION #5 affirms primary and support agencies concurrence with the following policies:

Authority

The Emergency Management Commission, which is made up of County Board of Supervisors (BOS), Mayors, and the Sheriff [or their authorized representatives], has executive authority for the direction and control of emergency operations under Iowa Code Chapter 29C. The Supervisors and Mayors have delegated such functions to the Poweshiek County Emergency Management Coordinator.

The Emergency Management Coordinator is authorized to implement the Poweshiek County Emergency Response Plan.

The BOS and mayors or local government officials may, after finding that a disaster exists within their jurisdiction which affects life, health, property or the public peace, proclaim a state of emergency in the affected area. The powers granted during the state of emergency shall be effective only within the area described in the proclamation.

Succession

The BOS or mayors will maintain direction and control of their respective jurisdictions during locally declared emergencies within the cities or county.

The Poweshiek County Supervisors, county departments, mayors, and executive heads of agencies will have successors to assure continuity of leadership and operations. They will assure that all successors to their respective positions are aware of their emergency responsibilities and have the authority to fulfill those emergency responsibilities.

All departments and agencies of Poweshiek County will provide for the continuity and preservation of government according to agency/department Continuity of Operations Plans.

EOC Operations

The Poweshiek County Emergency Operations Center [EOC] will serve as the central location for interagency coordination and executive decision-making. Policy and coordination functions will be accomplished from the EOC, while tactical and operational decisions will be made in the field following ICS guidelines.

The EOC will function according to National Incident Management System (NIMS) Incident Command System (ICS) principles.

The Emergency Management Coordinator will function as EOC Director.

All jurisdictions within Poweshiek County will provide an authorized representative within the EOC when requested. Designated EOC staff should have ICS-100, ICS- 200, ICS-700, and ICS-800 as a minimum.

All County and municipal agencies will maintain up-to-date contact lists on essential personnel and resources needed to operate within the EOC.

Primary and support agencies will participate in post-disaster briefings and development of an After-Action Report.

Primary and support agencies will participate in drills and exercises to test EMERGENCY SUPPORT FUNCTION #5 plans and procedures.

Concept of Operations

This section will describe how the primary and support agencies will organize and work to support the overall response effort.

General

The principles and practices outlined in EMERGENCY SUPPORT FUNCTION #5 - Emergency Management are based on the Incident Command and National Incident Management System structure. In addition, these principles and practices are applicable and to be used in daily routine and emergency operations.

Preparation Activities

Primary and Support Agencies will engage the following preparation activities to ensure response readiness:

- Prepare and disseminate local declaration guidance.
- Develop Standard Operating Procedures/Guidelines for the EOC.
- Prepare standardized reporting formats and forms, and display boards.

- Provides emergency and disaster related training and orientation to county and local officials plus familiarize them with emergency or disaster related responsibilities, operational concepts, and procedures.
- Ensure critical EOC resources are available.
- Identify deficiencies in plans and determine appropriate corrective action.
- Test established alert and notification measures.
- Encourage and facilitate multi-agency coordination and planning.
- Incorporate Geographical Information System capabilities to support emergency management functions.
- Train EMERGENCY SUPPORT FUNCTION #5 agencies / personnel on roles and responsibilities.
- Exercise EOC activation and set-up procedures.

Response Operations

How will the incident be managed and coordinated?

Incident Command / Field Operations

- The public will notify the Poweshiek County E911 / Communications Center that an emergency situation exists.
- The Communication Center has radio / pager and texting capability with public safety agencies in the county to notify the appropriate response agencies and /or adjacent counties. [See EMERGENCY SUPPORT FUNCTION#2 - Communications for a full description of receiving, alerting, and communications capability and procedures.]
- Responding agencies will organize and operate under ICS guidelines.

Initial Assessment

- The Incident Commander is responsible to provide an initial assessment of the situation and alert the Communications Center regarding resource needs.
- The Communications Center is authorized to dispatch all county resources per existing county wide mutual aid agreements and established protocols.
- The Communications Center may make additional notifications based on established policy and protocols of response agencies involved.
- The Communications Center will notify the Emergency Management Agency to coordinate all requests for inter-county, state and /or federal assistance.

Command Post

- The Incident Commander will establish and identify the location of the Command Post on all multi-jurisdictional incidents.
- The Command Post will be organized and direct all field operations using ICS principles.

Local Emergency Declaration

- The local elected official /or designee as determined by the jurisdiction's succession plan, and the Incident Commander may confer at any time to determine the need for a local emergency declaration. **Declaration of Local Emergency Guidance is in Attachment 2.** Emergency Management may also provide assistance in the declaration process to local officials.
- In a disaster or emergency time is of the essence. In the event the Mayor or Mayor Pro-Tem, or other designee as noted in city ordinance, is unable to be reached, the Emergency Management Coordinator will have the authority to declare a State of Emergency or Disaster on behalf of the affected jurisdiction. This authorizes the use of out of county resources through IMAC, such as developed Task Force and Strike Teams. It does not give spending authority to the Coordinator to spend jurisdictional funds for emergency purposes. That is left solely to the elected officials of the affected jurisdiction.

EOC Operations

The Poweshiek County EOC may be activated to support field operations and serve as the central location for inter-agency coordination and executive level policy and decision-making. The EOC will operate under the following general guidelines.

Authorization - The following individuals may request the EOC be activated. [See Base Plan]

- Emergency Management Coordinator / Designee
- Chief Elected Official / Designee
- Incident Commander

Notification Procedure

Requests to activate the EOC will be made through the Poweshiek County Communications Center. The Communications Center maintains contact information and notification procedures for all jurisdictions within the county. Requests for activating the EOC may also go through the Poweshiek County Emergency Management Agency who maintains contact information for all EOC personnel and maintains a notification program through Alert Iowa.

Initial Reporting Requirements

When EOC activation is requested the minimum reporting requirements to the EOC include:

- Emergency Management Coordinator / Designee
- Elected Official / Designee of the requesting agency jurisdiction
- Representative from the primary response agency
- EMERGENCY SUPPORT FUNCTION Coordinator as determined by the response type
- Specific requests by the authorized entity activating the EOC

Subsequent notifications to report will be determined on an assessment of the situation and will be the responsibility of the above to notify the appropriate agencies /personnel to report.

EOC Facilities

There are two Emergency Operation Centers located in Poweshiek County:

Poweshiek County Sheriff's Office
4802 Barnes City Rd
Montezuma, IA 50171

Grinnell Public Safety Building
1020 Spring St
Grinnell, IA 50112

They are equipped identically and can sustain 24/7 operation and are equally accessible for use as needed. The EOC is equipped to communicate with the field, as well as with other local, State, Federal and private sector agencies by landline telephone, cell phone, radio, and internet.

EOC Functions

When the EOC is set up and operational, the EOC is to facilitate the following functions:

- Overall coordination of emergency response and/or recovery efforts.
- Establish incident priorities.
- Provide for executive policy / decision making.
- Coordination with other agencies and jurisdictions, including requests for state and federal resources.
- Collection, evaluation and dissemination of information.
- Resource procurement and allocation.
- Coordination of the integration with Regional / State / Federal Response Plans.

EOC Operational Levels

To be consistent with ICS principles, a graduated approach to managing emergencies and disasters will be used. As the scope and complexity of the situation escalates, staffing levels within the EOC will increase as needed.

Level	Description	Minimum Staffing
1 (Monitor)	Small incident or event One Site One or more agency involved Potential threat of: Flood Severe storm Escalating incident	EOC Manager/Director
2 (Partial)	Moderate event Two or more sites Several agencies involved Major scheduled event Limited evacuations Resource support required	EOC Manager/Director PIO Section Chiefs (as needed) Senior Elected Official
3 (Full)	Major event/incident Multiple Sites Regional disaster Multiple agencies involved Extensive evacuations Resource support required	EOC Manager/Director PIO Liaison Officer Policy Group (elected officials) All EOC General Staff

EOC Organizational Structure

Organizational structure within the EOC will be in alignment with ICS and based on the needs of the incident. Specific and detailed information regarding EOC Operations will be addressed in a separate binder located in each EOC.

- The Emergency Management Coordinator will function as the EOC Director.
- Initial reporting individuals / agencies will organize under the direction of the EOC Director.
- Subsequent reporting primary or support agencies will be assigned. Staff will organize in assigned area per ICS protocols.
- Branches will be established to accommodate expansion of the organizational structure.

- Section and Command Staff will be assigned when needed to maintain span of control.

EOC Director and Policy Maker Group (Mayor, Elected Officials, City Administration,
Board of Supervisors)

EOC Liaisons

Public Information &
Joint Information Center
ESF 2, 15

Operations
Section

Emergency Services
Branch
ESF 4, 9, 10, 8 (EMS)

Public Health/Medical
Branch
ESF 6, 8

Debris Management
Restoration Branch
ESF 1, 3, 12

Safety & Security
Branch
ESF 13

Planning Section

Operational Period
Planning Branch
ESF 5, 7

Situation Status
Branch
ESF 5, 15

Recovery Branch
RSF

Volunteer &
Donations Mgmt.
V & D Annex

Logistics Section

Resource and Supply
Branch
ESF 1, 3, 7

Food/Sheltering
Branch
ESF 6

Communications
Branch
ESF 2

Admin/Finance
Section

Procurement Branch
ESF 5, 7

Human Resources
Branch

Timekeeper/
Records Branch

Deactivation

The level of operation within the EOC may deescalate as the transition to the recovery phase occurs. Deactivation of the EOC will occur within consultation of the local Incident Commander and / or chief elected official. The EOC Director will formally deactivate the EOC and make appropriate notifications.

Additional information specific to the EOC can be found in the EOC Annex attached to this plan.

Recovery Operations

Here are how the recovery operations will be managed

The primary focus of Emergency Support Function 5-Emergency Management will be short term recovery. This would include those activities that need to be initiated during the response phase of the incident. Long term recovery activities would be addressed in Recovery Plan and accompanying Recovery Support Functions (RSF). Typical short term recovery activities would include:

- Process and document information concerning existing and anticipated immediate recovery activities while the response phase of the disaster is ongoing.
- Anticipate and plan for the support and establishment of staging areas, distribution sites in coordination with local, state and/or federal emergency work teams and activities in the impacted area.
- Coordinate with the local and county officials on short-term and long-term recovery operations and recovery planning.
- Compile and verify preliminary damage assessment information from Preliminary Damage Assessments (PDA).
- Activate the Recovery Plan and/or appropriate RSF's as needed.

PLAN MAINTENANCE AND REVIEW

How will this annex be maintained?

The Emergency Support Function 5 Coordinator will be responsible for the review of the Emergency Management Annex on an annual basis.

- Dissemination of the updated Annex will be made by the Emergency Management Agency following the guidelines as outlined in the Basic Plan.

- Proposed changes to this plan will be accepted at any time, especially after a major emergency, disaster, exercise or anytime a key element changes.
- Significant operational changes within the plan resulting from exercises or actual events will be accomplished through the planning team.
- Emergency Management will post and disseminate revised annex to all primary and support agencies.

Exercises

The Poweshiek County Emergency Management Agency will assess specific exercise needs based on local After-Action Reports and State / Federal Requirements. In addition, an EOC component will be integrated into all other exercises within the county to the extent possible and practical.



Emergency Operations Center

Standard Operating Guidelines

2024

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I. Introduction

Day to Day Operations are conducted from departments and agencies that are widely dispersed throughout the County. In the event of a major emergency or catastrophic natural or man-made disaster, Poweshiek County must plan for the utilization of a vast number of personnel and resources to manage the incident to a successful end. A disaster that involves multiple sites, or is large and complex, or may require significant interaction with multiple agencies or jurisdictions will require an Emergency Operations Center (EOC). The level of EOC staffing will vary with the specific emergency situation and resources and agencies needed to successfully complete the mission.

II. Purpose

The purpose of the EOC is to provide a centralized location where government officials, emergency responders, and other experts can gather to properly manage an incident or disaster.

III. Functions

The EOC serves the following primary functions:

- Overall Coordination of emergency response
- Establish incident priorities
- Provide for executive policy/decision making
- Coordination with other agencies and jurisdictions, including requests for state and federal resources
- Collection, evaluation, and dissemination of information
- Resource procurement and allocation
- Coordination of the integration with Regional/State/Federal response plans

IV. Location

Poweshiek County has two (2) identified locations for Emergency Operation Centers. Each location is outside of a flood plain, and have been built to withstand most natural hazards. Each location has a backup generator and fuel source. Sustenance can be provided by an internal agency if and when needed. The determination of which EOC to use will be up to the Incident Commander and EOC director. These positions will confer with one another

and make the decision to use the EOC that will best serve the incident location.

Poweshiek County Sheriff's Office
4802 Barnes City Rd
Montezuma, IA 50171

Grinnell Public Safety Building
1020 Spring St
Grinnell, IA 50112

Components and contents of the EOC

- Conference room-Capable of holding 32 persons.
- Restroom/shower facility for both men and women
- Conference tables/chairs
- Identification for staff
- Water supply
- Cots
- Dispatch/radio equipment
- Phones/fax/printer/copier
- Internet
- AM/FM radio
- Weather alert radio
- TV with cable outlet
- Projector
- White boards
- Maps
- Office supplies
- Kitchen/dining area

Maintenance and inventory of supplies and equipment is the responsibility of the Emergency Management Coordinator.

V. Activation of the EOC

The EOC may be activated at any time field response agencies need support. Activated EOC's may be fully or partially staffed to meet the demands of the situation. The EOC should be activated for an impending or declared "State of Emergency". An Emergency situation that has occurred or might occur of such a magnitude that will require large commitment of resources from two or more public safety departments over an extended period of time. Examples may include: a major hazardous materials spill, severe weather conditions, long term power disruptions, missing persons, or transportation disasters.

Authorization- The following individuals may request the EOC be activated

- Emergency Management Coordinator/Designee
- Chief elected official/designee
- Incident Commander

Notification procedure

Requests to activate the EOC will be made through the Poweshiek County Dispatch Center. The Dispatch Center maintains contact information and notification procedures for all jurisdictions within the county. A list of contacts will be kept with this manual outlined in **Appendix 1**.

Initial Reporting Personnel Requirements

When the EOC activation is requested the **MINIMUM** reporting personnel requirements to the EOC include:

- Emergency Management Coordinator/Designee
- Chief Elected Official/Designee of the requesting agency jurisdiction
- Representative from the primary response agency
- Emergency Support Function (ESF) Coordinator as determined by the response type
- Other personnel requested specifically by the authorizing entity activating the EOC

Subsequent notifications to personnel requested to report to the EOC will be determined on an assessment of the situation by the above staff, and will be the responsibility of the above staff to notify the appropriate personnel or agencies to report to the EOC.

To be consistent with ICS principles, a graduated approach to managing emergencies and disasters will be used. As the scope and complexity of the situation escalates, staffing levels within the EOC will increase as needed.

Organizational structure within the EOC will be in alignment with ICS and based on the needs of the incident. EOC organization chart and specific EOC job functions are outlined in **Appendix 2** of this manual.

VI. Set-up Procedures

Upon activation of the EOC, and notification of appropriate staff, the set-up of the EOC shall begin with the first arriving staff member. The first arriving member should begin the following tasks:

General Tasks

- Locate all supplies and equipment necessary to set up the EOC. Unless otherwise stated, supplies are kept in the EOC room.
- Begin set-up of phone systems and computer equipment (if applicable)
- Ensure all phones have a dial tone
- Ensure all computers have internet access, or the WiFi password is made available to those bringing their own laptop computer. If needed notify IT.
- Set-up the EOC check-in near the entrance.
- Document proof of any purchases made for items that will be used for the set-up of the EOC

Once the EOC checklist is completed and verified and all required initial personnel have arrived and are briefed on the situation, the EOC will be determined operational. The EOC checklist is in **Appendix 3** of this manual.

VII. Operations

There are generally three (3) operational levels of an EOC. The level of EOC activation and operation will depend on the scale and severity of the incident.

Level 1 (monitoring): small incident or event, at a single site with two or more agencies involved. Examples: flood, severe storm, interface fire, escalating incident

Level 2 (partial): moderate event, with two or more sites involved, several agencies involved, limited evacuations, resource support required. Examples: major storm with damage, isolated hazmat incident, major sporting event, active shooter.

Level 3 (full): major event, even regionalized, multiple sites, multiple agencies involved, extensive evacuations, resource support required. Examples: major hazardous materials leak, severe storm damage, major fire in high occupancy building(s)

Communications

The sheriff's Office is responsible for assigning radio channels to EOC staff members. All communications should be logged by all personnel and it will become part of the documentation of the incident.

Communications must be managed appropriately to avoid system overload. Phone numbers and radio identifier numbers, pager numbers, radio channels should be readily available to all EOC staff.

Coordination and Control

The Policy Group Staff (BOS-County, Mayors-cities) are responsible for the EOC management, all response and recovery operations during any incident. Information shall be coordinated, shared equally and distributed in a timely manner between all jurisdictions

All affected jurisdictions shall have liaisons in the EOC

Staff leaving the EOC must sign out. Departing Staff must assign an alternate in their absence.

All information should be channeled through appropriate department heads or operation heads

Department or operation heads are responsible for ensuring the accuracy of information they receive before distribution within the EOC.

Briefings

Routine briefings should be held on a frequent basis. Briefings should be held every 4 hours at a minimum, and more frequently as needed. Briefings will include situation reports, status reports, and action plans.

Situation reports: states the situation at hand for each agency. Report is filed with the EOC coordinator by department or operation head for each operational period. Executive Staff may request a situation or status report from departments as necessary. Example: several downed trees blocking roadways around town.

Status reports: states the status of each agency. Report is filed with the EOC Coordinator by department or operation head for each operational period. Status boards shall be posted in the EOC. Information on status boards will be limited to EOC staff. Information posted on status boards will

have been verified by appropriate designated officials. Example: crews currently removing debris from main routes.

Action Plans: states the current or anticipated actions of an agency. Report is filed with the EOC Coordinator by department or operation head for each operational period. Example: crews will work easterly through town removing debris along main routes. Additional crews requested to assist.

Status Boards

Status boards may consist of bulletin boards, computer overheads, chalk/white boards, flip charts or poster boards taped on walls throughout the EOC. Information posted to the status boards shall include, but not limited to: specific activity, time, current status, pending action, anticipated completion time, etc. Dissemination of status board information shall be limited to the EOC staff only. Issues covered on the status boards may include: problem areas, damage assessment, hospital bed/patient status, shelter status, temporary medical facilities, personnel, expenditures, resources, and maps showing the affected area. Information posted on status boards shall be only that information already verified to be accurate and true by appropriate designated official (EOC Director, Documentation Coordinator).

Declarations

Declaration of an emergency or disaster can only be issued by an Executive Staff Member for the jurisdiction involved. A declaration is a tool available to authorize mutual aid agreements to utilize outside resources when response and recovery efforts have exceeded normal limits. A declaration should only be issued after local resources, personnel and mutual aid agreements have been exhausted. A Declaration of Emergency is a requirement to for enlisting State and Federal resources. The Declaration must be filed promptly with the appropriate Clerk having jurisdiction and the State Emergency Management Division.

Other Operational Action Items

Follow plans, procedures and protocols developed for an incident such as the Base Plan, and ESF's where applicable.

Use available data and information to formulate action plans, mitigation actions and recovery efforts

Maintain an account of incident events throughout the duration of the incident using a logbook, chalkboard, whiteboard, etc.

Constantly evaluate the overall response to the incident and make necessary changes where needed. Communicate progress reports to all agencies as often as possible.

Communicate with the public through the PIO and established gateways as often as warranted.

Ensure appropriate communication and coordination among all responding agencies.

VIII. Deactivation

Deactivation is initiated by the Executive Staff in consultation with the EOC Coordinator and other department heads in the EOC. The following are general considerations when deactivating the EOC.

- EOC staff must be reduced as the response to an incident begins to conclude
- Staff must sign out prior to departing the EOC. Contact information must be obtained from staff, so if re-activation occurs individuals can be recalled.
- Any re-activation is at the discretion of the Executive Staff
- shall properly complete and submit all essential documentation to the EOC Director or EOC Coordinator prior to departure. This includes but is not limited to: expense reports, after action reports, evaluations of EOC operations, and all other requested documentation from the Executive Staff.
- The EOC will be restored to normal operations
- Equipment and supplies will be inventoried and put away
- The Emergency Management Coordinator is responsible for restocking supplies and equipment within the EOC.
- The Emergency Management Coordinator is responsible for upgrading/updating SOP/SOG and Emergency Operations Plans based on evaluations and critiques provided by EOC Staff.

General Considerations

- General Staff and Department heads shall submit expense reports to the EOC Director or other designated official for collation and possible

reimbursement. Items on the expense report shall include but not limited to: personnel hours and overtime, supplies, mileage, meals, and other related expenses.

- Personnel performing damage assessment shall continue with their duties until the final damage assessment is completed and submitted.
- A complete economic impact analysis of the incident shall be completed and submitted by appropriate staff.
- Staff and volunteers that electronically recorded the incident shall submit copies of such documentation to the EMA to be included in a permanent record of the incident.
- All EOC staff shall be required to file evaluations of the EOC operations and/or provide a critique of the incident response.

EOC Activation Checklist

- ☐ EOC Activation is ordered by the Emergency Manager or the Authorizing Authority and will call the Section Chiefs.
- ☐ Upon, activation, personnel assigned to positions on the EOC Team report to the EOC location and check in.
- ☐ Conduct EOC function and incident/situation briefing.
- ☐ Issue seat and confirm shift assignments.
- ☐ Obtain identification and credentials.
- ☐ Begin activity logs.
- ☐ Determine staffing needs and acquire additional support as needed.
- ☐ Check communications equipment (telephones, fax machines, radios). Assistance available from IT support.
- ☐ Locate and lay out necessary supplies and materials.
- ☐ Review and start working off Position Checklist.

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EOC Closeout Checklist

- ☐ Notify appropriate agencies and individual sites that EOC is being closed.
- ☐ Collect data, logs, situation reports, message forms, and other significant documentation. Place in a secure file box. Mark the outside with the date and any state or federal numbers associated with the response.
- ☐ Deliver the information to the Administration & Finance Section Chief.
- ☐ Fold and repack re-usable maps, charts, materials.
- ☐ Collect and box all office supplies and unused forms.
- ☐ Make a list of all supplies that need replacement and forward to the Logistics Section Chief.
- ☐ Return identification credentials.
- ☐ Log out.
- ☐ Leave work area in good order.

Positions Stationed in Emergency Operations Center

- EOC Director
- EOC Coordinator
- Operations Section
- Logistics/Planning Section
- Administration/Finance Section
- Support Coordination Section
- PIO

EOC Equipment and Supplies Checklist

- Equipment and supplies should be sufficient for prolonged operation of the fully staffed EOC. The following is a recommended supply list:

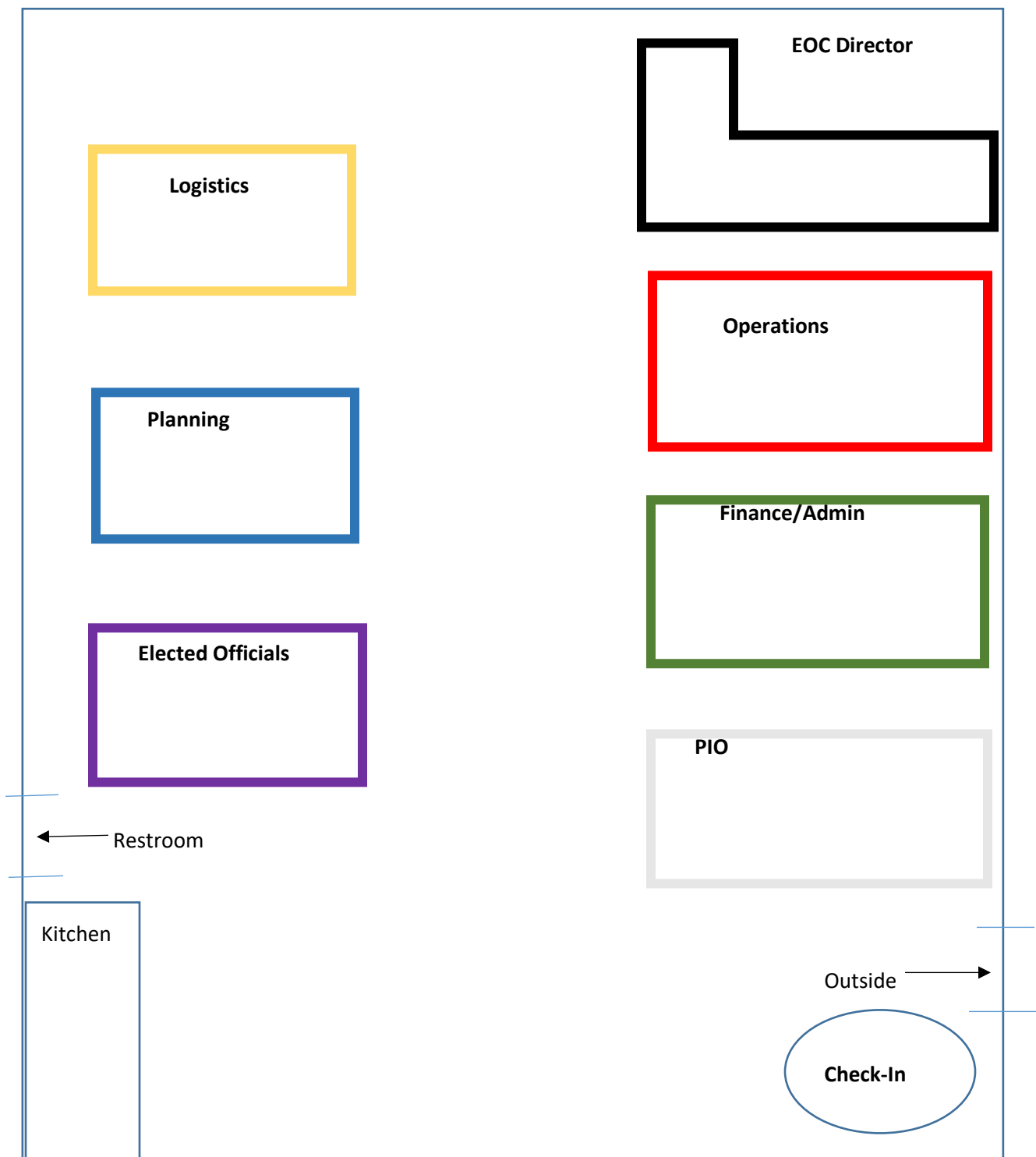
- ☐ Communications equipment
 - ☐ Furniture - desks/tables and chairs for all positions, conference tables and chairs
 - ☐ Computers and printers
 - ☐ EOC forms and logs
 - ☐ Copier & copy paper
 - ☐ Supplies and office equipment (pens, pencils, staplers/staples, note paper)
 - ☐ Emergency generator
 - ☐ Kitchen equipment and supplies
 - ☐ Flashlights/emergency lighting
 - ☐ Uninterruptible Power Supply (UPS) for computers
 - ☐ TV, VCR, AM/FM Radio
 - ☐ Displays, maps, charts, white boards
 - ☐ Administrative
 - ☐ First Aid and Sanitary Supplies
 - ☐ Blankets and other items for a sleeping area
 - ☐ Janitorial Supplies
 - ☐ Food supply
-

Poweshiek County EOC

Wifi: PowCoSheriff

Pass: 641-623-5679

EOC supplies and position specific information located in cabinet behind EOC Director Desk.



Finance/Admin Section Job Aids

Finance/Admin Section Chief Job Aid

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

- ☐ Obtain briefing from Incident Commander:
 - Incident objectives.
 - Participating/coordinating agencies.
 - Anticipated duration/complexity of incident.
 - Determine any political considerations.
 - Obtain the names of any agency contacts the Incident Commander knows about.
 - Possibility of cost sharing.
 - Work with Incident Commander and Operations Section Chief to ensure work/rest guidelines are being met, as applicable.
- ☐ Obtain briefing from agency administrator:
 - Determine level of fiscal process required.
 - Delegation of authority to Incident Commander, as well as for financial processes, particularly procurement.
 - Assess potential for legal claims arising out of incident activities.
 - Identify applicable financial guidelines and policies, constraints and limitations.
- ☐ Obtain briefing from agency Finance/Administration representative:
 - Identify financial requirements for planned and expected operations.
 - Determine agreements are in place for land use, facilities, equipment, and utilities.
 - Confirm/establish procurement guidelines.
 - Determine procedure for establishing charge codes.
 - Important local contacts.
 - Agency/local guidelines, processes.
 - Copies of all incident-related agreements, activated or not.
 - Determine potential for rental or contract services.
 - Is an Incident Business Advisor (IBA) available, or the contact information for an agency Financial/Administration representative?
 - Coordinate with Command and General Staff and agency Human Resources staff to determine the need for temporary employees.
 - Ensure that proper tax documentation is completed.
 - Determine whether hosting agency will maintain time records, or whether the incident will document all time for the incident, and what forms will be used.
- ☐ Ensure all Sections and the Supply Unit are aware of charge code.
- ☐ Attend Planning Meeting:
 - Provide financial and cost-analysis input.
 - Provide financial summary on labor, materials, and services.

- Prepare forecasts on costs to complete operations.
- Provide cost benefit analysis, as requested.
- Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local agency/political concerns.

Sample Planning Meeting Agenda

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

☐ Gather continuing information:

- Equipment time – Ground Support Unit Leader and Operations Section.
- Personnel time – Crew Leaders, Unit Leaders, and individual personnel.
- Accident reports – Safety Officer, Ground Support Unit Leader, and Operations Section.
- Potential and existing claims – Operations Section, Safety Officer, equipment contractors, agency representative, and Compensation/Claims Unit Leader.
- Arrival and demobilization of personnel and equipment – Planning Section.
- Daily incident status – Planning Section.
- Injury reports – Safety Officer, Medical Unit Leader, and Compensation/Claims Unit Leader.
- Status of supplies – Supply Unit Leader and Procurement Unit Leader.

- Guidelines of responsible agency – Incident Business Advisor, local administrative personnel.
- Use agreements – Procurement Unit Leader and local administrative personnel.
- What has been ordered? – Supply Unit Leader.
- Unassigned resources – Resource Unit Leader and Cost Unit Leader
- ☐ Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligation.
- ☐ Coordinate with all cooperating agencies and specifically administrative personnel in hosting agency.
- ☐ Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services:
 - Labor - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants.
 - Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.
 - Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.
- ☐ Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted personnel formally assigned to the incident, as well as paid employees and mutual aid personnel).
- ☐ Ensure that all personnel time records reflect incident activity and that records for non-agency personnel are transmitted to home agency or department according to policy:
 - Notify incident management personnel when emergency timekeeping process is in effect and where timekeeping is taking place.
 - Distribute time-keeping forms to all Sections-ensure forms are being completed correctly.
- ☐ Ensure that all obligation documents initiated by the incident are properly prepared and completed.
- ☐ Assist Logistics in resource procurement:
 - Identify vendors for which open purchase orders or contracts must be established.
 - Negotiate ad hoc contracts.
- ☐ Ensure coordination between Finance/Administration and other Command and General Staff.
- ☐ Coordinate Finance/Administration demobilization.
- ☐ Provide briefing to relief on current activities and unusual events.
- ☐ Ensure all Logistics Units are documenting actions on Unit Log (ICS Form 214).
- ☐ Submit all Section documentation to Documentation Unit.

Time Unit Leader Position Checklist

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

- ☐ Obtain briefing from Finance/Administration Section Chief:
 - Determine incident requirements for time recording.
 - Determine required time-lines for reports.
 - Determine location of timekeeping activity.
 - Determine number of personnel and rental equipment for which time will be kept.
- ☐ Organize and staff Unit, as appropriate.
- ☐ Advise Ground Support Unit, Air Support Group (if applicable), Facilities Unit (and other users of equipment) of the requirement of a daily record of equipment time.
- ☐ Establish contact with appropriate agency personnel representatives:
 - Determine time-keeping constraints of individual agencies.
 - Time records should be maintained for volunteer and mutual aid resources regardless of whether time will be reimbursed.
- ☐ Ensure that daily personnel and equipment time recording documents are prepared, and compliance with time policy is maintained.
- ☐ Establish files for time records, as appropriate.
- ☐ Provide for records security.
- ☐ Ensure that all records are complete or current prior to demobilization.
- ☐ Time reports from assisting agencies should be released to the respective agency representatives prior to demobilization.
- ☐ Brief Finance/Administration Chief on current problems, recommendations, outstanding issues, and follow-up requirements.
- ☐ Provide briefing to relief on current activity and unusual events
- ☐ Document all activity on Unit Log (ICS 214)

Procurement Unit Leader Position Checklist

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

- ☐ Obtain briefing from Finance/Administration Section Chief:
 - Determine reporting time-lines.
 - Determine standard and special reports required.
 - Determine desired report format.

- ☐ Obtain and record all cost data:
 - Agency Equipment costs.
 - Contract or mutual aid equipment costs.
 - Contract or mutual aid personnel costs.
 - Damage to facilities, infrastructure, equipment or vehicles.
 - Supplies.
 - Food.
 - Facility rental.

- ☐ Identify in reports all equipment/personnel requiring payment.

- ☐ Prepare incident cost summaries by operational period, or as directed by the Finance/Administration Section Chief.

- ☐ If cost share agreement is done, determine what costs need to be tracked. They may be different than total incident costs.

- ☐ Prepare resources use cost estimates for Planning:
 - Make sure estimates are updated with actual costs as they become available.
 - Make sure information is provided to Planning according to Planning's schedule.

- ☐ Make recommendations on cost savings to Finance/Administration Section Chief. This must be coordinated with Operations and Planning Sections—use of high cost equipment may have justifications unknown to Finance/Administration.

- ☐ Maintain cumulative incident cost records. Costs should reflect each individual entity (individual or crew personnel, individual pieces of equipment, food, facilities) the entity's agency or contractor, pay premiums (overtime/hazard). These records should reflect:
 - Agency, contract, and/or mutual aid equipment costs.
 - Agency, contract, and/or mutual aid personnel costs and pay premiums (straight, hazard, and overtime).
 - Contract or mutual aid equipment costs.
 - Contract or mutual aid personnel costs.
 - Damage to agency facilities, infrastructure, equipment or vehicles.
 - Supplies.
 - Food.
 - Facility rental

- ☐ Ensure that all cost documents are accurately prepared.
- ☐ Enter data into an agency cost analysis system (Incident Cost Analysis Reporting System (ICARS) or similar system, if appropriate).
- ☐ Provide briefing to relief on current activity and unusual events.
- ☐ Document all activity on Unit Log (ICS Form 214).

Human Resources Unit Leader Checklist

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

- ☐ Obtain briefing from Finance/Administration Section Chief:
 - Determine accidents/injuries to date.
 - Determine status of investigations.
- ☐ Establish contact with incident Safety Officer and Liaison Officer or department/agency representatives.
- ☐ Determine the need for Compensation for Injury and Claims Specialists, request additional personnel, as necessary.
- ☐ Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.
- ☐ Ensure that volunteer personnel have been appropriately registered.
- ☐ Ensure written authority for persons requiring medical treatment.
- ☐ Ensure correct billing forms for transmittal to doctor and/or hospital.
- ☐ Ensure all witness statements and statements from Safety Officer and Medical Unit are reviewed for completeness.
- ☐ Coordinate with Safety Officer to:
 - Provide liaison with Occupational Safety and Health Administration (OSHA).
 - Provide analysis of injuries.
 - Ensure appropriate level of personal protective equipment (PPE) is being used, and that personnel have been trained in its use.
- ☐ Maintain copies of hazardous materials and other medical debriefings; ensure they are included as part of the final incident package.
- ☐ Provide briefing to relief on current activities and unusual events
- ☐ Document all activity on Unit Log (ICS Form 214).

Claims Specialist:

- ☐ Work closely with Operations and Planning for information from the field.
- ☐ Some agencies/Units have "Claims Teams" who are trained to do claims investigation and documentation for large incidents.
- ☐ Coordinate with FEMA, private aid organizations (Red Cross), and other Government agencies for claims documentation and their needs (the Liaison Officer can often be a help coordinate and obtain information from other agencies or private entities).
- ☐ "Damage assessment" for ongoing disaster recovery is normally not the responsibility of the Compensation and Claims Unit. However, information gathered by the Unit may be forwarded to the agency as part of its recovery effort.

Compensation for Injury Specialist:

- ☐ Determine accidents/injuries to date.
- ☐ Coordinate with incident Safety Officer, Liaison Officer and/or department/agency representatives.
- ☐ Work with Safety Officer to determine trends of accidents and provide analysis of injuries.
- ☐ Work with local agency representatives to find treatment options for injuries.
- ☐ Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.
- ☐ Prepare written authority for persons requiring medical treatment, and correct billing forms for transmittal to doctor and/or hospital. Ensure all witness statements are reviewed for completeness.
- ☐ Keep informed and report on status of hospitalized personnel.
- ☐ Maintain log of all injuries occurring on incident.
- ☐ Arrange for notification of next of kin for serious injuries and deaths (this will be done through Command).

Operations Section Job Aids

Operations Section Chief Checklist

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

☐ Obtain briefing from Incident Commander:

Determine incident objectives and recommended strategies.

Determine status of current tactical assignments.

Identify current organization, location of resources, and assignments.

Confirm resource ordering process.

☐ Determine location of current Staging Areas and resources assigned there.

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

☐ Establish operational period.

☐ Establish and demobilize Staging Areas.

☐ Attend Operations Briefing and assign Operations personnel in accordance with Incident Action Plan (IAP):

☐ Brief Staging Area Manager on types and numbers of resources to be maintained in Staging.

☐ Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.

☐ Develop and manage tactical operations to meet incident objectives.

☐ Assess life safety:

Adjust perimeters, as necessary, to ensure scene security.

Evaluate and enforce use of appropriate protective clothing and equipment.

Implement and enforce appropriate safety precautions.

☐ Evaluate situation and provide update to Planning Section:

Location, status, and assignment of resources.

Effectiveness of tactics.

Desired contingency plans.

- ☐ Determine need and request additional resources.
- ☐ Notify Resources Unit of Section Branches, Divisions/Groups, Strike Teams/Task Forces, and single resources which are staffed, including location of resources and names of leaders.
- ☐ Keep Resources Unit up to date on changes in resource status.
- ☐ Write formal Operations portion of IAP with the Planning Section Chief, if so directed by the Incident Commander:
 - Identify assignments by Division or Group.
 - Identify specific tactical assignments.
 - Identify resources needed to accomplish assignments.
- ☐ Ensure coordination of the Operations Section with other Command and General Staff:
- ☐ Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as appropriate.
- ☐ Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process.
- ☐ Notify Logistics of communications problems.
- ☐ Keep Planning up-to-date on resource and situation status.
- ☐ Notify Liaison Officer of issues concerning cooperating and assisting agency resources.
- ☐ Keep Safety Officer involved in tactical decision-making.
- ☐ Keep Incident Commander apprised of status of operational efforts.
- ☐ Coordinate media field visits with the Public Information Officer.

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

- ☐ Attend Planning Meetings:

Sample Planning Meeting Agenda

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

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

Emergency Services Branch Director Checklist

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

- ☐ Obtain briefing from Operations Section Chief or Incident Commander
- ☐ Determine resources assigned to the Branch, current location, and activities.
- ☐ Review assignments for Divisions and/or Groups within Branch and modify based on effectiveness of current operations.
- ☐ If modification requires re-assignment or changes of status of resources, provide resource information to the Operations Section Chief or Incident Commander.
- ☐ Determine general organizational structure, including identification of other Branches, Divisions, and Groups operating on the incident.
- ☐ Attend Operations Briefing.
- ☐ Develop tactical assignments, with subordinates, for Branch control operations.
 - Ensure adequate firefighting resources
 - Ensure adequate EMS resources
 - Ensure adequate Search & Rescue resources
 - Ensure adequate Hazmat response resources
- ☐ Assign specific work tasks to Division/Group Supervisors.
 - Firefighting assignments
 - EMS assignments
 - Search & Rescue assignments
 - Hazmat response assignments
- ☐ Resolve logistical problems reported by subordinates:
- ☐ Monitor radio transmissions and cell phone use to assess communications needs.
- ☐ Ensure resources receive adequate food, liquids, and rehabilitation.
- ☐ Request additional resources through approved ordering channels.
- ☐ Report to Operations Section Chief whenever:
 - Incident Action Plan (IAP) is to be modified.
 - Additional resources are needed.
 - Surplus resources are available.
 - Hazardous situations or significant events occur.
- ☐ Coordinate activities with other Branch Directors.
- ☐ Attend Planning Meetings at the request of the Operations Section Chief.

- ☐ Debrief on shift activities, prior to leaving shift, with Operations Section Chief and Planning Section Chief or Situation Unit Leader.
- ☐ Ensure Branch fiscal record-keeping.
- ☐ Document all activity on Unit Log (ICS Form 214).

Safety & Security Branch Director Checklist

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

- ☐ Obtain briefing from Operations Section Chief or Incident Commander:
 - Determine resources assigned to the Branch, current location, and activities.
 - Review assignments for Divisions and/or Groups within Branch and modify based on effectiveness of current operations.
 - If modification requires re-assignment or changes of status of resources, provide resource information to the Operations Section Chief or Incident Commander.
 - Determine general organizational structure, including identification of other Branches, Divisions, and Groups operating on the incident.
- ☐ Attend Operations Briefing.
- ☐ Develop tactical assignments, with subordinates, for Branch control operations.
 - Provide crowd control, traffic control operations
 - Ensure police presence is established in affected area
 - Ensure traffic control and access control points are staffed.
 - Ensure safety and security at shelters, and other disaster locations.
- ☐ Assign specific work tasks to Division/Group Supervisors.
- ☐ Resolve logistical problems reported by subordinates:
 - Monitor radio transmissions and cell phone use to assess communications needs.
 - Ensure resources receive adequate food, liquids, and rehabilitation.
 - Request additional resources through approved ordering channels.
- ☐ Report to Operations Section Chief whenever:
 - Incident Action Plan (IAP) is to be modified.
 - Additional resources are needed.
 - Surplus resources are available.

- Hazardous situations or significant events occur.

☐ Coordinate activities with other Branch Directors.

☐ Attend Planning Meetings at the request of the Operations Section Chief.

☐ Debrief on shift activities, prior to leaving shift, with Operations Section Chief and Planning Section Chief or Situation Unit Leader.

☐ Ensure Branch fiscal record-keeping.

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

Staging Area Manager Checklist

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

- ☐ Obtain a briefing from Incident Commander or Operations Section Chief:
 - Determine types and numbers of resources to be maintained in Staging.
 - Confirm process for requesting additional resources for Staging.
 - Confirm process for reporting status changes.
- ☐ Proceed to Staging Area; establish Staging Area layout (apparatus and vehicles in Staging should face outward to ensure quick response, general principle of "first in, first out" should be maintained).
- ☐ Ensure efficient check-in and coordinate process with Planning Section Resources Unit Leader.
- ☐ Identify and track resources assigned to staging; report resource status changes to Operations or Command and Resources Unit.
- ☐ Determine any support needs for equipment, feeding, sanitation and security; request through Logistics.
- ☐ Post areas for identification and traffic control.
- ☐ Respond to requests for resources:
 - Organize Task Forces or Strike Teams, as necessary.
- ☐ Request additional tactical resources for Staging through Logistics, according to established staffing levels.
- ☐ Obtain and issue receipts for radio equipment and other supplies distributed and received at the Staging Area.
- ☐ Maintain Staging Area in orderly condition.
- ☐ Demobilize Staging Area in accordance with instructions.
- ☐ Document all activity on Unit Log (ICS Form 214).

Debris Manager Checklist

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

- ☐ Obtain a briefing from Incident Commander or Operations Section Chief:
 - Determine types and numbers of resources needed for debris removal.
- ☐ Assist in development and review of Incident Action Plan
- ☐ Ensure efficient check-in and coordinate process with Planning Section Resources Unit Leader.
- ☐ Identify and track resources assigned to debris management. report resource status changes to Operations or Command and Resources Unit.
- ☐ Determine any support needs for equipment, feeding, sanitation and security; request through Logistics.
- ☐ Conduct damage assessment as necessary.
- ☐ Respond to requests for resources.
 - Utilize private contractors, planned mutual aid, and other assistance as needed.
- ☐ Request additional tactical resources through Logistics, according to established staffing levels.
- ☐ Develop a shift schedule as needed, possibly for 24-hour operation
- ☐ Determine operational capacity status of streets, roads, bridges with engineering if necessary.
- ☐ Coordinate and arrange debris removal and pickup
- ☐ Document all activity on Unit Log (ICS Form 214).

Utility Restoration Manager Checklist

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

- ☐ Obtain a briefing from Incident Commander or Operations Section Chief:
 - Determine types and numbers of resources needed for utility restoration
- ☐ Assist in development and review of Incident Action Plan
- ☐ Ensure efficient check-in and coordinate process with Planning Section Resources Unit Leader.
- ☐ Identify utility outage areas and provide number of affected.
 - Identify critical infrastructure, locations affected.
- ☐ Determine any support needs for equipment, feeding, sanitation and security; request through Logistics.
- ☐ Conduct damage assessment as necessary with Debris Management Branch
- ☐ Work to restore utilities to the affected area.
- ☐ Assist response crews, debris management crews with utility locates as necessary.
- ☐ Develop a shift schedule as needed for restoration crews
- ☐ Determine operational capacity status of streets, roads, bridges with engineering if necessary.
- ☐ Provide assistance and information to the public on restoration activities and resources.
- ☐ Document all activity on Unit Log (ICS Form 214).

Medical Unit Leader Position Checklist

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

- ☐ Obtain briefing from Emergency Service Branch Director or Operations Section Chief:
 - Obtain information on any injuries that occurred during initial response operations.
 - Name and location of Safety Officer.
- ☐ Determine level of emergency medical activities performed prior to activation of Medical Unit:
 - Number and location of aid stations.
 - Number and location of stand-by ambulances, helicopters, and medical personnel to assign to the incident.
 - Potential for special medical problems, i.e., hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc.
 - Medical supplies needed.
- ☐ Respond to requests for medical treatment and transportation.
- ☐ Request/supervise ambulance support. Order through established Incident chain of command.
- ☐ Prepare the Medical Plan (ICS Form 206), including procedures for major medical emergency. This plan should be coordinated with the medical organization within the Operations Section. Plan should include:
 - Medical Assembly Area.
 - Triage Area.
 - Ambulance Traffic Route.
 - Landing Zone for Life flight (incident and hospital).
 - Aid Station Location(s).
 - Hazard specific information (HAZMAT treatment, etc.).
 - Closest hospitals.
 - Consideration should be given to separate treatment areas for responders and victims, as well as sending all responders to a single hospital.
- ☐ Obtain Safety Officer approval for Medical Plan.
- ☐ Coordinate Medical Plan with local hospitals.
- ☐ Respond to requests for medical aid.
- ☐ Notify Safety Officer and Logistics Section Chief of all accidents and injuries.
- ☐ Respond to requests for medical supplies.
- ☐ Prepare medical reports; provide copies to Documentation Unit.
- ☐ Submit reports as directed; provide copies to Documentation Unit Leader.
- ☐ Provide briefing to relief on current activities and unusual circumstances.
- ☐ Document all activity on Unit Log (ICS Form 214).

Public Health Unit Leader Checklists

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

- ☐ Respond immediately to the EOC, identify yourself and locate your functional work area.
- ☐ Put on your vest and determine EOC operational status.
- ☐ Obtain briefing from available sources.
- ☐ Establish and maintain a Unit Event Log that chronologically describes your actions taken during your shift.
- ☐ Coordinate with the Utilities Unit Leader to determine current status of water and sanitation systems throughout the Operational Area.
- ☐ If systems are damaged, request assistance from County Public Health to assess drinking water quality and potential health risks from ruptured sewer/sanitation systems.
- ☐ Develop a distribution system for drinking water as required.
- ☐ Contact and coordinate with the Logistics Section, to obtain chemical (portable) toilets and other temporary facilities for the disposal of human waste and other infected waste.
- ☐ Inspect emergency supplies to be used in the EOC or by field emergency responders, such as food, drugs, and other consumables for purity and utility.
- ☐ Determine the need for vector control, and coordinate with County Public Health for vector control services as required.
- ☐ Inform the Medical & Health Branch Director on all activities of the Public Health Unit periodically during the operational period, or as requested.
- ☐ Refer all contacts with the media to the Public Information Branch.
- ☐ Deactivate your assigned position and close out logs when authorized by the EOC Director.
- ☐ Complete all required forms, reports, and other documentation. All forms should be submitted through your supervisor to the Planning Section, as appropriate, prior to your departure.
- ☐ Be prepared to provide input to the After Action/Corrective Action report.

Logistics Section Job Aids

Logistics Section Chief Checklist

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

- ☐ Obtain briefing from Incident Commander:
 - Review situation and resource status for number of personnel assigned to incident.
 - Review current organization.
 - Determine which incident facilities have been/should be activated.
- ☐ Ensure Incident Command Post and other incident facilities are physically activated, as appropriate.
- ☐ Confirm resource ordering process.
- ☐ Assess adequacy of current Incident Communications Plan (ICS Form 205).
- ☐ Organize and staff Logistics Section, as appropriate, and consider the need for facility security, and Communication and Supply Units.
- ☐ Assemble, brief, and assign work locations and preliminary work tasks to Section personnel:
 - Provide summary of emergency situation.
 - Provide summary of the kind and extent of Logistics support the Section may be asked to provide.
- ☐ Notify Resources Unit of other Units activated, including names and location of assigned personnel.
- ☐ Attend Planning Meetings:

Sample Planning Meeting Agenda

1. Briefing on situation/resource status.
 - a. Planning/Operations Section Chief
2. Discuss safety issues.
 - a. Safety Officer
3. Set/confirm incident objectives.
 - a. Incident Commander
4. Plot control lines & Division boundaries.
 - a. Operations Section Chief
5. Specify tactics for each Division/Group.
 - a. Operations Section Chief
6. Specify resources needed for each Division/Group.
 - a. Operations/Planning Section Chief
7. Specify facilities and reporting locations.

- a. Logistics Section Chief
- 8. Develop resource order.
 - a. Logistics Section Chief
- 9. Consider communications/medical/ transportation plans.
 - a. Logistics/Planning Section Chiefs
- 10. Provide financial update.
 - a. Finance/Admin Section Chief
- 11. Discuss interagency liaison issues.
 - a. Liaison Officers
- 12. Discuss information issues.
 - a. PIO
- 13. Finalize/approve/implement plan.
 - a. Incident Command/All/Policy Group

- ☐ Participate in preparation of Incident Action Plan (IAP):
 - Provide input on resource availability, support needs, identified shortages, and response time-lines for key resources.
 - Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.
 - Ensure Incident Communications Plan (ICS Form 205) is prepared.
 - Ensure Medical Plan (ICS Form 206) is prepared.
 - Assist in the preparation of Transportation Plan.
- ☐ Review IAP and estimate section needs for next operational period; order relief personnel if necessary.
- ☐ Research availability of additional resources.
- ☐ Hold Section meetings, as necessary, to ensure communication and coordination among Logistics Branches and Units.
- ☐ Ensure coordination between Logistics and other Command and General Staff.
- ☐ Ensure general welfare and safety of Section personnel.
- ☐ Provide briefing to relief on current activities and unusual situations.
- ☐ Ensure that all personnel observe established level of operational security.
- ☐ Ensure all Logistics functions are documenting actions on Unit Log (ICS Form 214).
- ☐ Submit all Section documentation to Documentation Unit.

Resources Unit Leader Position Checklist

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

- ☐ Obtain briefing from Planning Section Chief.
- ☐ Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.
- ☐ Establish check-in function at incident locations (ICS Form 211).
- ☐ Establish contact with incident information sources such as Staging Area Manager, Operations Section Chief, and initial Incident Commander to determine what resources have been assigned to the incident, their status, and location.
- ☐ Compile, maintain, and display resource status information on: 1) all tactical and support personnel and apparatus (including agency-owned, mutual aid, or hired), and 2) transportation and support vehicles:
 - Review ICS Form 201 for resource information.
 - Review Check-In List (ICS Form 211).
 - Confirm resources assigned to Staging.
 - Confirm resources assigned to tactical Operations organization.
 - Confirm resources assigned to other Command and General Staff functions.
- ☐ Establish and maintain resource tracking system.
- ☐ Maintain master roster of all resources at the incident:
 - Total number of personnel assigned to the incident.
 - Total number of resources assigned to each Section and/or Unit.
 - Total number of specific equipment/apparatus types.
- ☐ Assist in preparation of the Incident Action Plan (IAP):
 - Prepare Organization Chart (ICS Form 207) and post in each room of the Incident Command Post (ICP).
 - Assist in preparing the Organizational Planning Worksheet (ICS Form 215).
 - Prepare Organization Assignment List (ICS Form 203).
 - Prepare Division/Group Assignment Sheets (ICS Form 204).
- ☐ Participate in Planning Meetings, as assigned.
- ☐ Provide briefing to relief on current and unusual situations.
- ☐ Assist in identification of additional and special resources:
 - Other disciplines.
 - Technical Specialists.
 - Resources needed to implement contingency plans.
- ☐ Document all activity on Unit Log (ICS Form 214).

Communication Unit Leader Position Checklist

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

- ☐ Obtain briefing from the Logistics Section Chief or Service Branch Director.
- ☐ Organize and staff Unit as appropriate:
 - Assign Communications Center Manager and Lead Incident Dispatcher.
 - Assign Message Center Manager and ensure adequate staff is assigned to answer phones and attend fax machines.
- ☐ Assess communications systems/frequencies in use; advise on communications capabilities/limitations.
- ☐ Develop and implement effective communications procedures (flow) internal and external to the incident/Incident Command Post.
- ☐ Assess Incident Command Post phone load and request additional lines as needed.
- ☐ Prepare and implement Incident Communications Plan (ICS Form 205):
 - Obtain current organizational chart.
 - Determine most hazardous tactical activity; ensure adequate communications.
 - Make communications assignments to all other Operations elements, including volunteer, contract, or mutual aid.
 - Determine Command communications needs.
 - Determine support communications needs.
 - Establish and post any specific procedures for use of Incident Command Post communications equipment.
- ☐ Include cellular phones and pagers in Incident Communications Plan (ICS Form 205), if appropriate:
 - Determine specific organizational elements to be assigned telephones.
 - Identify all facilities/locations with which communications must be established (shelters, press area, liaison area, agency facilities, other governmental entities' Emergency Operations Centers (EOCs), etc.), identify and document phone numbers.
 - Determine which phones/numbers should be used by what personnel and for what purpose. Assign specific telephone numbers for incoming calls, and report these numbers to staff and off-site parties such as other local jurisdictions, State and Federal agencies.
 - Do not publicize OUTGOING call lines.
- ☐ Activate, serve as contact point, and supervise the integration of volunteer radio organizations into the communications system.
- ☐ Ensure radio and telephone logs are available and being used.
- ☐ Determine need and research availability of additional nets and systems:
 - Order through Supply Unit after approval by Section Chief.
 - Federal systems:
 - Additional radios and other communications devices, including repeaters, radio-telephone interconnects and satellite down-link capabilities may be available.
- ☐ Document malfunctioning communications equipment, facilitate repair.

- ☐ Establish and maintain communications equipment accountability system.
- ☐ Provide technical information, as required, on:
 - Adequacy of communications system currently in use.
 - Geographic limitation on communications equipment.
 - Equipment capabilities.
 - Amount and types of equipment available.
 - Anticipated problems in the use of communications equipment.
- ☐ Conduct Damage Assessment to communications systems
- ☐ Estimate Unit needs for expected operations, order relief personnel.
- ☐ Provide briefing to relief on current activities and unusual situations.
- ☐ Document all activity on Unit Log (ICS Form 214).

Food Unit Leader Position Checklist

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

- ☐ Obtain briefing from Logistics Section Chief or Service Branch Director:
 - Determine potential duration of incident.
 - Number and location of personnel to be fed.
 - Last meal provided.
 - Proposed time of next meal.
- ☐ Determine food service requirements for planned and expected operations.
- ☐ Determine best method of feeding to fit situation and obtain bids if not done prior to incident (coordinate with Procurement Unit).
- ☐ Determine location of working assignment.
- ☐ Ensure sufficient potable water and beverages for all incident personnel.
- ☐ Coordinate transportation of food and drinks to the scene with Ground Support and Operations Section Chief.
- ☐ Ensure that appropriate health and safety measures are taken and coordinate activity with Safety Officer.
- ☐ Supervise administration of food service agreement, if applicable.
- ☐ Provide copies of receipts, bills to Finance/Administration Section.
- ☐ Let Supply Unit know when food orders are complete.
- ☐ Provide briefing to relief on current activities and unusual situations.
- ☐ Document all activity on Unit Log (ICS Form 214).

Care and Shelter Unit Leader Checklists

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

- ☐ Respond immediately to the EOC, identify yourself and locate your functional work area.
Put on your vest and determine EOC operational status.
- ☐ Obtain briefing from available sources.
- ☐ Establish and maintain a Unit Event Log that chronologically describes your actions taken during your shift.
- ☐ Assign additional care and shelter coordination staff as necessary.
- ☐ Coordinate with the Liaison Officer to request an Agency Representative from the American Red Cross. Work with the Agency Representative to coordinate all shelter and congregate care activity.
- ☐ Establish communications with other operational area community based services to provide clothing and other basic life sustaining needs.
- ☐ Ensure coordination of all mass care activities occurs with the American Red Cross and other community based organizations as required.
- ☐ Ensure that each activated shelter meets the requirements as described under the Americans with Disabilities Act.
- ☐ Assist the American Red Cross in staffing and managing the shelters to the extent possible.
- ☐ In coordination with the American Red Cross, activate an inquiry registry service to reunite families and respond to inquiries from relatives or friends.
- ☐ Assist the American Red Cross with the transition from operating shelters for displaced persons to separate family/individual housing.
- ☐ Complete and maintain the Care and Shelter Status Report Form (utilize RIMS forms if available).
- ☐ Refer all contacts with the media to the Public Information Officer.
- ☐ Deactivate your assigned position and close out logs when authorized by the EOC Director.
- ☐ Complete all required forms, reports, and other documentation.

Planning Section Job Aids

Planning Section Chief Checklist

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

- ☐ Obtain briefing from Incident Commander:
 - Determine current resource status (ICS Form 201).
 - Determine current situation status/intelligence (ICS Form 201).
 - Determine current incident objectives and strategy.
 - Determine whether Incident Commander requires a written Incident Action Plan (IAP).
 - Determine time and location of first Planning Meeting.
 - Determine desired contingency plans.
- ☐ Activate Planning Section positions, as necessary, and notify Resources Unit of positions activated.
- ☐ Establish and maintain resource tracking system.
- ☐ Complete ICS Form 201, if not previously completed, and provide copies to Command, Command Staff, and General Staff.
- ☐ Advise Incident Command Post (ICP) staff of any significant changes in incident status.
- ☐ Compile and display incident status summary information. Document on ICS Form 209, Incident Status Summary (or other approved agency forms):
 - Forward incident status summaries to Agency Administrator and/or other designated staff once per operational period, or as required.
 - Provide copy to Public Information Officer.
- ☐ Obtain/develop incident maps.
- ☐ Establish information requirements and reporting schedules for ICP and field staff.
- ☐ Prepare contingency plans:
 - Review current and projected incident and resource status.
 - Develop alternative strategies.
 - Identify resources required to implement contingency plan.
 - Document alternatives for presentation to Incident Commander and Operations, and for inclusion in the written IAP.
- ☐ Meet with Operations Section Chief and/or Command, prior to Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.
- ☐ Conduct Planning Meetings according to following agenda:

Sample Planning Meeting Agenda

Agenda Item

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

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

- Establish information requirements and reporting schedules for use in preparing the IAP.
- Ensure that detailed contingency plan information is available for consideration by Operations and Command.
- Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP.
- Include fiscal documentation forms in written IAP as requested by the Finance/Administration Section.
- Coordinate IAP changes with General Staff personnel and distribute written changes, as appropriate.

☐ Coordinate development of Incident Traffic Plan with Operations and the Ground Support Unit Leader.

☐ Coordinate preparation of the Safety Message with Safety Officer.

- ☐ Coordinate preparation of the Incident Communications Plan and Medical Plan with Logistics.
- ☐ Instruct Planning Section Units in distribution of incident information.
- ☐ Provide periodic predictions on incident potential.
- ☐ Establish a weather data collection system, when necessary.
- ☐ Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.
- ☐ Ensure Section has adequate coverage and relief.
- ☐ Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.
- ☐ Ensure preparation of demobilization plan, if appropriate.
- ☐ Ensure preparation of final incident package and route to Agency Administrator for archiving or follow-up after Incident Management Team (IMT) demobilization.
- ☐ Provide briefing to relief on current and unusual situations.
- ☐ Ensure that all staff observe established level of operational security.
- ☐ Ensure all Planning functions are documenting actions on Unit Log (ICS Form 214).
- ☐ Submit all Section documentation to Documentation Unit.

Documentation Unit Leader Checklist

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

- ☐ Obtain briefing from Planning Section Chief.
- ☐ Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.
- ☐ Establish work area:
- ☐ Ensure adequate duplication capability for large-scale operations and adequate staff to assist in the duplication and documentation process.
- ☐ Establish and organize incident files.
- ☐ Establish duplication services, and respond to requests.
- ☐ Determine number needed and duplicate Incident Action Plan (IAP) accordingly.
- ☐ Retain and file duplicate copies of official forms and reports.
- ☐ Accept and file reports and forms submitted by incident personnel.
- ☐ Check the accuracy and completeness of records submitted for files.
- ☐ Ensure that legal restrictions on public and exempt records are observed.
- ☐ Provide briefing to relief on current activities and unusual events.
- ☐ Document all activity on Unit Log (ICS Form 214).
- ☐ Give completed incident files to Planning Section Chief.

Situation Unit Leader Checklist

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

- ☐ Obtain briefing from Planning Section Chief.
 - Review ICS Form 201 for incident status.
 - Determine incident objectives and strategy.
 - Determine necessary contingency plans.
 - Identify reporting requirements and schedules-both internal and external to the incident.
- ☐ Organize and staff Unit, as appropriate:
 - Assign Field Observers.
 - Request Technical Specialists, as needed.
- ☐ Supervise Technical Specialists as assigned (on very complex incidents, it may be necessary to assign a supervisor to oversee Technical Specialists):
 - Brief Technical Specialists on current incident status.
 - Assign analysis tasks.
 - Notify staff of time lines and format requirements.
 - Monitor progress.
- ☐ Compile, maintain and display incident status information for Incident Command Post (ICP) staff:
 - Sort data into required categories of information (i.e. geographic area, population, facilities, environmental values at risk, location of facilities, etc.).
 - Determine appropriate map displays.
 - Review all data for completeness, accuracy, and relevancy prior to posting.
 - Plot incident boundaries, location of perimeters, facilities, access routes, etc. on display maps in Planning area.
 - Develop additional displays (weather reports, incident status summaries, etc.), as necessary.
 - Ensure displays and maps are kept up to date.
- ☐ Provide photographic services and maps:
 - Photographic services may be used to document operations and intelligence activities, public information activities, and accident investigations.
 - Issue disposable or digital cameras to Field Observers and Operations personnel as appropriate.
 - Ensure photographs are processed at the end of each operational period.
 - Request or develop additional and specialized maps as required.
 - Provide Incident Map(s) for Incident Action Plan (IAP).
- ☐ Provide situation evaluation, prediction and analysis for Command and Operations; prepare information on alternative strategies:
 - Review current and projected incident and resource status.
 - Develop alternative strategies.

- Identify resources required to implement contingency plan.
 - Document alternatives for presentation to Incident Commander and Operations and inclusion in the written IAP, using the ICS Form 204, Contingency Plan.
- ☐ Interview Operations personnel coming off duty to determine effectiveness of strategy and tactics, work accomplished and left to be accomplished.
- ☐ Request weather forecasts and spot weather forecasts, as necessary, directly from the National Weather Service.
- ☐ Prepare Incident Status Summary (ICS Form 209) and other status reports, as assigned prior to each Planning Meeting:
- Provide copies to Command and General Staff.
 - Forward to agency administrator and to other entities, as directed.
- ☐ Participate in Planning Meetings, as required.
- ☐ Prepare predictions at periodic intervals, or upon request of the Planning Section Chief. Notify Command and General Staff if unforeseen changes occur.
- ☐ Provide briefing to relief on current and unusual situations.
- ☐ Document all activity on Unit Log (ICS Form 214).

Demobilization Unit Leader Checklist

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

- ☐ Obtain briefing from Planning Section Chief:
 - Determine objectives, priorities and constraints on demobilization.
- ☐ Review incident resource records to determine scope of demobilization effort:
 - Resource tracking system.
 - Check-in forms.
 - Master resource list.
- ☐ Meet with agency representatives to determine:
 - Agencies not requiring formal demobilization.
 - Personnel rest and safety needs.
 - Coordination procedures with cooperating-assisting agencies.
- ☐ Assess the current and projected resource needs of the Operations Section.
- ☐ Obtain identification of surplus resources and probable release times.
- ☐ Determine logistical support needs of released resources (rehab, transportation, equipment replacement, etc.).
- ☐ Determine Finance/Administration, Communications, Supply, and other incident check-out stops.
- ☐ Determine de-briefing requirements.
- ☐ Establish communications links with off-incident organizations and facilities.
- ☐ Prepare Demobilization Plan (ICS Form 221):
 - General - Discussion of demobilization procedure.
 - Responsibilities - Specific implementation responsibilities and activities.
 - Release Priorities - According to agency and kind and type of resource.
 - Release Procedures - Detailed steps and process to be followed.
 - Directories - Maps, telephone numbers, instructions and other needed elements.
 - Continuity of operations (follow up to incident operations):
 - Public Information.
 - Finance/Administration.
 - Other.
 - Designate to whom outstanding paperwork must be submitted.
 - Include demobilization of Incident Command Post staff. In general, Incident Command Post staff will not be released until:

- Incident activity and work load are at the level the agency can reasonably assume.
- Incident is controlled.
- On-scene personnel are released except for those needed for final tactical assignments.
- Incident Base is reduced or in the process of being shut down.
- Planning Section has organized final incident package.
- Finance/Administration Section has resolved major known finance problems and defined process for follow-up.
- Rehabilitation/cleanup accomplished or contracted.
- Team has conducted or scheduled required debriefings.

- ☐ Obtain approval of Demobilization Plan (ICS Form 221) from Planning Section Chief.
- ☐ Distribute Demobilization Plan (ICS Form 221) to processing points both on and off incident.
- ☐ Monitor implementation of Demobilization Plan (ICS Form 221).
- ☐ Assist in the coordination of the Demobilization Plan (ICS Form 221).
- ☐ Provide briefing to relief on current activities and unusual events.
- ☐ Document all activity on Unit Log (ICS Form 214).
- ☐ Give completed incident files to Documentation Unit Leader for inclusion in the final incident package.

Recovery Unit Leader Checklists

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

- ☐ Respond immediately to the EOC, identify yourself and locate your functional work area. Put on your vest and determine EOC operational status.
- ☐ Obtain briefing from available sources.
- ☐ Establish and maintain a Unit Event Log that chronologically describes your actions taken during your shift.
- ☐ Monitor the current situation report to include recent updates and determine overall impacts of the emergency.
- ☐ Based on available information, prepare an initial estimate of likely recovery issues that must be addressed. Document these in a preliminary report.
- ☐ Coordinate with the Advance Planning Unit to determine major mid-to-long range social, economic, environmental and political impacts.
- ☐ Assist the Operational Area as necessary in determining appropriate sites for Disaster Application Centers.
- ☐ Facilitate recovery planning meetings involving appropriate Management and General Staff personnel and other agencies as needed.
- ☐ Develop a recovery plan and strategy for the jurisdiction or agency.
- ☐ Coordinate with Finance/Administration to ensure that FEMA, Cal OES and other public reimbursement source documents and applications are consistent with the recovery strategy.
- ☐ In conjunction with Finance/Administration, ensure that specific project timelines are developed to meet the goals and objectives of the recovery plan.

Demobilization Phase

- ☐ Deactivate your assigned position and close out logs when authorized by the EOC Director.
- ☐ Complete all required forms, reports, and other documentation. All forms should be submitted through your supervisor to the Planning Section, as appropriate, prior to your departure.
- ☐ Be prepared to provide input to the After Action/Corrective Action report.

Policy Group/Elected Officials Checklist

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

- ☐ Establish contact with the emergency management agency as the situation permits, if this has not already been done
- ☐ Obtain assessment information and priority objectives (evaluate the situation).
- ☐ Determine situation status (obtain from the EOC/emergency manager):
 - What is the nature of the incident—what happened?
 - What hazards are present?
 - What area is impacted? How large an area is affected?
 - Is the situation getting better, stabilizing or getting worse?
 - What are the impacts on individuals, households and families?
 - What is the status of local hospitals? Assisted living facilities and nursing homes?
 - What are the impacts on first responders?
 - What are the impacts on businesses and the supply chain?
 - What are the impacts on people with disabilities, people with access and functional needs and traditionally underserved populations?
 - What is the number of casualties?
 - What are the impacts on critical infrastructure?
 - What is the status of local government agencies?
- ☐ What are the response actions currently?
 - What public protection actions are currently in progress and what actions need to occur?
 - Have the notifications, alerts and warnings been completed? Are additional notifications or warnings needed?
 - What is being done to assist individuals, families and businesses?
 - What is being done to assist people with disabilities, people with access and functional needs and traditionally underserved populations?
 - Are there resource shortfalls or gaps (e.g., personnel, equipment, commodities, services)?
 - What is being done to bring in outside assistance or offer help to other communities?
- ☐ Begin and maintain a personal log of all incident actions (e.g., contacts, directives, decisions).
- ☐ Contact PIO to coordinate strategic public messaging, including American Sign Language, captioning and foreign language interpretation as needed.
- ☐ Maintain situational awareness regarding the disaster by staying informed.
Trust and empower your emergency management officials to make the right decisions.
- ☐ Address/support response and recovery priorities.

- Collaborate with emergency managers to collectively develop guidance regarding priorities and strategies for dealing with incident response and recovery (e.g., emergency declarations, large-scale evacuations, access to extraordinary emergency funding, waivers of ordinances and regulations, adjudication of scarce resources).
- Initiate requests for extraordinary resources or outside assistance, such as mutual aid, state or federal assistance.
- Provide for the well-being, safety and health of the members of the community and visitors.
- Ensure continuity or rapid resumption of essential local government services.
- ☐ Review the legal responsibilities and authorities of senior officials.
- ☐ Confirm implementation of appropriate administrative procedures and financial safeguards.
- ☐ Issue or arrange for issuance of a local, tribal or territorial disaster declaration if warranted.
 - Focus on protecting, saving and sustaining lives; protecting property and the environment; stabilizing the incident and maintaining essential services.
 - Consult with emergency management staff regarding strategic courses of action, while leaving tactical decision making to emergency response officials.
 - Consult with jurisdictional counsel regarding potential legal issues and courses of action.
 - Determine when to issue protective measures (e.g., curfew, shelter-in-place, evacuation, access control, quarantine, isolation, emergency orders) based on information provided by the emergency management agency.
 - Share situation information and actions and coordinate with neighboring senior officials, the governor and other key partners.
 - Use emergency powers and authorities of government as appropriate.
 - Suspend and waive rules, regulations and statutes as needed and allowed.
 - Monitor the situation to determine the need to update or modify emergency orders/protective measures.
 - Review and determine appropriate emergency response expenditure limits.
- ☐ The following information, derived at the local level, may help inform the governor or tribal chief executive to request a Stafford Act declaration:
 - Description of the situation and conditions.
 - Geographic boundaries of the incident.
 - Outline of the resources being used.
 - Initial damage assessment outlining the physical and financial impacts and losses.
 - Details of the emergency powers and authorities enacted (including their effective time periods and copies of the requesting governor's or tribal chief executive's disaster declaration).
- ☐ Determine the need for and establish new policies to support response and recovery.
 - Ensure the EOC has clear policy direction. Issue direction and policy in support of response and recovery actions through the emergency manager.
 - Consider use of the EOC policy group (multiagency coordination [MAC] group) for making policy decisions.
 - Chair and/or participate in EOC policy/MAC group meetings at the EOC or designated site.

- ☐ Monitor the progress of emergency/disaster actions from messages, reports and information charts received by and issued from the EOC.
- ☐ When safe and when it will not interfere with response efforts, visit impacted areas, shelters and other temporary facilities to demonstrate leadership's commitment and to identify issues with service delivery.
- ☐ Ensure that a continuous stream of timely and accurate information is being provided by the EOC, PIO and the Joint Information Center (JIC).
 - Approve emergency public information news releases and other messages as appropriate.
 - Serve as a community spokesperson as planned in coordination with emergency managers.
- ☐ Ensure continuity of essential services—which may be provided or supported by private sector organizations—and local government operations.
- ☐ Support local government departments and personnel in obtaining resources necessary to continue essential services, as needed.

Public Information Officer Position Checklist

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

- ☐ Obtain briefing from Incident Commander:
 - Determine current status of Incident (ICS Form 209 or equivalent).
 - Identify current organization (ICS Forms 201 and 203, resource lists, etc.).
 - Determine point of contact for media (scene or Command Post).
 - Determine current media presence.
- ☐ Participate in Administrative Officer's briefing:
 - Determine constraints on information process.
 - Determine pre-existing agreements for information centers, Joint Information Centers (JICs), etc.
- ☐ Assess need for special alert and warning efforts, including the hearing impaired, non English speaking populations, and industries especially at risk for a specific hazard, or which may need advance notice in order to shut down processes.
- ☐ Coordinate the development of door-to-door protective action statements with Operations.
- ☐ Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement:

Sample Initial Information Summary

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

- ☐ Arrange for necessary work space, materials, telephones, and staff. Consider assigning Assistant Public Information Officers to:
 - Joint Information Center (JIC).
 - Field (scene) Information.
 - Internal Information.
- ☐ Establish contact with local and national media representatives, as appropriate.
- ☐ Establish location of Information Center for media and public away from Command Post.
- ☐ Establish schedule for news briefings.
- ☐ Coordinate, with Logistics, the activation and staffing of message center "rumor control" lines to receive requests and answer questions from the public. Provide statement to operators.

- ☐ Obtain current incident status reports from Planning Section; coordinate a schedule for updates.
- ☐ Observe constraints on the release of information imposed by the Incident Commander and according to agency guidance.
- ☐ Obtain approval for information release from Incident Commander:
 - Confirm details to ensure no conflicting information is released.
 - Identify site and time for press briefings, and confirm participation by other Incident Management Team (IMT) members.
- ☐ Release news to media, and post information in Command Post and other appropriate locations.
- ☐ Record all interviews and copy all news releases:
 - Contact media to correct erroneous or misleading information being provided to the public via the media.
- ☐ Update off-incident agency personnel on a regular basis:
 - Utilize electronic mail for agency updates.
 - Establish phone line in the Command Post dedicated to internal communications to update agency personnel.
 - Provide standard statement which can be given to general requests for information.
- ☐ Coordinate information releases with information staff from other impacted agencies and jurisdictions:
 - Ensure that information provided to the public is consistent across jurisdictional boundaries, when appropriate.
- ☐ Attend Planning Meetings
- ☐ Respond to special requests for information.
- ☐ Provide all news releases, bulletins, and summaries to Documentation Unit to be included in the final incident package.
- ☐ Confirm the process for the release of information concerning incident-related injuries or deaths.
- ☐ Document all activity on Unit Log (ICS Form 214).

EOC Director Position Checklist

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

- ☐ Place Emergency Operations Center staff on standby.
- ☐ Place the Board of Supervisors on standby.
- ☐ Place Department Heads on standby.
- ☐ If required, activate the Emergency Operations Center

ACTIVATION PHASE

- ☐ Determine appropriate level of EOC activation based on situation as known.
- ☐ Coordinate with other Operational Area EOCs to ensure appropriate levels of activation are in place.
- ☐ Mobilize appropriate personnel for the initial activation of the EOC. Have Solano County Dispatch notify requested personnel on the EOC Recall phone list.
- ☐ Respond immediately to the EOC, identify yourself and locate your functional work area. Put on your vest and determine EOC operational status.
- ☐ Obtain briefing from available sources.
- ☐ Establish and maintain a Unit Event Log that chronologically describes your actions taken during your shift.
- ☐ Verify activation of on-scene Incident Command System.
- ☐ Ensure that the EOC is properly set up and ready for operations.
- ☐ Ensure that an EOC check-in procedure is established immediately.
- ☐ Ensure that an EOC organization and staffing chart is posted and completed.
- ☐ Determine which sections are needed, assign Section Chiefs as appropriate and ensure they are staffing their sections as required.
 - Operations Section Chief
 - Logistics Section Chief
 - Planning Section Chief
 - Finance/Administration Chief
- ☐ Determine which Management/Command Staff positions are required and ensure they are filled as soon as possible.
 - Emergency Services Manager
 - Safety Officer
 - Public Information Officer
 - Security Officer
 - Liaison Officer
- ☐ Ensure that telephone and/or radio communications with other EOCs are established and functioning.

- ☐ Schedule the initial Action Planning meeting.
- ☐ Confer with the General Staff to determine what representation is needed at the EOC from other emergency response agencies, local governments and other agencies.
- ☐ Assign a liaison officer to coordinate outside agency response to the EOC, and to assist as necessary in establishing an Inter-agency Coordination Group.

OPERATIONAL PHASE

- ☐ Monitor Management/Command Staff activities to ensure that all appropriate actions are being taken.
- ☐ Ensure that the Liaison Officer is providing for and maintaining effective inter-agency coordination.
- ☐ Based on current status reports, establish initial strategic objectives for the EOC.
- ☐ In coordination with General Staff, prepare EOC objectives for the initial Action Planning Meeting. The Incident Action Plan should include:
 - Overall strategy (Offensive/Defensive).
 - Need for evacuation.
 - Estimate of incident duration.
 - "State of Emergency" declaration.
 - Priorities for the procurement and allocation of available resources.
- ☐ Post (or photocopy and distribute) the Incident Action Plan.
- ☐ Convene the initial Action Planning meeting. Ensure that all Section Chiefs, Management/Command Staff, and other key agency representatives are in attendance.
- ☐ Ensure that appropriate Action Planning procedures are followed (refer to Action Planning Guide).
- ☐ Ensure the meeting is facilitated appropriately by the Planning Section.
- ☐ Once the Action Plan is completed by the Planning Section, review, approve and authorize its implementation.
- ☐ Brief the Board of Supervisors and elected officials or their representatives on the status of the emergency and the Incident Action Plan.
- ☐ In conjunction with the Public Information Officer, conduct news conferences and review media releases for final approval, following the established procedure for information releases and media briefings.
- ☐ Notify State Office of Emergency Services of the emergency.
 - If required, declare a LOCAL EMERGENCY.
 - If required, request the Governor proclaim a STATE OF EMERGENCY.
 - If required, ask that the Governor request the President proclaim a FEDERAL DECLARATION OF EMERGENCY.
- ☐ Coordinate local government proclamations with other emergency response agencies, as appropriate.
- ☐ Make sure that all essential emergency services are activated.

- ☐ Have Section Chiefs establish contact with appropriate State agency coordinators and representatives from affected jurisdictions.
- ☐ Report situation (including any areas evacuated) and support requirements to the Office of Emergency Services Mutual Aid Region Office.
- ☐ Have Section Chiefs coordinate with appropriate segments of the private sector.
- ☐ Request assistance from the Office of Emergency Services Mutual Aid Region Office as required.
- ☐ Activate Multipurpose Staging Areas as destination points for mutual aid.
- ☐ Conduct periodic reviews with the General Staff to ensure strategic objectives are current and appropriate.
- ☐ Conduct periodic briefings for elected officials or their representatives.
- ☐ Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

AFTER AN EMERGENCY

- ☐ Release personnel from Emergency Operations Center when crisis diminishes sufficiently.
- ☐ Re-check this checklist.
- ☐ Make sure that staff and volunteers receive debriefing and counseling, as needed.
- ☐ Have unsightly debris cleaned up as soon as possible.
- ☐ When appropriate, issue a Proclamation of Termination of Local Emergency.
- ☐ Appoint someone to follow through with hazard mitigation.

DEMOBILIZATION PHASE

- ☐ Authorize demobilization of sections, branches and units when they are no longer required.
- ☐ Notify higher level EOCs and other appropriate organizations of the planned demobilization, as appropriate.
- ☐ Ensure that any open actions not yet completed will be handled after demobilization.
- ☐ Ensure that all required forms or reports are completed prior to demobilization.
- ☐ Be prepared to provide input to the After Action/Corrective Action report.
- ☐ Deactivate the EOC at the designated time, as appropriate.
- ☐ Proclaim termination of the emergency response and proceed with recovery operations. As soon as possible, while interest in emergency preparedness is still high, place emergency preparedness and hazard mitigation proposals on the Board agenda. Suggestions for these proposals are listed below:
 - Hold critique of the emergency response effort.
 - Have someone follow through with public education programs.
 - Have someone recruit volunteers for longer term preparedness projects.
 - Have department review standard operating procedures.
 - Hold a critique of the emergency recovery effort.
- ☐ Review this Plan.

Assemble and check financial records; forward