



## INCIDENT COMMANDER

**Mission:** Organize and direct the Incident Command Center (ICC). Give overall strategic direction for Incident management and support activities, including emergency response and recovery. Approve the Incident Action Plan (IAP) for each operational period.

Immediate Response (0 – 2 hours)	Time	Initial
<p><b>Receive appointment</b></p> <ul style="list-style-type: none"> <li>• Gather intelligence, information and likely impact from the sources providing event notification</li> <li>• Assume the role of Incident Commander and activate the Incident Command System (ICS)</li> <li>• Review this Job Action Sheet</li> <li>• Notify your usual supervisor and the Incident Chief Executive Officer (CEO) of the incident, activation of the Incident Command Center (ICC), and your assignment</li> </ul>		
<p><b>Assess the operational situation</b></p> <ul style="list-style-type: none"> <li>• Activate the Incident Emergency Operations Plan (EOP) and applicable Incident Specific Plans</li> <li>• Brief Command Staff on objectives and issues, including:               <ul style="list-style-type: none"> <li>○ Size and complexity of the incident, expectations</li> <li>○ Involvement of outside agencies, stakeholders, and organizations</li> <li>○ The situation, incident activities, and any special concerns</li> </ul> </li> <li>• Seek feedback and further information</li> </ul>		
<p><b>Determine the incident objectives, tactics, and assignments</b></p> <ul style="list-style-type: none"> <li>• Determine incident objectives for the operational period</li> <li>• Determine which Command Staff need to be activated:               <ul style="list-style-type: none"> <li>○ Safety Officer, Liaison Officer, Public Information Officer</li> </ul> </li> <li>• Determine the impact on affected departments and gather additional information from the Liaison Officer</li> <li>• Appoint a Planning Section Chief to develop an Incident Action Plan (IAP)</li> <li>• Appoint an Operations Section Chief to provide support and direction to affected areas</li> <li>• Appoint a Logistics Section Chief to provide support and direction to affected areas</li> <li>• Appoint a Finance Section Chief to provide support and direction to affected areas</li> <li>• Make assignments and distribute corresponding Job Action Sheets and position identification</li> <li>• Ensure Incident and key staff are notified of the activation of the Incident Command Center (ICC)</li> <li>• Identify the operational period and any planned Incident Management Team (IMT) staff shift changes</li> <li>• Conduct a meeting with IMT staff to receive status reports from Section Chiefs and Command Staff to determine appropriate response and recovery levels, then set the time for the next briefing</li> </ul>		
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Ensure all activated positions are documented in the Incident Action Plan (IAP) and on status boards as applicable</li> <li>• Obtain current patient census and status from the Planning Section Chief</li> <li>• Determine the need to activate surge plans based on current patient status and injury projections</li> <li>• If applicable, receive an initial Incident damage survey report from the Operations Section Infrastructure Branch and evaluate the need for evacuation</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• ICS 201: Initiate the Incident Briefing form</li> <li>• ICS 204: Assign or complete the Assignment List as appropriate</li> <li>• ICS 213: Document all communications on a General Message Form</li> </ul>		

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<ul style="list-style-type: none"> <li>ICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> </ul>		
<b>Resources</b> <ul style="list-style-type: none"> <li>Assign one or more clerical personnel from current staffing or make a request for staff to the Logistics Section Chief, if activated, to function as Incident Command Center (ICC) recorders</li> </ul>		

Intermediate Response (2 – 12 hours)	Time	Initial
<b>Activities</b> <ul style="list-style-type: none"> <li>Transfer the Incident Commander role, if appropriate                             <ul style="list-style-type: none"> <li>Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources and the role of external agencies in support of the Incident</li> <li>Address any health, medical, or safety concerns</li> <li>Address political sensitivities, when appropriate</li> <li>Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are briefed on response issues and objectives</li> </ul> </li> <li>Schedule regular briefings with Incident Management Team (IMT) staff to identify and plan to:                             <ul style="list-style-type: none"> <li>Ensure a patient tracking system is established and linked with appropriate outside agencies and the local Emergency Operations Center (EOC)</li> <li>Develop, review, and revise the Incident Action Plan (IAP), or its elements, as needed</li> <li>Approve the IAP revisions if developed by the Planning Section Chief, then ensure that the approved plan is communicated to IMT staff</li> <li>Ensure that safety measures and risk reduction activities are ongoing and re-evaluate if necessary</li> </ul> </li> </ul>		
<b>Documentation</b> <ul style="list-style-type: none"> <li>ICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> </ul>		
<b>Resources</b> <ul style="list-style-type: none"> <li>Authorize resources as needed or requested by Command Staff or Section Chiefs</li> </ul>		

Extended Response (greater than 12 hours)	Time	Initial
<b>Activities</b> <ul style="list-style-type: none"> <li>Transfer the Incident Commander role, if appropriate                             <ul style="list-style-type: none"> <li>Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources and the role of external agencies in support of the Incident</li> <li>Address any health, medical, or safety concerns</li> <li>Address political sensitivities, when appropriate</li> </ul> </li> <li>Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are briefed on response issues and objectives</li> <li>Evaluate or re-evaluate the need for deploying a Public Information Officer to the local Joint Information Center (JIC) and a Liaison Officer to the local Emergency Operations Center (EOC), if applicable</li> <li>With Section Chiefs, determine the recovery and reimbursement costs and ensure documentation of financial impact</li> <li>Ensure staff, patient, and media briefings are being conducted regularly</li> </ul>		

## INCIDENT COMMANDER

<b>Documentation</b>		
<ul style="list-style-type: none"> <li>ICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> </ul>		
<b>Resources</b>		
<ul style="list-style-type: none"> <li>Authorize resources as needed or requested by Command Staff and Section Chiefs</li> </ul>		
<b>Safety and security</b>		
<ul style="list-style-type: none"> <li>Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader</li> <li>Provide for personnel rest periods and relief</li> <li>Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> </ul>		

Demobilization/System Recovery	Time	Initial
<b>Activities</b> <ul style="list-style-type: none"> <li>Transfer the Incident Commander role, if appropriate                             <ul style="list-style-type: none"> <li>Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources and the role of external agencies in support of the Incident</li> <li>Address any health, medical, or safety concerns</li> <li>Address political sensitivities, when appropriate</li> </ul> </li> <li>Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are briefed on response issues and objectives</li> <li>Assess the plan developed by the Planning Section Demobilization Unit and approved by the Planning Section Chief for the gradual demobilization of the Incident Command Center (ICC) and emergency operations according to the progression of the incident and Incident status</li> <li>Demobilize positions in the ICC and return personnel to their normal jobs as appropriate, in coordination with the Planning Section Demobilization Unit</li> <li>Brief staff, administration, and Board of Directors</li> <li>Approve notification of demobilization to the Incident staff when the incident is no longer active or can be managed using normal operations</li> <li>Participate in community and governmental meetings and other post-incident discussion and after action activities</li> <li>Ensure post-incident media briefings and Incident status updates are scheduled and conducted</li> <li>Ensure implementation of stress management activities and services for staff</li> <li>Ensure that staff debriefings are scheduled to identify accomplishments, response, and improvement issues</li> </ul>		
<b>Documentation</b> <ul style="list-style-type: none"> <li>ICS 221- Demobilization Check-Out</li> <li>Ensure all Incident Command Center (ICC) documentation is provided to the Planning Section Documentation Unit</li> </ul>		
<b>Documents and Tools</b>		
<ul style="list-style-type: none"> <li><input type="checkbox"/> ICS 201 - Incident Briefing form</li> <li><input type="checkbox"/> ICS 204 - Assignment List(s)</li> <li><input type="checkbox"/> ICS 213 - General Message Form</li> <li><input type="checkbox"/> ICS 214 - Activity Log</li> <li><input type="checkbox"/> ICS 221 - Demobilization Check-Out</li> </ul>		

## PUBLIC INFORMATION OFFICER (PIO)

**Mission:** Serve as the conduit for information to internal and external stakeholders, including Incident personnel, visitors and families, and the news media, as approved by the Incident Commander.

Immediate Response (0 – 2 hours)	Time	Initial
<p><b>Receive appointment</b></p> <ul style="list-style-type: none"> <li>• Obtain briefing from the Incident Commander on:               <ul style="list-style-type: none"> <li>○ Size and complexity of incident</li> <li>○ Expectations of the Incident Commander</li> <li>○ Incident objectives</li> <li>○ Involvement of outside agencies, stakeholders, and organizations</li> <li>○ The situation, incident activities, and any special concerns</li> </ul> </li> <li>• Assume the role of Public Information Officer (PIO)</li> <li>• Review this Job Action Sheet</li> <li>• Notify your usual supervisor of your assignment</li> </ul>		
<p><b>Assess the operational situation</b></p> <ul style="list-style-type: none"> <li>• Attend all briefings and Incident Action Plan (IAP) meetings to gather and share incident and Incident information</li> <li>• Establish contact with local or national media outlets to access and assess current situation</li> <li>• Provide media, internal, and external messaging information to Incident Management Team (IMT) staff as appropriate</li> </ul>		
<p><b>Determine the incident objectives, tactics, and assignments</b></p> <ul style="list-style-type: none"> <li>• Develop response strategy and tactics and outline an action plan</li> <li>• Designate times for briefings to media, patients, and Incident personnel</li> </ul>		
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Establish a designated media staging and media briefing area located away from the Incident Command Center (ICC) and patient care activity areas, coordinating with the Operations Section Security Branch Director as needed</li> <li>• Brief public information team members, if assigned, on current situation, incident objectives, and their assignments</li> <li>• Inform on site media of the physical areas to which they have access and those that are restricted</li> <li>• Contact external Public Information Officers (PIOs) from community and governmental agencies to ascertain and collaborate on public information and media messages being developed by those entities and ensure consistent and collaborative messages from all entities</li> <li>• In collaboration with the Incident Commander, consider assigning a public relations staff member to the Joint Information Center (JIC), if activated</li> <li>• Monitor, or assign personnel to monitor and report to you, incident and response information from sources such as the internet, radio, television, and newspapers</li> <li>• Develop public information and media messages to be reviewed and approved by the Incident Commander before release to the news media and the public</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• ICS 204: Appoint public information team members, if assigned, and complete the Assignment List</li> <li>• ICS 213: Document all communications on a General Message Form</li> <li>• ICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> </ul>		



## PUBLIC INFORMATION OFFICER (PIO)

<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>Request one or more recorders and other support staff as needed from the Labor Pool and Credentialing Unit Leader, if activated, to perform all necessary activities and documentation</li> </ul>		
<p><b>Safety and Security</b></p> <ul style="list-style-type: none"> <li>Coordinate designation of media staging and briefing area with the Operations Section Security Branch Director</li> <li>Ensure that any assigned personnel comply with safety procedures and instructions including the use of personal protective equipment (PPE) as warranted</li> </ul>		

Intermediate Response (2 – 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>Transfer the Public Information Officer (PIO) role, if appropriate                             <ul style="list-style-type: none"> <li>Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>Address any health, medical, and safety concerns</li> <li>Address political sensitivities, when appropriate</li> <li>Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> <li>Continue to attend all briefings and Incident Action Plan (IAP) meetings to gather and share incident and Incident information</li> <li>Contribute media and public information activities and goals to the IAP</li> <li>Coordinate with the Planning Section Patient Tracking Manager regarding:                             <ul style="list-style-type: none"> <li>Receiving and screening inquiries regarding the status of individual patients</li> <li>Release of appropriate patient information to appropriate requesting entities</li> </ul> </li> <li>Activate social media outlets for dissemination of response and Incident information</li> <li>Determine whether a local, regional, or state Joint Information Center (JIC) is activated; provide support as needed; and coordinate information dissemination</li> <li>Continue to develop and revise public information and media messages to be reviewed and approved by the Incident Commander before release to the news media and the public</li> <li>Develop regular information and status update messages to keep Incident personnel, patients, and visitors informed of the incident, community, and Incident status</li> <li>Relay pertinent information received to the Planning Section Situation Unit Leader and the Liaison Officer</li> <li>Provide critical information through signage, TV messaging, and emails to Incident personnel, visitors, and media as needed</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>ICS 213: Document all communications on a General Message Form</li> <li>ICS 214: Document actions, decisions, and information received on Activity Log</li> </ul>		

## PUBLIC INFORMATION OFFICER (PIO)

<b>Safety and security</b> <ul style="list-style-type: none"> <li>• Ensure that any assigned personnel comply with safety procedures and instructions including the use of personal protective equipment (PPE) as warranted</li> </ul>		
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Extended Response (greater than 12 hours)	Time	Initial
<b>Activities</b> <ul style="list-style-type: none"> <li>• Transfer the Public Information Officer (PIO) role, if appropriate                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> <li>• Continue to receive regular progress reports from the Incident Commander, Section Chiefs, and others, as appropriate</li> <li>• Coordinate with the Logistics Section Chief to determine if any requests for assistance are necessary that could be released to the public via the media</li> <li>• Conduct ongoing news conferences, providing updates on casualty information and Incident operational status to the news media</li> <li>• Ensure ongoing information coordination with other agencies, Incidents, local Emergency Operations Center and the Joint Information Center (JIC)</li> <li>• Facilitate staff and patient interviews with the media as appropriate</li> </ul>		
<b>Communication</b> <i>Incident to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i>		
<b>Documentation</b> <ul style="list-style-type: none"> <li>• ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• ICS 213: Document all communications on a General Message Form</li> <li>• ICS 214: Document actions, decisions, and information received on Activity Log</li> </ul>		
<b>Safety and Security</b> <ul style="list-style-type: none"> <li>• Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> <li>• Ensure that any assigned personnel comply with safety procedures and instructions including the use of personal protective (PPE) equipment as warranted</li> <li>• Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader</li> </ul>		

## PUBLIC INFORMATION OFFICER (PIO)

Demobilization/System Recovery	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Public Information Officer (PIO) role, if appropriate                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> <li>• Return staff to their normal jobs and combine or deactivate positions in a phased manner</li> <li>• Ensure the return or retrieval of equipment and supplies and return all assigned incident command equipment</li> <li>• Brief the Incident Commander on current problems, outstanding issues, and follow up requirements</li> <li>• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:                             <ul style="list-style-type: none"> <li>○ Review of pertinent position activities and operational checklists</li> <li>○ Recommendations for procedure changes</li> <li>○ Accomplishments and issues</li> </ul> </li> <li>• Coordinate release of patient information with external agencies through the Liaison Officer</li> <li>• Coordinate the release of final media briefings and reports</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• ICS 221: Demobilization Check-Out</li> <li>• Ensure all documentation is submitted to the Planning Section Documentation Unit</li> </ul>		
Documents and Tools		
<ul style="list-style-type: none"> <li><input type="checkbox"/> ICS 203 - Organization Assignment List</li> <li><input type="checkbox"/> ICS 204 - Assignment List</li> <li><input type="checkbox"/> ICS 213 - General Message Form</li> <li><input type="checkbox"/> ICS 214 - Activity Log</li> </ul>		





## LIAISON OFFICER

**Mission:** Function as the incident contact person in the Incident Command Center for representatives from other agencies.

Immediate Response (0 – 2 hours)	Time	Initial
<p><b>Receive appointment</b></p> <ul style="list-style-type: none"> <li>• Obtain briefing from the Incident Commander on:                             <ul style="list-style-type: none"> <li>○ Size and complexity of incident</li> <li>○ Expectations of the Incident Commander</li> <li>○ Incident objectives</li> <li>○ Involvement of outside agencies, stakeholders, and organizations</li> <li>○ The situation, incident activities, and any special concerns</li> </ul> </li> <li>• Assume the role of Liaison Officer</li> <li>• Review this Job Action Sheet</li> <li>• Notify your usual supervisor of your assignment</li> </ul>		
<p><b>Assess the operational situation</b></p> <ul style="list-style-type: none"> <li>• Establish contact with local, county, and state emergency organization agencies as appropriate to ascertain current status, contacts, and message routing</li> </ul>		
<p><b>Determine the incident objectives, tactics, and assignments</b></p> <ul style="list-style-type: none"> <li>• Determine response objectives, tactics, assignments, and if supporting staff are assigned, document on ICS 204 - Assignment List</li> <li>• Brief liaison team members, if assigned, on current situation, incident objectives and their assignments</li> <li>• Develop response strategy and tactics; outline action plan</li> </ul>		
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Obtain initial status and information from the Planning Section Chief to provide surge capacity status; provide an update to external stakeholders and agencies</li> <li>• Establish communication for information sharing with other Incidents and local agencies (e.g., emergency medical services, fire, law, public health, and emergency management)</li> <li>• Respond to information and or resource inquiries from other Incidents and response agencies and organizations</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• ICS 204: Appoint liaison team members, if assigned, and complete the Assignment List</li> <li>• ICS 213: Document all communications on a General Message Form</li> <li>• ICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Consider the need to deploy a liaison representative to the local public health or emergency management Emergency Operations Center (EOC); if warranted, make a recommendation to the Incident Commander</li> <li>• Request one or more recorders as needed from the Logistics Section Labor Pool and Credentialing Unit Leader, if activated, to perform all necessary documentation</li> </ul>		

## LIAISON OFFICER

Intermediate Response (2 – 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Liaison Officer role, if appropriate                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> <li>• Attend all briefings and Incident Action Planning meetings to gather and share incident and Incident information</li> <li>• Provide information on local Incidents, community response activities, and Liaison goals to the Incident Action Plan (IAP)</li> <li>• Report to appropriate authorities the following minimum data on ICS 259: Incident Casualty/Fatality Report:                             <ul style="list-style-type: none"> <li>○ Number of casualties received and types of injuries treated</li> <li>○ Current patient capacity and census</li> <li>○ Number of patients admitted, discharged home, or transferred to other Incidents</li> <li>○ Number deceased</li> <li>○ Individual casualty data: name or physical description, sex, age, address, seriousness of injury or condition</li> </ul> </li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• ICS 213: Document all communications on a General Message Form</li> <li>• ICS 214: Document actions, decisions, and information received on Activity Log</li> <li>• ICS 259: Report data from the Incident Casualty/Fatality Report</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Consider the need to deploy a liaison representative to the local public health or emergency management Emergency Operations Center (EOC); if warranted, make a recommendation to the Incident Commander</li> </ul>		
<p><b>Communication</b></p> <p><i>Incident to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> <li>• Observe all staff and volunteers for signs of stress and inappropriate behavior; report issues to the Safety Officer and Logistics Section Employee Health and Well-Being Unit</li> </ul>		
Extended Response (greater than 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Liaison Officer role, if appropriate                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> </ul> </li> </ul>		

## LIAISON OFFICER

Extended Response (greater than 12 hours)	Time	Initial
<ul style="list-style-type: none"> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>● ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>● ICS 213: Document all communications on a General Message Form</li> <li>● ICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> <li>● ICS 259: Report updated data on the Incident Casualty/Fatality Report</li> </ul>		
<p><b>Communication</b></p> <p><i>Incident to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>● Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> <li>● Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader</li> </ul>		

Demobilization/System Recovery	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>● Transfer the Liaison Officer role, if appropriate               <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> <li>● As objectives are met and needs decrease, return liaison team to their usual roles</li> <li>● Coordinate the release of patient information to external agencies with the Public Information Officer</li> <li>● Upon deactivation of your position, brief the Incident Commander on outstanding issues, and follow up requirements</li> <li>● Submit comments to the Planning Section for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:               <ul style="list-style-type: none"> <li>○ Review of pertinent position activities and operational checklists</li> <li>○ Recommendations for procedure changes</li> <li>○ Accomplishments and issues</li> </ul> </li> <li>● Participate in stress management and after action debriefings</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>● ICS 221 - Demobilization Check-Out</li> <li>● Ensure all documentation is submitted to Planning Section Documentation Unit</li> </ul>		

## LIAISON OFFICER

### Documents and Tools

- Incident Action Plan
- ICS 203 - Organization Assignment List
- ICS 204 - Assignment List
- ICS 213 - General Message Form
- ICS 214 - Activity Log
- ICS 221 - Demobilization Check-Out



## SAFETY OFFICER

**Mission:** Ensure health and safety of patients, Incident personnel, and visitors; identify, monitor and mitigate hazardous conditions.

Immediate Response (0 – 2 hours)	Time	Initial
<p><b>Receive appointment</b></p> <ul style="list-style-type: none"> <li>• Obtain briefing from the Incident Commander on:                             <ul style="list-style-type: none"> <li>○ Size and complexity of incident</li> <li>○ Expectations of the Incident Commander</li> <li>○ Incident objectives</li> <li>○ Involvement of outside agencies, stakeholders, and organizations</li> <li>○ The situation, incident activities, and any special concerns</li> </ul> </li> <li>• Assume the role of Safety Officer</li> <li>• Review this Job Action Sheet</li> <li>• Notify your usual supervisor of your assignment</li> </ul>		
<p><b>Assess the operational situation</b></p> <ul style="list-style-type: none"> <li>• Initiate environmental monitoring as indicated by the incident or hazardous condition</li> </ul>		
<p><b>Determine the incident objectives, tactics, and assignments</b></p> <ul style="list-style-type: none"> <li>• Establish contact with local public safety agencies as well as other Incidents, as appropriate to access any pertinent safety information</li> <li>• Provide information to the Incident Commander including safety-related capabilities and limitations</li> </ul>		
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Determine safety risks of the incident and response activities to patients, Incident personnel, and visitors as well as to the Incident and the environment</li> <li>• Advise the Incident Management Team (IMT) of any unsafe conditions and corrective recommendations</li> <li>• Evaluate the building or incident hazards and identify vulnerabilities</li> <li>• Specify the type and level of personal protective equipment (PPE) to be used by Incident personnel to ensure their protection, based on the incident or hazard</li> <li>• Post non-entry signage around unsafe or restricted areas, as needed</li> <li>• Attend all briefings and Incident Action Plan (IAP) meetings to gather and share incident and Incident safety requirements</li> <li>• Monitor operational safety of decontamination operations, if applicable</li> <li>• Ensure that safety team members, if assigned, identify and report all hazards and unsafe conditions</li> <li>• Assess Incident operations and practices of staff; terminate and report any unsafe operation or practice; recommend corrective actions to ensure safe service delivery</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• ICS 203: Review the Organization Assignment List</li> <li>• ICS 204: Appoint team members, if assigned, and complete the Assignment List</li> <li>• ICS 213: Document all communications on a General Message Form</li> <li>• ICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> <li>• ICS 215A: Complete the Incident Action Plan (IAP) Safety Analysis; document identified safety issues, mitigation strategies and assignments</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Obtain non-entry signage around unsafe or restricted areas, as needed</li> <li>• Request one or more recorders as needed from the Logistics Section Labor Pool and Credentialing Unit Leader, if activated, to perform documentation and tracking</li> </ul>		



## SAFETY OFFICER

<p><b>Communication</b>  <i>Incident to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Determine safety risks of the incident and response activities to patients, staff and visitors as well as to the Incident and the environment</li> <li>• Advise Incident Management Team (IMT) staff of any unsafe conditions and corrective recommendations</li> <li>• Evaluate building or incident hazards and identify vulnerabilities</li> <li>• Specify type and level of personal protective equipment (PPE) to be utilized by staff to ensure their protection, based on the incident or hazardous condition</li> </ul>		

Intermediate Response (2 – 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Safety Officer role, if appropriate:                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> <li>• Continue to assess safety risks of the incident to all personnel, the Incident, and the environment</li> <li>• Ensure proper equipment needs are met and equipment is properly functioning throughout the response</li> <li>• Attend all command briefings and Incident Action Plan (IAP) meetings to gather and share incident and Incident information</li> <li>• Contribute safety issues, activities, and goals to the IAP</li> <li>• Advise Incident Management Team (IMT) staff of any unsafe conditions and corrective recommendations</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• ICS 213: Document all communications on a General Message Form</li> <li>• ICS 214: Continue to document all actions and observations on the Activity Log on a continual basis</li> <li>• ICS 215A: Continue to update the Incident Action Plan (IAP) Safety Analysis for inclusion in the Incident IAP</li> </ul>		
<p><b>Communication</b>  <i>Incident to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Continue to assess safety risks of the incident to all personnel, the Incident, and the environment</li> <li>• Ensure proper equipment needs are met and equipment is properly functioning throughout the response</li> </ul>		

## SAFETY OFFICER

Extended Response (greater than 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Safety Officer role, if appropriate                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> <li>• Continually reassess the safety risks of the extended incident to patients, Incident staff, and visitors and to the Incident and the environment</li> <li>• Identify corrective actions and revise the ICS 215A: Incident Action Plan (IAP) Safety Analysis</li> <li>• Attend all briefings and IAP meetings to gather and share incident and Incident information</li> <li>• Advise Incident Management Team (IMT) staff of any unsafe conditions and corrective recommendations</li> <li>• Observe Incident personnel and volunteers for signs of stress and inappropriate behavior</li> <li>• Respond to any reports of stress or inappropriate behavior in conjunction with the Logistics Section Employee Health and Well-Being Unit Leader</li> <li>• Contribute safety issues, activities, and goals to the IAP as needed beyond ICS 215A: Incident Action Plan (IAP) Safety Analysis</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• ICS 213: Document all communications on a General Message Form</li> <li>• ICS 214: Continue to document all actions and observations on the Activity Log on a continual basis</li> <li>• ICS 215A: Continue to update the Incident Action Plan (IAP) Safety Analysis for inclusion in the Incident IAP</li> </ul>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Continue to assess Incident operations and practices of staff, and terminate and report any unsafe operation or practice, recommending corrective actions to ensure safe service delivery</li> <li>• Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> <li>• Observe all staff and volunteers for signs of stress and inappropriate behavior</li> <li>• Respond to any reports of stress or inappropriate behavior in conjunction with the Logistics Section Employee Health and Well-Being Unit Leader</li> </ul>		

Demobilization/System Recovery	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Safety Officer role, if appropriate:                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> </ul> </li> </ul>		

## SAFETY OFFICER

<ul style="list-style-type: none"> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> <li>● As objectives are met and needs for incident related safety decrease, return staff to their normal jobs and combine or deactivate positions in a phased manner, as applicable</li> <li>● Ensure the return or retrieval of equipment and supplies used during the response</li> <li>● Participate in stress management and after action debriefings</li> <li>● Participate in other briefings and meetings as required</li> <li>● Brief the Incident Commander on current problems, outstanding issues, and follow-up requirements</li> <li>● Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Improvement Plan. Topics include:             <ul style="list-style-type: none"> <li>○ Review of pertinent position activities and operational checklists</li> <li>○ Recommendations for procedure changes</li> <li>○ Accomplishments and issues</li> </ul> </li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>● ICS 221: Demobilization Check-Out</li> <li>● Ensure all documentation is submitted to Planning Section Documentation Unit</li> </ul>		
<b>Documents and Tools</b>		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Incident Action Plan</li> <li><input type="checkbox"/> ICS 203 - Organization Assignment List</li> <li><input type="checkbox"/> ICS 204 - Assignment List</li> <li><input type="checkbox"/> ICS 205A - Communications List</li> <li><input type="checkbox"/> ICS 213 - General Message Form</li> <li><input type="checkbox"/> ICS 214 - Activity Log</li> </ul>		

## OPERATIONS CHIEF

**Mission:** Develop and implement strategies and tactics to carry out the objectives established by the Incident Commander. Organize, assign, and supervise the resources of the Staging Area, the Medical Care, Infrastructure, Security, Hazardous Materials (HAZMAT), Business Continuity, and Patient Family Assistance Branches.

Immediate Response (0 – 2 hours)	Time	Initial
<p><b>Receive appointment</b></p> <ul style="list-style-type: none"> <li>• Obtain a briefing from the Incident Commander on:               <ul style="list-style-type: none"> <li>○ Size and complexity of the incident</li> <li>○ Expectations of the Incident Commander</li> <li>○ Incident objectives</li> <li>○ Involvement of outside agencies, stakeholders, and organizations</li> <li>○ The situation, incident activities, and any special concerns</li> </ul> </li> <li>• Assume the role of Operations Section Chief</li> <li>• Review this Job Action Sheet</li> <li>• Notify your usual supervisor of your assignment</li> </ul>		
<p><b>Assess the operational situation</b></p> <ul style="list-style-type: none"> <li>• Obtain information and status from the Staging Manager, and the Medical Care, Infrastructure, Security, Hazardous Materials (HAZMAT), Business Continuity, and Patient Family Assistance Branch Directors</li> <li>• Provide information to the Incident Commander on the operational situation including capabilities and limitations</li> </ul>		
<p><b>Determine the incident objectives, tactics, and assignments</b></p> <ul style="list-style-type: none"> <li>• Determine which Operations Section functions need to be activated:               <ul style="list-style-type: none"> <li>○ Staging Area</li> <li>○ Medical Care Branch</li> <li>○ Infrastructure Branch</li> <li>○ Security Branch</li> <li>○ HAZMAT Branch</li> <li>○ Business Continuity Branch</li> <li>○ Patient Family Assistance Branch</li> </ul> </li> <li>• Document section objectives, tactics, and assignments on the ICS 204 – Assignment List</li> <li>• Make assignments and distribute corresponding Job Action Sheets and position identification</li> <li>• Determine strategies and how the tactics will be accomplished</li> <li>• Determine needed resources</li> <li>• Brief section personnel on the situation, strategies, and tactics, and designate a time for the next briefing</li> </ul>		
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Ensure the following are being addressed with the appropriate branch or unit:               <ul style="list-style-type: none"> <li>○ Staff health and safety</li> <li>○ Patient tracking</li> <li>○ Patient care</li> <li>○ Patient family support</li> <li>○ Transfers into and from the Incident</li> <li>○ Fatality management</li> <li>○ Information sharing with other Incidents and local agencies (e.g., emergency medical services, fire, law, public health and emergency management) in coordination with the Liaison Officer</li> <li>○ Personnel and resource movement through the staging area</li> <li>○ Documentation</li> <li>○ Patient care treatment standards and case definitions with public health officials, as appropriate</li> <li>○ Ensure coordination with any assisting or cooperating agency or corporate command center</li> </ul> </li> </ul>		

## OPERATIONS CHIEF

<ul style="list-style-type: none"> <li>○ Personnel needs with Logistics Section Labor Pool and Credentialing Unit Leader, supply and equipment needs with the Logistics Section Supply Unit Leader, projections and needs with the Planning Section, and financial matters with the Finance/Administration Section</li> <li>● Ensure that the Operations Section is adequately staffed and supplied</li> <li>● Communicate with Operations Section personnel to:             <ul style="list-style-type: none"> <li>○ Obtain information and updates regularly from Operations Section Branch Directors and Staging Manager</li> <li>○ Maintain the current status of all areas</li> <li>○ Inform the Planning Section Situation Unit Leader of status information</li> </ul> </li> <li>● Conduct an Operations Briefing to present the Incident Action Plan (IAP) to clarify staff responsibilities</li> <li>● Collaborate with appropriate Medical-Technical Specialists as needed</li> <li>● Communicate with other Section Chiefs:             <ul style="list-style-type: none"> <li>○ Logistics Section for resource needs and activities</li> <li>○ Planning Section for activities that have occurred; then keep updated with status and utilization of resources</li> <li>○ Finance/Administration Section for personnel time records; potential compensation and claims and canceled surgeries and procedures</li> </ul> </li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>● ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>● ICS 205A: Distribute the Communications List appropriately</li> <li>● ICS 213: Document all communications on a General Message Form</li> <li>● ICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> </ul>		

<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>● Determine equipment and supply needs; request them from the Logistics Section Supply Unit Leader</li> <li>● Assess issues and needs in section areas; coordinate resource management</li> <li>● Make requests for external assistance, as needed, in coordination with the Liaison Officer</li> </ul>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>● Ensure that all section personnel comply with safety procedures and instructions</li> <li>● Determine if a communicable disease risk exists; implement appropriate response procedures collaborating with the appropriate Medical-Technical Specialist, if activated</li> <li>● Ensure personal protective equipment (PPE) is available and utilized appropriately</li> </ul>		

Intermediate Response (2 – 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>● Transfer the Operations Section Chief role, if appropriate             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> <li>● Ensure the following are being addressed with the appropriate section, branch, or unit:</li> </ul>		



## OPERATIONS CHIEF

<ul style="list-style-type: none"> <li>○ Section personnel health and safety</li> <li>○ Patient tracking</li> <li>○ Patient care</li> <li>○ Patient family support</li> <li>○ Transfers into and from the Incident</li> <li>○ Fatality management</li> <li>○ Information sharing with other Incidents and local agencies (e.g., emergency medical services, fire, law, public health and emergency management) in coordination with the Liaison Officer</li> <li>○ Personnel and resource movement through the staging area</li> <li>○ Documentation</li> <li>○ Patient care treatment standards and case definitions with public health officials, as appropriate</li> <li>○ Ensure coordination with any assisting or cooperating agency</li> <li>○ Personnel needs with Logistics Section Labor Pool and Credentialing Unit Leader, supply and equipment needs with the Logistics Section Supply Unit Leader, projections and needs with the Planning Section, and financial matters with the Finance/Administration Section</li> <li>● Ensure that the Operations Section is adequately staffed and supplied</li> <li>● Brief the Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Operations Section</li> <li>● Designate a time for a briefing and updates with Operations Section leadership to update the Incident Action Plan (IAP)</li> <li>● Schedule meetings with the Branch Directors and Staging Manager to update the section plans and demobilization procedures</li> </ul>		
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<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>● ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>● ICS 213: Document all communications on a General Message Form</li> <li>● ICS 214: Document actions, decisions, and information received on Activity Log</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>● Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed, coordinating with Logistics Section Supply Unit Leader</li> </ul>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>● Review personnel protective equipment use; revise as needed</li> <li>● Ensure staff health and safety issues are being addressed; report issues to the Safety Officer and Logistics Section Employee Health and Well-Being Unit</li> <li>● Ensure patient safety issues are identified and addressed</li> <li>● Ensure personal protective equipment (PPE) is available and utilized appropriately</li> </ul>		

Extended Response (greater than 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>● Transfer the Operations Section Chief role, if appropriate                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> </ul> </li> </ul>		

## OPERATIONS CHIEF

<ul style="list-style-type: none"> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> <li>● Continue to monitor the ability of Operations Section personnel to meet workload demands, personnel health and safety, resource needs, and documentation practices</li> <li>● Address issues related to ongoing patient care including:             <ul style="list-style-type: none"> <li>○ Ongoing patient arrival</li> <li>○ Bed availability</li> <li>○ Patient transfers</li> <li>○ Patient tracking</li> <li>○ Staff health and safety</li> <li>○ Behavioral health for patients, families, staff, and incident management personnel</li> <li>○ Fatality management</li> <li>○ Staffing</li> <li>○ Staff prophylaxis</li> <li>○ Medications</li> <li>○ Equipment and supplies</li> <li>○ Personnel and resource movement through staging area</li> <li>○ Coordination with other area Incidents</li> <li>○ Documentation</li> </ul> </li> <li>● Brief the Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Operations Section</li> <li>● Designate a time for a briefing and updates with Operations Section leadership to update the Incident Action Plan (IAP)</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>● ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>● ICS 213: Document all communications on a General Message Form</li> <li>● ICS 214: Document actions, decisions, and information received on Activity Log</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>● Monitor levels of all supplies and equipment, and collaborate on needs with the Logistics Section Supply Unit Leader</li> </ul>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>● Observe section personnel for signs of stress and inappropriate behavior; report issues to the to the Safety Officer and Logistics Section Employee Health and Well-Being Unit</li> <li>● Provide for personnel rest periods and relief</li> <li>● Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> <li>● Ensure personal protective equipment (PPE) is available and utilized appropriately</li> </ul>		

<b>Demobilization/System Recovery</b>	<b>Time</b>	<b>Initial</b>
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>● Transfer the Operations Section Chief role, if appropriate             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, demobilization actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> </ul> </li> </ul>		

## OPERATIONS CHIEF

<ul style="list-style-type: none"> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate staff are properly briefed on response issues and objectives</li> <li>● As objectives are met and needs decrease, return the Operations Section personnel to their usual jobs and combine or deactivate positions in a phased manner, in coordination with the Planning Section Demobilization Unit Leader</li> <li>● Assist Section Chiefs in restoring the Incident to normal operations</li> <li>● Through the Liaison Officer and Public Information Officer, share patient information with external agencies as needed and in accordance with patient privacy policies</li> <li>● Work with the Planning and Finance/Administration Sections to complete cost data information collection</li> <li>● Upon deactivation of your position, brief the Incident Commander on current problems, outstanding issues, and follow up requirements</li> <li>● Debrief section personnel on lessons learned and procedural or equipment changes needed</li> <li>● Participate in other briefings and meetings as required</li> <li>● Submit comments to the Planning Section for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:             <ul style="list-style-type: none"> <li>○ Review of pertinent position descriptions and operational checklists</li> <li>○ Recommendations for procedure changes</li> <li>○ Accomplishments and issues</li> </ul> </li> <li>● Participate in stress management and after action debriefings</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>● ICS 221: Demobilization Check-Out</li> <li>● Ensure all documentation is submitted to the Planning Section Documentation Unit</li> </ul>		

<b>Documents/Tools</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> ICS 203 - Organization Assignment List</li> <li><input type="checkbox"/> ICS 204 - Assignment List</li> <li><input type="checkbox"/> ICS 205A - Communications List</li> <li><input type="checkbox"/> ICS 213 - General Message Form</li> <li><input type="checkbox"/> ICS 214 - Activity Log</li> <li><input type="checkbox"/> ICS 215A - Incident Action Plan (IAP) Safety Analysis</li> <li><input type="checkbox"/> ICS 221 - Demobilization Check-Out</li> </ul>

## BUSINESS CONTINUITY BRANCH DIRECTOR

**Mission:** Ensure business functions are maintained, restored, or augmented as needed to minimize the financial or other impact of business interruptions.

Immediate Response (0 – 2 hours)	Time	Initial
<p><b>Receive appointment</b></p> <ul style="list-style-type: none"> <li>• Obtain briefing from the Operations Section Chief on:               <ul style="list-style-type: none"> <li>○ Size and complexity of incident</li> <li>○ Expectations of the Incident Commander</li> <li>○ Incident objectives</li> <li>○ Involvement of outside agencies, stakeholders, and organizations</li> <li>○ The situation, incident activities, and any special concerns</li> </ul> </li> <li>• Assume the role of Business Continuity Branch Director</li> <li>• Review this Job Action Sheet</li> <li>• Notify your usual supervisor of your assignment</li> </ul>		
<p><b>Assess the operational situation</b></p> <ul style="list-style-type: none"> <li>• Provision of time sensitive data, records, and information (e.g., patient records, contracts, payroll, etc.)</li> <li>• Intranet and internet capabilities and functionality</li> <li>• Data and business function recovery operations, including server, computer, application support, and virus removal</li> <li>• Expansion or relocation of business functions, including server, computer, and application support</li> <li>• Data access and security</li> <li>• Access to business interruption insurance, in coordination with the Finance/Administration Section</li> <li>• Provide information to the Operations Section Chief of the status</li> </ul>		
<p><b>Determine the incident objectives, tactics, and assignments</b></p> <ul style="list-style-type: none"> <li>• Document branch objectives, tactics, and assignments on the ICS 204: Assignment List</li> <li>• Based on the incident objectives for the response period consider the issues and priorities:               <ul style="list-style-type: none"> <li>○ Determine which Business Continuity Branch functions need to be activated:                   <ul style="list-style-type: none"> <li>▪ IT Systems and Applications Unit</li> <li>▪ Service Continuity Unit</li> <li>▪ Records Management Unit</li> </ul> </li> <li>○ Make assignments, and distribute corresponding Job Action Sheets and position identification</li> <li>○ Determine strategies and how the tactics will be accomplished</li> <li>○ Determine needed resources</li> </ul> </li> <li>• Brief branch personnel on the situation, strategies, and tactics, and designate time for next briefing</li> </ul>		
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Participate in the Operations Section planning meeting and incident action planning; obtain and provide key information for operational activities</li> <li>• Implement branch plans and monitor activities</li> <li>• Communicate between Incident Management Team (IMT) to determine business recovery objectives and timeframes based on recovery capability, risk, and recovery priorities</li> <li>• In conjunction with the Finance/Administration Section, assess financial implications of interruption; consult legal counsel and the Incident's business insurance carrier as needed</li> <li>• Ensure implementation of the Incident's Business Continuity Plans</li> </ul>		

## BUSINESS CONTINUITY BRANCH DIRECTOR

<ul style="list-style-type: none"> <li>• Support department-level recovery operations (e.g., radiology, pharmacy, purchasing, payroll, business office)</li> <li>• Determine the ability to meet any recovery objectives for all impacted business functions, and develop alternate systems to meet needs</li> <li>• Ensure a system to access essential business records (e.g., patient medical records, purchasing contracts)</li> <li>• Assure activation of plans for expansion or relocation to alternate business operation sites as needed, including:             <ul style="list-style-type: none"> <li>○ Occupancy permits</li> <li>○ Contractors for building modifications, communications and information technology (IT) networking, and acquisition and transportation of furniture, equipment, and supplies</li> <li>○ Staffing plan (employees or vendor supplied)</li> <li>○ Building security, housekeeping, and trash removal services</li> </ul> </li> <li>• Assure activation of Incident-wide Information Technology (IT) Support Plan, including:             <ul style="list-style-type: none"> <li>○ Support the Incident Command Center (ICC) with equipment and software; coordinate with the Logistics Section Information Technology/Information Services (IT/IS) and the Equipment Unit Leader on equipment issues</li> <li>○ Expansion of computer help-desk services</li> <li>○ Vendor agreements to support operations</li> <li>○ Utilization of downtime paperwork, and post event transfer of information from hard copy to computer after system restoration when applicable</li> <li>○ Evaluation of existing applications to include projected needs for additional licenses, password permissions, storage, and hardware to support existing operations as well as those in an alternate location</li> <li>○ Virus removal operations</li> </ul> </li> <li>• Obtain information and updates regularly from the Operations Section Chief</li> <li>• Maintain current status of all areas</li> <li>• Inform the Operations Section Chief of activities that have occurred; keep updated with status and utilization of resources and anticipated resource needs</li> <li>• Monitor and support as needed Infrastructure Branch, and the Logistics Section Information Technology/Information Services (IT/IS) and the Equipment Unit Leader</li> <li>• Consider development of a branch action plan; submit it to the Operations Section Chief if requested</li> <li>• Provide regular updates to branch personnel and inform of strategy changes as needed</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• ICS 213: Document all communications on a General Message Form</li> <li>• ICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> <li>• ICS 251: As directed by the Infrastructure Branch Director, review and document information in appropriate sections of the Facility System Status Report</li> <li>• ICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period</li> <li>• ICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report</li> <li>• ICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response</li> </ul>		



## BUSINESS CONTINUITY BRANCH DIRECTOR

<b>Resources</b> <ul style="list-style-type: none"> <li>• Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Operation Section Chief</li> <li>• Assess issues and needs in branch areas; coordinate resource management</li> <li>• Make requests for external assistance, as needed, in coordination with the Liaison Officer</li> </ul>		
<b>Safety and security</b> <ul style="list-style-type: none"> <li>• Ensure that all branch personnel comply with safety procedures and instructions</li> <li>• Ensure personal protective equipment (PPE) is available and utilized appropriately</li> </ul>		

Intermediate Response (2 – 12 hours)	Time	Initial
<b>Activities</b> <ul style="list-style-type: none"> <li>• Transfer the Business Continuity Branch Director role, if appropriate                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> <li>• Communicate regularly with the Operations Section Chief</li> <li>• Designate times for briefings and updates with Unit Leaders to develop or update the Business Continuity Plans</li> <li>• Schedule planning meetings with Unit Leaders to update the action plan and demobilization procedures</li> </ul>		

<b>Documentation</b> <ul style="list-style-type: none"> <li>• ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• ICS 213: Document all communications on a General Message Form</li> <li>• ICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> </ul>		
<b>Resources</b> <ul style="list-style-type: none"> <li>• Assess issues and needs in branch areas; coordinate resource management</li> <li>• Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed</li> </ul>		
<b>Communication</b> <i>Incident to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i>		
<b>Safety and security</b> <ul style="list-style-type: none"> <li>• Ensure that all branch personnel comply with safety procedures and instructions</li> <li>• Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> <li>• Ensure branch personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit</li> <li>• Ensure personal protective equipment (PPE) is available and utilized appropriately</li> </ul>		

## BUSINESS CONTINUITY BRANCH DIRECTOR

Extended Response (greater than 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Business Continuity Branch Director role, if appropriate                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> <li>• Continue to monitor the ability of the Business Continuity Branch to meet workload demands, personnel health and safety, resource needs, and documentation practices</li> <li>• Continue to assist in maintaining the ICS 257: Resource Accounting Record to track equipment used during the response</li> <li>• Conduct regular situation briefings</li> <li>• Meet with unit leaders to address ongoing issues</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• ICS 213: Document all communications on a General Message Form</li> <li>• ICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> <li>• ICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Assess issues and needs in branch areas; coordinate resource management</li> <li>• Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed</li> </ul>		
<p><b>Communication</b></p> <p><i>Incident to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Ensure that all branch personnel continue to comply with safety procedures and instructions</li> <li>• Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader</li> <li>• Provide for staff rest periods and relief</li> <li>• Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> <li>• Ensure personal protective equipment (PPE) is available and utilized appropriately</li> </ul>		



## BUSINESS CONTINUITY BRANCH DIRECTOR

Demobilization/System Recovery	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Business Continuity Branch Director role, if appropriate                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> <li>• Ensure the return, retrieval, and restocking of equipment and supplies</li> <li>• As objectives are met and needs decrease, return branch personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader</li> <li>• Notify the Operations Section Chief when demobilization and restoration is complete</li> <li>• Coordinate reimbursement issues with the Finance/Administration Section</li> <li>• Upon deactivation of your position, brief the Operations Section Chief on current problems, outstanding issues, and follow up requirements</li> <li>• Debrief branch personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes, as needed</li> <li>• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan.                             <p>Topics include:</p> <ul style="list-style-type: none"> <li>○ Review of pertinent position descriptions and operational checklists</li> <li>○ Recommendations for procedure changes</li> <li>○ Accomplishments and issues</li> </ul> </li> <li>• Participate in stress management and after action debriefings</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• ICS 221: Demobilization Check-Out</li> <li>• Ensure all documentation is submitted to the Planning Section Documentation Unit</li> </ul>		

Documents and Tools
<ul style="list-style-type: none"> <li><input type="checkbox"/> ICS 203 - Organization Assignment List</li> <li><input type="checkbox"/> ICS 204 - Assignment List</li> <li><input type="checkbox"/> ICS 213 - General Message Form</li> <li><input type="checkbox"/> ICS 214 - Activity Log</li> </ul>

## LOGISTICS SECTION CHIEF

**Mission:** Organize and direct the service and support activities needed to ensure the material needs for the Incident's response to an incident are available when needed.

Immediate Response (0 – 2 hours)	Time	Initial
<p><b>Receive appointment</b></p> <ul style="list-style-type: none"> <li>• Obtain briefing from the Incident Commander on:               <ul style="list-style-type: none"> <li>○ Size and complexity of incident</li> <li>○ Expectations of Incident Commander</li> <li>○ Incident objectives</li> <li>○ Involvement of outside agencies, stakeholders, and organizations</li> <li>○ The situation, incident activities, and any special concerns</li> </ul> </li> <li>• Assume the role of Logistics Section Chief</li> <li>• Review this Job Action Sheet</li> <li>• Notify your usual supervisor of your assignment</li> </ul>		
<p><b>Assess the operational situation</b></p> <ul style="list-style-type: none"> <li>• Obtain information from the Operations Section Chief, Staging Manager, and the operational status of the Service and Support Branch Directors to assess critical issues and resource needs</li> <li>• Provide information to the Incident Commander on the Logistics Section operational situation including capabilities and limitations</li> </ul>		
<p><b>Determine the incident objectives, tactics, and assignments</b></p> <ul style="list-style-type: none"> <li>• Determine which Logistics Section functions need to be activated:               <ul style="list-style-type: none"> <li>○ Service Branch</li> <li>○ Support Branch</li> </ul> </li> <li>• Document section objectives, tactics, and assignments on the ICS 204: Assignment List</li> <li>• Make assignments, distribute corresponding Job Action Sheets and position identification</li> <li>• Determine strategies and how the tactics will be accomplished</li> <li>• Determine needed resources</li> <li>• Brief section personnel on the situation, strategies, and tactics, and designate a time for the next briefing</li> </ul>		
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Ensure the Incident Command Center (ICC) is set up and equipped with the necessary resources and services including communications and information technology</li> <li>• Appoint an assistant to manage the needs of the ICC, if needed</li> <li>• Establish and communicate the process for other sections to request personnel and additional resources</li> <li>• If relocation or additional care locations are necessary, coordinate with Operations and Planning Sections to determine the infrastructure requirements that are necessary to meet the operational needs, and conduct pre-deployment assessments</li> <li>• Establish Logistics Section work procedures (e.g., work hours, rotation schedule, contact list, need for and monitoring of overtime hours)</li> <li>• Coordinate procurement and expense needs with Financial Section to determine proper authority and reimbursement ceilings</li> <li>• Participate in Incident Action Plan (IAP) preparation, briefings, and meetings as needed; assist in identifying strategies; determine tactics, work assignments, and resource requirements</li> </ul>		

## LOGISTICS SECTION CHIEF

<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• ICS 205A: Distribute the Communications List appropriately</li> <li>• ICS 206: Ensure that a Staff Medical Plan is created and distributed</li> <li>• ICS 213: Document all communications on a General Message Form</li> <li>• ICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> <li>• ICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period</li> <li>• ICS 256: Track requested equipment and services on a Procurement Summary Report</li> <li>• ICS 257: Track equipment used during the response on the Resource Accounting Record</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Determine equipment and supply needs; request them from the Supply Unit Leader</li> <li>• Assess issues and needs in section areas; coordinate resource management</li> <li>• Make requests for external assistance, as needed, in coordination with the Liaison Officer</li> <li>• Determine from all sections levels of personnel and additional resources needed for next operational period</li> <li>• Work with the Finance/Administration Chief on the preparation of additional service and equipment contracts</li> <li>• Maintain the current status of all areas in Logistics Section, inform Planning Section personnel of activities that have occurred; keep them updated with status and utilization of resources</li> <li>• Inform Finance/Administration Section of personnel time records and potential work-related claims</li> </ul>		
<p><b>Communication</b></p> <p><i>Incident to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Ensure that all section personnel comply with safety procedures and instructions</li> <li>• Ensure personal protective equipment (PPE) is available and utilized appropriately</li> </ul>		

Intermediate Response (2 – 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Logistics Section Chief role, if appropriate                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> </ul>		



## LOGISTICS SECTION CHIEF

<ul style="list-style-type: none"> <li>• Meet regularly with the Incident Commander and Incident Management Team (IMT) staff to update the status of the response and relay important information on the capabilities and limitations of the Logistics Section</li> <li>• Designate a time for briefing and updates with the Logistics Section personnel to develop recommended updates to the Incident Action Plan (IAP) and to develop demobilization procedures</li> <li>• Ensure the following are being adequately supported with necessary resources:             <ul style="list-style-type: none"> <li>○ Clinical areas, both inpatient and outpatient</li> <li>○ Staging and Labor Pool including credentialing of staff and volunteers</li> <li>○ Information technology and information systems network integrity</li> <li>○ Food and water for patients, staff, and visitors</li> <li>○ Employee health and well-being services</li> <li>○ Clinical support services</li> <li>○ Patient family care supply support</li> <li>○ Incident personnel family support</li> <li>○ Environmental services</li> <li>○ Transportation services</li> </ul> </li> <li>• Coordinate and process requests for personnel and resources from other sections</li> <li>• Obtain needed materials and fulfill resource requests with the assistance of the Finance/Administration Section Chief and Liaison Officer</li> <li>• Communicate regularly with Incident Management Team (IMT) staff</li> <li>• Ensure that the Logistics Section is adequately staffed and supplied</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• ICS 213: Document all communications on a General Message Form</li> <li>• ICS 214: Document actions, decisions, and information received on Activity Log</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed, coordinating with Operations Section Chief</li> </ul>		
<p><b>Communication</b></p> <p><i>Incident to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		

<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Ensure section personnel health and safety issues are being addressed; report issues to the Safety Officer and Employee Health and Well-Being Unit</li> </ul>		
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<b>Extended Response (greater than 12 hours)</b>	<b>Time</b>	<b>Initial</b>
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer Logistics Section Chief role, if appropriate:             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> </ul>		

## LOGISTICS SECTION CHIEF

<ul style="list-style-type: none"> <li>• Continue to monitor the ability of Logistics Section personnel to meet workload demands, personnel health and safety, resource needs, and documentation practices</li> <li>• Continue to maintain the ICS 257: Resource Accounting Record to track equipment used during the response</li> <li>• Communicate regularly with the Incident Management Team (IMT)</li> <li>• Brief Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Logistics Section</li> <li>• Designate a time for briefing and updates with Logistics Section leadership to update the Incident Action Plan (IAP)</li> </ul>		
<b>Documentation</b> <ul style="list-style-type: none"> <li>• ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• ICS 213: Document all communications on a General Message Form</li> <li>• ICS 214: Document actions, decisions, and information received on Activity Log</li> <li>• ICS 257: Track equipment used during the response on the Resource Accounting Record</li> </ul>		
<b>Resources</b> <ul style="list-style-type: none"> <li>• Monitor levels of all supplies and equipment, and collaborate on needs with the Supply Unit Leader</li> </ul>		
<b>Communication</b> <i>Incident to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i>		
<b>Safety and security</b> <ul style="list-style-type: none"> <li>• Observe section personnel for signs of stress and inappropriate behavior; report concerns to the Safety officer and the Employee Health and Well-Being Unit</li> <li>• Provide for personnel rest periods and relief</li> <li>• Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> </ul>		

Demobilization/System Recovery	Time	Initial
<b>Activities</b> <ul style="list-style-type: none"> <li>• Transfer Logistics Section Chief role if appropriate                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, demobilization actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> <li>• Work with Planning and Finance/Administration Sections to complete cost data information</li> <li>• Debrief section personnel on lessons learned and procedural or equipment changes needed</li> <li>• Participate in other briefings and meetings as required</li> <li>• Submit comments to the Planning Section for discussion and possible inclusion in an After Action Report and Corrective Improvement Plan. Topics include:                             <ul style="list-style-type: none"> <li>○ Review of pertinent position descriptions and operational checklists</li> <li>○ Recommendations for procedure changes</li> <li>○ Accomplishments and issues</li> </ul> </li> </ul>		



## LOGISTICS SECTION CHIEF

<ul style="list-style-type: none"> <li>• Participate in stress management and after action debriefings</li> <li>• As objectives are met and needs decrease, return Logistics Section personnel to their usual jobs and combine or deactivate positions in a phased manner, in coordination with the Planning Section Demobilization Unit Leader</li> <li>• Assist other Section Chiefs in restoring the Incident to normal operations</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• ICS 221: Demobilization Check-Out</li> <li>• Ensure all documentation is submitted to the Planning Section Documentation Unit</li> </ul>		

<b>Documents/Tools</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> ICS 203 - Organization Assignment List</li> <li><input type="checkbox"/> ICS 204 - Assignment List</li> <li><input type="checkbox"/> ICS 205A - Communications List</li> <li><input type="checkbox"/> ICS 206 - Staff Medical Plan</li> <li><input type="checkbox"/> ICS 213 - General Message Form</li> <li><input type="checkbox"/> ICS 214 - Activity Log</li> </ul>

## PLANNING SECTION CHIEF

**Mission:** Oversee all incident related data gathering and analysis regarding incident operations and resource management; develop alternatives for tactical operations; initiate long range planning; conduct planning meetings; and prepare the Incident Action Plan (IAP) for each operational period.

Immediate Response (0 – 2 hours)	Time	Initial
<p><b>Receive appointment</b></p> <ul style="list-style-type: none"> <li>• Obtain briefing from the Incident Commander on:               <ul style="list-style-type: none"> <li>○ Size and complexity of the incident</li> <li>○ Expectations of the Incident Commander</li> <li>○ Incident objectives</li> <li>○ Involvement of outside agencies, stakeholders, and organizations</li> <li>○ The situation, incident activities, and any special concerns</li> </ul> </li> <li>• Assume the role of Planning Section Chief</li> <li>• Review this Job Action Sheet</li> <li>• Notify your usual supervisor of your assignment</li> </ul>		
<p><b>Assess the operational situation</b></p> <ul style="list-style-type: none"> <li>• Obtain information and status from the Operations and Logistics Section Chiefs to ensure the accurate tracking of personnel and resources by the Personnel Tracking and Material Tracking Managers, if appointed, or the respective Section Chiefs if not</li> <li>• Provide information to the Incident Commander on the Planning Section operational situation including capabilities and limitations</li> </ul>		
<p><b>Determine the incident objectives, tactics, and assignments</b></p> <ul style="list-style-type: none"> <li>• Determine which Planning Section Units need to be activated:               <ul style="list-style-type: none"> <li>○ Resources Unit</li> <li>○ Situation Unit</li> <li>○ Documentation Unit</li> <li>○ Demobilization Unit</li> </ul> </li> <li>• Make assignments and distribute corresponding Job Action Sheets and position identification</li> <li>• Determine strategies and how the tactics will be accomplished</li> <li>• Determine needed resources</li> <li>• Brief section personnel on the situation, strategies, and tactics, and designate a time for the next briefing</li> </ul>		
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Ensure a bed report, staffing report, and current patient census and status are being prepared for the Incident Commander</li> <li>• Prepare and conduct a planning meeting to develop and validate the incident objectives for the next operational period</li> <li>• Coordinate the preparation, documentation, and approval of the Incident Action Plan (IAP) and distribute copies to the Incident Commander and Section Chiefs</li> <li>• Obtain and provide key information for operational and support activities, including the impact on affected departments</li> <li>• Gather additional information from the Liaison Officer</li> <li>• Collaborate with appropriate Medical-Technical Specialists as needed</li> <li>• Obtain information and updates regularly from Planning Section Unit Leaders</li> <li>• Maintain current status of all areas</li> <li>• Inform the Situation Unit Leader of status information</li> <li>• Communicate with the Operations and Logistics Sections for resource needs and projected activities</li> <li>• Inform Planning Section personnel of activities that have occurred; keep updates of status and utilization of resources</li> </ul>		

## PLANNING SECTION CHIEF

<ul style="list-style-type: none"> <li>• Communicate with the Finance/Administration Section for personnel time records, potential compensation and claims, and canceled surgeries and procedures</li> <li>• Activate Incident Specific Plans or Annexes as directed by the Incident Commander</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• ICS 200: Consider use of the Incident Action Plan (IAP) Cover sheet</li> <li>• ICS 201: Draft Incident Briefing for Incident Commander as directed</li> <li>• ICS 202: Draft Incident Objectives for Incident Commander approval</li> <li>• ICS 203: Prepare Organization Assignment List as part of the IAP</li> <li>• ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• ICS 205A: Distribute the Communications List appropriately</li> <li>• ICS 213: Document all communications on a General Message Form</li> <li>• ICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> <li>• ICS 215A: Obtain completed Incident Action Plan (IAP) Safety Analysis from the Safety Officer for inclusion in the IAP</li> <li>• ICS 252: Distribute the Section Personnel Time Sheet to section personnel and ensure time is recorded appropriately</li> <li>• ICS 257: Track equipment used during the response on the Resource Accounting Record</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Determine equipment and supply needs; request them from the Logistics Section Supply Unit Leader</li> <li>• Assess issues and needs in section areas; coordinate for resource planning</li> <li>• Make requests for external assistance, as needed, in coordination with the Liaison Officer</li> </ul>		
<p><b>Communication</b></p> <p><i>Incident to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		

<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Ensure that all section personnel comply with safety procedures and instructions</li> </ul>		
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Intermediate Response (2 – 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Planning Section Chief role, if appropriate               <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> <li>• Ensure the following are being addressed:               <ul style="list-style-type: none"> <li>○ Section personnel health and safety</li> <li>○ Update the Incident Action Plan (IAP) with each operational period</li> <li>○ Short and long term planning</li> </ul> </li> <li>• Ensure that the Planning Section is adequately staffed and supplied</li> </ul>		

## PLANNING SECTION CHIEF

<ul style="list-style-type: none"> <li>• Work with the Incident Commander and other Section Chiefs to identify short and long term issues with financial implications; establish needed policies and procedures</li> <li>• Communicate regularly with Incident Management Team (IMT) staff</li> <li>• Brief the Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Planning Section</li> <li>• Designate a time for briefing and updates with Planning Section leadership to update the IAP</li> </ul>		
<b>Documentation</b> <ul style="list-style-type: none"> <li>• ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• ICS 213: Document all communications on a General Message Form</li> <li>• ICS 214: Document actions, decisions, and information received on Activity Log</li> <li>• ICS 257: Track equipment used during the response on the Resource Accounting Record</li> </ul>		
<b>Resources</b> <ul style="list-style-type: none"> <li>• Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed, coordinating with the Operations and the Logistics Section Chiefs</li> </ul>		
<b>Communication</b> <i>Incident to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i>		
<b>Safety and security</b> <ul style="list-style-type: none"> <li>• Review personnel protection practices; revise as needed</li> <li>• Ensure staff health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit</li> </ul>		

Extended Response (greater than 12 hours)	Time	Initial
<b>Activities</b> <ul style="list-style-type: none"> <li>• Transfer the Planning Section Chief role, if appropriate               <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the Incident</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> <li>• Continue to monitor the ability of Planning Section personnel to meet workload demands, personnel health and safety, resource needs, and documentation practices</li> <li>• Continue to receive projected activity reports from Section Chiefs and Planning Section Unit Leaders at designated intervals to prepare status reports and update the Incident Action Plan (IAP)</li> <li>• Ensure the Demobilization Unit Leader assesses the ability to deactivate positions, as appropriate, in collaboration with Section Chiefs and develops and implements a Demobilization Plan</li> <li>• Ensure the Documentation Unit Leader is receiving and organizing all documentation, including ICS 214: Activity Logs and ICS 213: General Message Form</li> <li>• Communicate regularly with Incident Management Team (IMT) staff</li> </ul>		



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<ul style="list-style-type: none"> <li>Brief the Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Planning Section</li> <li>Designate a time for a briefing and updates with the Planning Section leadership to update the IAP</li> </ul>		
<b>Documentation</b> <ul style="list-style-type: none"> <li>ICS 204: Document assignments and operational period objectives on Assignment List</li> <li>ICS 213: Document all communications on a General Message Form</li> <li>ICS 214: Document actions, decisions, and information received on Activity Log</li> <li>ICS 257: Track equipment used during the response on the Resource Accounting Record</li> </ul>		
<b>Resources</b> <ul style="list-style-type: none"> <li>Monitor the levels of all supplies and equipment, and collaborate on needs with the Logistics Section Supply Unit Leader</li> </ul>		
<b>Communication</b> <i>Incident to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i>		
<b>Safety and security</b> <ul style="list-style-type: none"> <li>Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader</li> <li>Provide for personnel rest periods and relief</li> <li>Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> </ul>		

Demobilization/System Recovery	Time	Initial
<b>Activities</b> <ul style="list-style-type: none"> <li>Transfer the Planning Section Chief role, if appropriate                             <ul style="list-style-type: none"> <li>Conduct a transition meeting to brief your replacement on the current situation, demobilization actions, available resources, and the role of external agencies in support of the Incident</li> <li>Address any health, medical, and safety concerns</li> <li>Address political sensitivities, when appropriate</li> <li>Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives</li> </ul> </li> <li>As objectives are met and needs decrease, return Planning Section personnel to their usual jobs and combine or deactivate positions in a phased manner, in coordination with the Demobilization Unit Leader</li> <li>Assist Section Chiefs in restoring the Incident to normal operations</li> <li>Debrief section personnel on lessons learned and procedural or equipment changes needed</li> <li>Participate in other briefings and meetings as required</li> <li>Coordinate the final reporting of patient information with external agencies through the Liaison Officer and the Public Information Officer</li> <li>Work with Finance/Administration Section to complete cost data information</li> <li>Begin the development of the After Action Report and Corrective Action and Improvement Plan and assign staff to complete sections of the report. Topics include:                             <ul style="list-style-type: none"> <li>Review of pertinent position descriptions and operational checklists</li> <li>Recommendations for procedure changes</li> </ul> </li> </ul>		

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<ul style="list-style-type: none"><li>○ Accomplishments and issues</li><li>● Participate in stress management and after action debriefings</li></ul>		
<b>Documentation</b> <ul style="list-style-type: none"><li>● ICS 221: Collect and Distribute the Demobilization Check-Out form for Incident Commander approval</li><li>● Ensure all documentation is submitted to the Documentation Unit</li></ul>		

### Documents/Tools

- Incident Action Plan (IAP) Quick Start
- ICS 200 - Incident Action Plan (IAP) Cover Sheet
- ICS 201 - Incident Briefing
- ICS 202 - Incident Objectives
- ICS 203 - Organization Assignment List
- ICS 204 - Assignment List
- ICS 205A - Communications List
- ICS 213 - General Message Form
- ICS 214 - Activity Log

