Developing a Local Incident Management Team

Ralph Webster

Woodstock Fire/Rescue District

Woodstock, Illinois
CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

Signed: ________________________________
Abstract

The City of Woodstock, Illinois, has recently experienced significant incidents that have left City Administration with concern about an unacceptable level of preparedness relative to the management of emergency response to some incidents. In addition, members of the Woodstock Fire/Rescue District, the City’s fire, emergency medical, and special rescue service provider, have dealt with incidents where scene management likewise could have been improved. The incident management issues put city employees, firefighters, and the community at risk, as ineffective disaster management can have a significant emotional and financial impact on the City, fire district, and their respective residents. Without corrective action, it could result in a lack of confidence in the City and Fire District, which may decrease the ability to adequately serve the community during a crisis. The purpose of this research is to identify and develop an implementation strategy to establish a Local Incident Management Team (LIMT), a management structure will assist in effectively responding, through a coordinated approach, to incidents and planned events. This is accomplished through the use of the Incident Command System (ICS), as prescribed by the National Incident Management System (NIMS). The research method used was action, and procedures included a literature review, questionnaires, and extensive personal interviews. Results show the steps taken by others to develop a LIMT, what training is required of team members, what types of incidents/event they have been used for, and additional information about team development. Recommendations include getting buy-in from important stakeholders, establishing a project oversight committee, developing policies and procedures, and establishing training levels, and conducting exercises to challenge personnel and identify team strengths/weaknesses.
Table of Contents

Abstract...........................................................................................................................................................................page 3
Table of Contents........................................................................................................................................................page 4
Introduction...............................................................................................................................................................page 5
Background and Significance..................................................................................................................................page 6
Literature Review.......................................................................................................................................................page 12
Procedures...............................................................................................................................................................page 20
Results.......................................................................................................................................................................page 22
Discussion.................................................................................................................................................................page 30
Recommendations.......................................................................................................................................................page 35

Reference List.............................................................................................................................................................page 42

Appendices

Appendix A: Key Concepts and Foundations of the Incident Command System...........................................page 45
Appendix B: Coordination Practices for the Incident Command System.........................................................page 47
Appendix C: Action Plan............................................................................................................................................page 49
Appendix D: WLIMT Standard Operating Guideline............................................................................................page 52
Developing a Local Incident Management Team

Introduction

Recently, the City of Woodstock, Illinois, hereafter referred to as “City,” has experienced incidents that have taxed the community’s resources and highlighted deficiencies and challenges to proper emergency management. The incidents, which included large fires, floods, and a tornado, resulted in property damage in the millions, but fortunately only minor injuries. While individual departments responded and did an adequate job addressing their own areas of responsibility; collectively, the work occurred with limited interaction between the various responding agencies. In addition to emergency incidents, the City id the site of many local events and is the host of the county fair, which draws large crowds. Often, these non-emergency events are coordinated by the City, but with little or no coordination with other agencies. The issue of managing incidents and events has become the topic of discussion relative to response and coordination of activities. Training has occurred on how individual departments will manage an incident or event, but this generally limited to the activities associated with the individual department and less on how the department(s) will interact in a coordinated manner. Though the discussion and training has inherently improved working relationships, a deliberate attempt to have departments manage incidents together has not occurred. While marginal success at mitigation will continue to occur absent a deliberate effort to improve overall management, the community would be better served if management of incidents and events were conducted in a unified approach. In order for this to occur, action must be taken to bring management personnel from the various departments together for the planning, operations, and mitigation of incidents and events.
The problem is that the City of Woodstock currently does not have a formal LIMT in place to handle incidents and events, which leaves residents of Woodstock at risk. The purpose of this research is to formulate a detailed action plan to implement a Local Incident Management Team (LIMT) within the City of Woodstock. Research questions include: (a) What steps need to be taken to implement an incident management team; (b) what training is required for team members; (c) what types of incidents or events will trigger the activation of the team; and, (d) what criteria should be used for team membership?

The action research method will be used for this project. The research approach is a reflective process which allows for inquiry and discussion to determine what others are doing in terms of implementation; specifically focusing on the subject areas outlined in the research questions. The research will be conducted through feedback and personal interviews. Questionnaires will be used to determine what others are doing to manage incidents and events. In addition, a review of printed materials will be used to help provide insight into the practices of other communities. And finally, literature review will be used to determine what other states have developed in terms of management tools and strategies, and what training is required to develop a successful program. The project will conclude with recommendations on how to implement the LIMT in the City of Woodstock.

Background and Significance

The City is managed under a City Manager form of government, whereby the Mayor and City Council hire a professional City Manager and direct the work of the City through that position. The City Manager in turn hires and directs the work of department heads. Currently,
the City provides typical governmental services, excluding, however, fire protection, Emergency Medical Services (EMS) or special rescue. These services are provided by the Woodstock Fire/Rescue District (WFRD). WFRD is a Special Purpose District as defined by the Illinois Compiled Statutes, with the same governmental powers as other municipalities, including the ability to levy and spend tax dollars, adopt ordinances, and provide emergency services.

There have been several incidents that have led to the determination that an LIMT is needed in the community. The first, a major fire that occurred on May 29, 2007, in a 30 unit apartment complex, quickly outpaced local resources. Though firefighters, command personnel, and equipment were summoned through the regional mutual aid system, there were a number of items that fell on the Incident Commander (IC) that could have been handled by an LIMT, such as the relocation of some 33 residents. This could have more efficiently and appropriately been coordinated by LIMT members. In addition, another fire occurred on August 22, 2007 in a 10,000 square foot mansion outside of the City Limits, but within the Fire Protection District. Though this fire only displaced one resident, the firefighting operations continued for more than 24 hours and involved more than 150 fire personnel. Again, fire personnel and equipment were obtained through the regional mutual aid system, however command support and logistical help was lacking with respect to the overall support of the on-scene crews. An After Action Report of the fire identified the lack of an adequate command and control as a priority recommendation for improvement (Freeman, 2007).

There have also been notable severe weather events that had a major impact on all City resources. These included a flood event in August 7, 2007, which was the result of more than
six inches of rain falling in only a few hours. City and WFRD personnel responded to people trapped in their vehicles, flooded basements, flooded streets, downed power lines, wide-spread power outages, and other flood related issues. Another storm event occurred June 19, 2009 that involved less rain, but produced significant lighting and major winds from an F1 tornado. Because the rain was less than in 2007, the flood related issues were decreased, but the high winds damaged many buildings, downed several power lines, and felled many trees. Again, as with the other storm events, there were wide-spread power outages and subsequent storm related issues. Following the June 2009 event, department heads from the City and WFRD met and agreed that an Emergency Operations Center or a Unified Command Post would have “positively impacted the coordination and response. In particular, it would have insured the identification of goals and objectives and the corresponding priorities to help in the deployment of resources to the most critical locations (Isbell, 2009).” All parties concurred that recent National Incident Management System (NIMS) training conducted jointly between the City and WFRD was helpful and could provide solutions for future responses. Supporting the benefit of training as a potential solution, the project author recently attended Executive Analysis of Fire Service Operations in Emergency Managements, which meets the NIMS requirements for ICS 300 and ICS 400, to seek answers, and draw from that experience when considering the use of a LIMT as a management tool that would provide effective and efficient management to incidents and planned events.

Working off the shared beliefs that the NIMS training could provide assistance; a brief review of the NIMS is in order. Homeland Security Presidential Directive 5 (HSPD – 5) charged the United States Government with the responsibility to establish a single, comprehensive
Developing a Local IMT approach to domestic incident management. The intent of this approach was to prevent, prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies. The objective was to ensure that all levels of government had the capability to work efficiently and effectively together, using a national approach. NIMS was one outcome, and included a core set of doctrines, concepts, principles, terminology, and organizational processes that are “all-hazards,” or not related to one specific type of incident/event. NIMS itself is not an incident management tool or system, but is made up of the following components: Adoption, Planning, Training, Exercise, Communications and Information Management, Resource Management, and Command and Management. A key concept within Command and Management is the Incident Command System (ICS), which is directly related to the issues faced in Woodstock, as it can help to: ensure the safety of personnel; define objectives and strategies; create Incident Action Plans (written or unwritten); determine resource needs and obtain as needed; provide for the release of information; coordinate command activities; and establish an appropriate organizational structure for an incident.

ICS is a standardized, on-scene, management concept that is based on a flexible, scalable, and modular response. It provides a common framework for working effectively together using management by objectives, standardized response, operational procedures, and structure. These elements are especially important when you have people working together that come from multiple agencies, jurisdictions, and disciplines. ICS consists of procedures for the management of the overall incident(s) and mechanisms for controlling personnel, facilities, equipment, and communications. ICS can be used to meet the following challenges: a) Expands or contracts for incidents/planned events of any kind or size; b) allows personnel from
various agencies to serve in a common structure with common terminology; c) provides logistical and administrative support; and, d) helps control costs by reducing duplication of efforts/resources.

ICS is founded on a number of key concepts/foundations, including: Unity of Command, Clear Text (Common Terminology), Management by Objectives, Flexible/Modular Organization, Span of Control, and Accountability (see Appendices). Coordination of incidents or events is made possible and effective due to the implementation of ICS practices such as, and Incident Action Plans (IAP), Comprehensive Resource Management, Integrated Communications, and Situational Awareness (see Appendices). The Composition of ICS has different modes, including single incident command, unified command, and area command. Single Incident Command involves a single incident commander; Unified Command is used on larger incidents when multiple agencies are involved; and Area Command is used for incidents that are not site specific, are geographically dispersed, or that evolve over a longer period.

ICS is organized by levels, with the supervisor of each level holding a unique title (see appendices). The levels are Command, Section, Branch, Division, Group, Strike Team, Task Force, and, Single Resource. The top eight positions in the ICS structure are further identified as Command and General Staff. Command Staff includes the Safety Officer, Public Information Officer, and Liaison. General Staff includes the Operations Section Chief, Planning Section Chief, Finance/Administration Section Chief, and Logistics Section Chief.

ICS should be established on all incidents, and in most cases, all command functions are performed by a single incident commander. When incidents grow in size and/or complexity, it
may be necessary to use additional personnel to fulfill the command functions. This can be done by an Incident Management Team (IMT), of which, there are four types. *Type 1*, national or state team (existing) for federally declared disasters that require numerous federal assets; *Type 2*, national or state team (existing) for incidents of regional significance that require some federal assets; *All Hazards IMT (AHIMT)*, multi-agency / multi-jurisdiction team for extended incidents that require significant state assets; *Local IMT (LIMT)*, either a single or multi-agency team for expanded incidents or a single-discipline team for initial action on small incidents that run more than one operational period (Waukesha County Technical College, 2009).

The significance of doing nothing with regards to managing incidents could be the loss of life and property should inadequate management create mitigation problems. This point, especially as it relates to fire response, identifies with the United States Fire Administration’s operational objectives of reducing loss of life in 14 years and younger age group, those 65 years and older, and reduction in firefighter deaths. Additionally, there could be the loss of federal aid following a major disaster or federal grants that are currently available to the City and WFRD. Though the events presented above were mitigated without deaths or serious injury, should there be a different outcome in the future, and nothing has been done to address the issue(s), there could be legal consequences. In fact, Bradley M. Pinsky, a Syracuse, New York, attorney and Captain of the Manlius (NY) Fire Department, writes “a high-level court in New York State held that the failure to follow a mandatory, nondiscretionary NIMS directive served as a basis for liability against a fire department. The holding, therefore, should concern first responders in all states.” Though Illinois and New York State have liability protection that are based on the principle that the public should not second-guess a first responder’s emergency
Developing a Local IMT

decision or tactic, the ruling stated that the failure to follow NIMS may serve as the basis for liability, as it “mandates a reasonably defined and precedentially developed standard of care, and does not require the fact’s trier to ‘second guess a firefighter’s split-second weighing of choices.’” The article goes on to state that it is unclear if the drafters of NIMS intended the word “must” to carry liability, but that the New York State court determined it did and listed several NIMS directives that presumably require no “split-second weighing of choices.” Though all listed in the article have applicability to first responders, the three that most directly relate to ICS include accountability, command, and exercises (multidiscipline, multijurisdictional, and multisector [public and private (Pinsky, 2009).)

To improve management of incidents, the City and WFRD agreed to work together with regards to decisions and incident activities and strive for a better command structure at incidents. This concept, though originally not thought of as the development of an IMT, has laid the groundwork for IMT development, and should help to address past incident related issues and reduce potential liability. To begin the project, a review of literature will be done to determine if others have had similar experiences and taken comparable steps, and to help in the development of research questions as it relates to IMT development.

Literature Review

The literature review was useful in terms of providing supportive information when comparing what other communities/agencies have done to address deficiencies in incident management. In addition, though not intended to answer the research questions, the literature review revealed information pertaining to the primary research questions.
Most industries and government agencies have had to coordinate a disaster response or respond to a critical incident. While it has been commonplace in the fire service to utilize ICS for managing incidents, there has even been change in how ICS is used by the fire service. This includes partnering with other organizations and government agencies, as well as, expanding its use beyond structure fires and wildland fires to an all-hazards approach. According to *The Fire Chief’s Handbook*, similar to teams of experts that are called in to handle incident command at wildland fires, so will “specialized, mobile WMD overhead teams be needed to handle some events following local initial response (Coleman, 2003).” The authors preface this by stating that the shared incident command that is commonplace in other incidents needs to be expanded. The International City/County Management Association (ICMA) agrees with the concept of sharing at the management level. “Well managed local governments often use a team approach to managing projects and difficult problems (International City/County Management Association, 2002).” They go on to state that the city or county government doesn’t necessarily provide all government services in a community, and that very often, services are provided by other governmental units such as a park district providing parks and recreation. ICMA encourages the sharing of resources between different governmental entities, “...building alliances with the entities that provide such services is integral to a proper sharing of resources. Fire department managers need to be team players, not only to take advantage of the potential for shared resources but also to be a positive influence in local government and among their counterparts in other departments (International City/County Management Association, 2002).” Because WFRD is a separate entity, there is a direct
correlation to the ICMA information, with regards to building alliances to solve common problems.

Hospital systems have also realized the need for ICS. An example of this is the California Emergency Medical Services Authority’s (EMSA) Hospital Incident Command System Guidebook, which is used by California hospitals as a guide for developing an IMT. The Guidebook describes the importance of effectively managing incidents “Hospitals throughout the United States confront a myriad of operational and fiscal challenges on a daily basis. To effectively manage emergencies, whether external (e.g., fires, earthquakes) or internal (e.g., child abductions, utility failure), hospitals must invest the time and necessary funds to ensure preparations are in place. EMSA emphasizes the value of using an incident management system, for emergency operations, daily use, preplanned events, and non-emergent situations (Kaiser Permanente Healthcare Continuity Management and Washington Hospital Center ER One Institute, 2006).” Sanford Health, a large South Dakota health-care system echoes the above, as they found challenges within their system for facilities that had to deal with “out of the ordinary” incidents or events. Though the facilities could handle the initial needs of an incident, a management team needed to be developed to assist the incident commander and IMT achieve its objectives (Santa Maria, 2008).

A recent edition of the FBI Law Enforcement Bulletin had an article about the importance of colleges and universities taking countermeasures to address threats to campus safety. The article highlighted the need for NIMS as it relates to effective and efficient planning for or response to emergencies and how each college and university should become compliant.
While the article discussed the general adoption of NIMS, it mainly highlighted the need for ICS training and the development of an all-hazards approach to incidents that could occur on the campus. Chief Mark Fazzini of the College of DuPage Police Department in Glen Ellyn, Illinois, summarized the importance of NIMS as follows: “...NIMS offers a predefined yet flexible, organizational structure that can be altered, as necessary, to ensure maximum effectiveness... (Fazzini, 2009)”

A final example of the importance of proper incident management can be found in the business world. Authors Kathryn McKee and Liz Guthridge write about the importance of disaster planning as it relates to managing the human side of crisis. The authors ask readers to consider whether or not they want to decrease their stress levels at work. Not the everyday issues such as computer crashes, workload, or employee issues, but true disasters such as floods, bombings, earthquakes, pandemics, and others. Their goals were to make sure that business and human resource leaders participated in disaster planning and “took charge” during a disaster. Though the authors did not specify the ICS structure, they did outline specific positions, roles, and responsibilities that paralleled ICS positions (McKee & Guthridge, 2006).

In terms of the specific questions for this research, the information analyzed during the literature review supported the areas, or issues, that the questions are based on. For example, with regards to implement steps for IMT development, EMSA recommends “identifying and tasking a select group of multidisciplinary hospital representatives to become members of the hospital’s Emergency Management Committee.” The committee assignment was to elicit the help of local agencies such as police and fire, meet regularly, and focus on developing an “all
hazards” Emergency Management program; conducting a Hazard Vulnerability Analysis; developing an Emergency Operations Plan; and ensure that all employees and medical staff receive training based on internal requirements and regulatory guidelines to better understand their roles in disaster response (Kaiser Permanente Healthcare Continuity Management and Washington Hospital Center ER One Institute, 2006). Chief Fazzini, in his article for the FBI Bulletin, presented a graphic that simplified the College of DuPage’s approach, and described what other colleges and universities could do for implementation: Governing Board Acceptance → Training → Develop Plan → Testing Plan. The steps are reviewed at least annually to ensure continued compliance (Fazzini, 2009). There were other examples advising what processes and procedures need to be taken for implementation, and most were composed of similar components. The overriding theme was that it should be a committee process made of stakeholders and other interested parties, as supported in FEMA’s All-Hazards IMT (AHIMT) Technical Assistance Program. FEMA agrees that the first step is to assemble a committee to oversee IMT development and that the “members should represent the broad range of agencies and others that will be responding to local incidents.” Participation should also be sought from “non-typical” first responders (Federal Emergency Management Agency, 2007).

The literature review revealed training concepts that included the need for initial training for all responders and more advanced training for team members based on their specific role within the IMT. In addition, annual training must be a priority and come in the form of tabletop exercises, field exercises, and full-scale response drills. Chief Mark Haraway, Apex (North Carolina) Fire Department credits a successful response to a large fire in a chemical plant
Developing a Local IMT

on preparing for the event that was learned by conducting simulated drills and tabletop exercises. Haraway adds that training should include identification of individual tasks, team responsibilities, situational needs, and drills, exercises, and critiques that can be used to highlight lessons learned (Haraway, 2009). All sources agreed that training must be a top priority, a point that was supported in the findings from the 2008 All-Hazards IMT Training and Education Conference. Report writers surveyed 112 conference attendees and found that training was one of the top four issues for participants as it essential that a team reaches a level of proficiency that will ensure the safety of team members and others (Donahue, Harker, Graves, & Wilford, 2009).

The types of incidents or events that the team will be used for is dependent on a hazard analysis and the actual incidents or events that occur. Guidelines were identified during the literature review that speaks to this issue. For example, the Federal Emergency Management Agency (FEMA) in their Guide to Federal Aid in Disasters defines a major disaster as “any catastrophe” (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or regardless of cause, any fire, flood, or explosion in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby (Federal Emergency Management Agency, 2008).” While an IMT would likely be used on a major disaster, the types of incident specified in the above definition will not always rise to the level of “major disaster.” Additionally, what defines a
disaster is likely to vary from location to location. Dr. Linda Young Landesman, in her practice
guide for public health management of disasters, defines a disaster as follows: “…as an
emergency of such severity and magnitude that the resultant combination of deaths, injuries,
ilness, and property damage cannot be effectively managed with routine procedures or
resources. The events can be caused by nature, equipment malfunction, human error, or
biological hazards and disease (Young Landesman, 2005).” Breaking down the components of
this definition can be helpful for the local IMT to create a guide for an emergency response or
for a planned event. For example, do the actual deaths, injuries, etc., exceed the capability, or
routine procedures and resources, of the local responders? Or, for a planned event, does the
potential of injury, death, property damage, etc. exceed the resources available locally? Chief
Haraway suggests that incidents can be typed according to NIMS criteria that identify 5 types of
incidents. He states that generally Type I, 2, and 3 incidents are considered major or complex,
but adds that a complex incident can start out that way, such as in a severe weather event, or
become that way due to the lack of resources, poor initial management, and a variety of other
factors (Haraway, 2009).

Criteria for team membership will depend greatly on what the creators of the IMT have
available to them in terms of personnel. Personnel selected must have the knowledge, skills,
and abilities to carry out an EOP during a disaster (Haraway, 2009). The selection of the right
people that will remain committed to the team and ensure its success is a critical initial step.
The book, Leading People Through Disasters, defines the selection of personnel as follows “one
of the critical leadership tasks is defining the roles and responsibilities of the key members of
management who will be involved in planning for and managing a disaster (McKee & Guthridge,
2006).” Some general parameters for the selection of team members found in the literature review included that, whenever possible, the IMT function should mirror a person’s everyday responsibilities. In the Kenai Peninsula Borough Emergency Operations Plan, IMT staffing guidance states that “whenever possible, the duties and responsibilities assigned to an individual during an emergency response should be related to that person’s day-to-day duties and responsibilities.” In addition, potential team members should be strong decision makers, and have the ability to identify and solve problems, lead strategic planning efforts, set direction, establish a vision, make quick decisions, and determine how and when a plan needs to be altered (McKee & Guthridge, 2006). The LIMT is supposed to be multidiscipline; the team make-up should reflect the same diversity. Support for this concept can be found in the Power Point presentation prepared by the Grand County (CO) Office of Emergency Management for LIMT development. The presentation lists several agencies that should be part of the team, including Emergency Management, fire, law enforcement, EMS, County, towns, and federal agencies.

The literature review supported the validity of the research questions. Further, the review of written material suggested the need to determine what implementation strategies are required to develop a LIMT for the City. In addition, the literature review provided general oversight insight into what training is required of potential team members, what types of incidents/events the team might be used for, and what to look for when considering team members. Therefore, I have determined to proceed with the research using methods such as further analysis of the literature; specifically the information pertaining to how other states and/or other governmental entities are developing LIMTs, and their implementation strategies. Additionally, survey(s) instruments, and personal interviews will be employed.
Developing a Local IMT

Procedures

As indicated above, initially the procedures were to include questionnaires or surveys; a review of written materials from local, state, and federal government; and personal interviews. However, it became evident early on that the questions contained in any form of feedback instrument would be more beneficial if delivered in person. To that end, the number of personal interviews was increased to include City and WFRD employees and current members of IMTs, in lieu of a questionnaire/survey instrument.

To identify applicable written sources, an internet search was conducted using key words such as incident management, incident management teams, disaster management, Type 3 and 4 Incident Management Teams. The specific key words for Incident Management Team types were used since the focus of this project was the development of specific type or size team. In addition, non-fire service sources were accessed by expanding the key words to include industrial incident management, public works incident management, and law enforcement incident management. Obtaining written material and policies and procedures from other IMTs began by identifying IMTs in the United States that were comparable to a LIMT. The information was downloaded, or the Incident Commander was contacted and a request for information was made. The information was beneficial in determining how other teams were developed, what their respective training requirements are, what certification levels are required, what other specific attributes are desired of team members (i.e., a finance professional for the Finance/Administrative Section), and what types of incidents/event where the team was utilized.
Individual meetings were held with select City and WFRD employees to elicit information regarding knowledge base pertaining to IMT function and use. Sessions were scheduled at convenient times for the employees involved, and all were asked three open-ended questions: (a) What is an Incident Management Team; (b) would you be interested in serving on an IMT that was used for all types of events/incidents; and (c) what types of events/incidents do you envision an IMT being used and/or activated for? Related to Question b, a description was provided for the focus group members outlining the duties of an IMT team member.

Additional personal interviews were held with member of the General Staff of active IMTs. The list of interviewees began by identifying IMT Incident Commanders from established teams that were identified during internet searches. Once a list was assembled, phone calls were made to see if scheduling could be accomplished and to get a feel for the current knowledge base of the individual relative to the research questions. The initial round of questioning was used to establish if the person still served in the capacity and to ensure that the interview and subsequent responses would be beneficial for the project. The final list of interviews included: Chicago Fire Department (CFD) Deputy Fire Commissioner Eugene Ryan, Chief of Operations and Incident Commander, CFD Type III IMT; Larry Nickey, Washington National Park Service and Deputy Incident Commander, Region 4 Washington State IMT; Joe Gaspirich, Illinois Fire Service Institute, Planning Section Chief, Illinois State Type III IMT; Dan Ellis, Planning Section Chief, Team Coordinator, City of Chicago Type III IMT; and, Battalion Chief – Training Chris Truty, Mount Prospect (IL) Fire Department, and Deputy Incident Commander, Illinois Type III IMT. The questions for the interviewees were sent prior to the interview when
this was practical, while others were delivered during the interview. The questions included: (a) are there specific types of incidents that the team responds to; (b) is the team used for planned events; (c) what training is required by team members; (d) is your team multi-discipline; and (e) what suggestions do you have for starting a team?

Results

The results section will be presented according to the research questions, beginning with the steps needed to implement a LIMT. Highlighted for each question will be specific information found in the analysis of requirements by other agencies, opinions expressed by City and WFRD employees, and feedback from active IMTs. The basic steps for LIMT implementation are consistent throughout a number of sources. The Hospital Emergency Incident Command System (HEICS) recommends: Concept Briefing; Commitment to the Plan; Establishment of an Implementation Committee; Management Briefing; Revision of the Emergency Operations Plan; Introductory Training for All Personnel; Table Top Exercises; and A Full-Functional Exercise (San Mateo County Department of Health Services Emergency Medical Services Agency, 1998). FEMA’s team manual for All-Hazards IMT (AHIMT) Technical Assistance Program, recommends: Form an Oversight Committee; develop policy; identify training levels; perform incident situation analysis (i.e., types of incidents/events); and manage the team (Federal Emergency Management Agency, 2007). Other sources supported all, or some of the basic steps, including Chief Mark Fazzini (College of DuPage (IL) Police Department, as outlined in his article for the FBI Law enforcement Bulletin, and A Development Guide for Local/Tribal Incident Management Teams, produced by Waukesha County (WI) Technical College.
A brief explanation of each of the above steps, combining those that are similar is as follows: Briefing/Commitment includes getting buy-in and support from key leaders and government officials, includes providing details on the concept; Oversight Committee includes committee development made up of key stakeholders (multidisciplinary) to oversee and guide the process; Revision of Emergency Operations Plan, includes performing a hazard analysis and identifying resource capabilities; training includes initial training, continued training, and team training, including table top and full-functional exercises; incident situation analysis, involves determining what types of incidents/events the team will be used for, including triggers that will help personnel identify when it is appropriate to call for a team. Joe Gasparich, Planning Section Chief for Illinois’ Type 3 IMT, stresses the importance of the first step. “Buy in from the elected officials is needed from beginning to end. They must understand that they are part of the team and that the team’s existence is dependent on them (Gasparich, 2009).”

Training for team members will include initial training, continued training, and exercises. This section primarily focuses on the specific classes required for team membership. It is important to acknowledge that most of the information presented is consistent with FEMA’s required training for IMT involvement. Each agency reviewed placed additional requirements, usually desiring a higher level of training than FEMA. In the discussion section, the merits of additional training will be discussed. Per NIMS, all responders who may serve in command or general staff positions must have ICS-100, 200, 300, 400; IS-700 and IS-800; or a plan in place to train personnel to these levels. FEMA offers a flow chart that is helpful in determining training levels, which has been presented in the Table 1. Minimum training requirements outlined in A Development Guide for Local/Tribal Incident Management Teams include the same ICS and IS
classes listed in the table, but added ICS/Emergency Operations Center (EOC), resource management, and Multi-Agency Coordination (MAC) training (Waukesha County Technical College, 2009). Training required by the Public Works Infrastructure Training & Safety Institute for personnel interested in becoming active in a Public Works Response Team include IS-700, 800, and ICS 100, 200. Team leaders are encouraged to also attend ICS 300, 400 training (Public Works Infrastructure Training & Safety Institute, 2008). And, required training for staff members that serve on a Hospital Incident Management Team includes the ICS 100, 200 and IS 700, 800 (Kaiser Permanente Healthcare Continuity Management and Washington Hospital Center ER One Institute, 2006). One potential deficiency identified through this exercise is that there is no mention of Command and General Staff training, or position specific training in the literature or policies reviewed for public works or hospital command teams.

TABLE 1

*Incident Management Team Development*

<table>
<thead>
<tr>
<th>Question</th>
<th>Required Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are you an emergency responder?</td>
<td>ICS-100 and ICS-200 or equivalent</td>
</tr>
<tr>
<td>Might you be involved in managing an incident?</td>
<td>ICS-300 and ICS-400 or equivalent</td>
</tr>
<tr>
<td>Are you, or might you become a member of a Local IMT?</td>
<td>CGSF for Local IMTs</td>
</tr>
<tr>
<td>Are you an assigned member of a Type 3 IMT?</td>
<td>All-Hazards IMT → ICS Position Specific → Field</td>
</tr>
<tr>
<td></td>
<td>Mentoring → Sustainment/Excercise</td>
</tr>
</tbody>
</table>
In addition to the specific classes, it is recommended that teams conduct team training events such as table-top and functional exercises. “An important part of the IMT program is team development. This is where the members of an IMT work as a team, and learn the knowledge and skills needed to perform effectively in a learning environment under stressful, dynamic conditions. Team decision-making is a critical aspect of effective IMTs, and this skill must be developed by the team as a whole in an exercise/activity environment so that it can be applied appropriately during an emergency (United States Fire Administration, 2008).” Mr. Larry Nickey of the Washington State Region 4 IMT agrees and recommends that the exercises entail an all-hazards approach; including (in addition to table-top) day-long scenarios where branches are set up and people fill all ICS positions that the IMT would normally fill. The scenarios should start out simple, so that team members gain experience, and then become more complex. It is also important to incorporate a variety of scenarios, requiring different agencies to take the lead. The drills, according to Nickey, have the added benefit of identifying people’s strengths and weaknesses; eliminating turf wars; identifying key people; working on ongoing communication; and letting team members get to know each other (Nickey, 2009).

The types of incidents or events that an IMT could be used for are consistent through many of the sources consulted, with similar themes developed around an “all-hazards” approach. The types of incidents most often cited included: Severe weather (tornado, ice storm, snow storms, thunderstorms, etc.), terrorist attacks, hazardous materials releases, major traffic accidents, rail accidents, aircraft accidents, active-shooters, and planned events. For example, the South Carolina All-Hazard Incident Management Teams list the types of incidents that can be used as natural disasters; terrorist incidents; train derailments, aircraft incidents,
and other large/complex accidents; public or civil unrest (spontaneous or at planned events); public events requiring the cooperation and joint participation of two or more agencies or jurisdictions. The Grand County (CO) Type 4 Incident Management list its “uses” as “Any incident expanding beyond Operations,” and “Any incident lasting longer than one operational period.” Other agencies suggest identifying different trigger events for activations such as in the Wisconsin AHIMT development guide (A Development Guide for Local/Tribal Incident Management Teams), which recommends “Specific notification procedures may vary according to dispatch center capabilities. LTIMIT are encouraged to network with their prospective clients and assure that the LTIMIT is scheduled to be utilized at a specific response level (i.e.: 2nd Alarm Incident, etc.).” A similar approach is suggested for when a hospital IMT might activate.

“Powering up the system command center won’t be necessary for every event across the health system. The assumption was that activation would be automatic for any event requiring decontamination support or that is expected to exceed a single operational period (Santa Maria, 2008).” Finally, District Chief Patrick Repman of the Midland (TX) Fire Department suggests an IMT might be needed on incidents that: involve more than one agency and/or political jurisdiction; involve complex management and communication issues; require experienced, highly qualified supervisory personnel; involve multiple victims with injuries, fatalities or illnesses (Repman, 2009).

Specifically pertaining to the use of an IMT on events, Deputy Fire Commissioner Ryan advises that events are a good application for the IMT, as it creates an opportunity to conduct the planning and preparation required for an IAP. This exercise (preparing IAPs for planned events) helps personnel to see how the ICS positions work and can create buy-in for IMT
Battalion Chief Truty agreed with this concept, and stated that IAP development for events was beneficial in terms of getting employees to accept the concept of an IMT. It also reinforces the use of an IMT to help solve problems related to incidents and events. Problem solving is a key part of IMT use, stated Deputy Fire Commissioner Ryan. He summarized IMT use as approaching the incident or event as a problem and the IMT process as the function of identifying the resources needed to solve the problem, obtaining those resources, and then applying them to solve the problem. Truty and Ryan both identified the use of IAPs for event planning as a way to perfect IMT development.

Criteria for team membership will vary from locale to locale; however, there are basic items that can be used to help each team determine who would make effective team members. First, a review of basic attributes is beneficial when considering team membership and can be reviewed in the Literature Review. Most important is a commitment to serve the team. FEMA’s AHIMT Technical Assistance Program states “individual team members must understand the requirements and commitments for team and individual training (Federal Emergency Management Agency, 2007).” Beyond the attributes, are the specific details required for team membership. The team development guide created by Waukesha County Technical College recommends that the team reflect the agencies/disciplines that will respond to emergencies or have involvement in planned events; therefore, each agency should perform recruitment within their own organization. Though not an outright recommendation, the development material for the Grand County’s (CO) and the State of Wisconsin Type 4 Local Incident Management Team Development Plan describe committee and team participation as multidisciplinary. Grand County’s Position Qualifications and Training Requirements make recommendations for the
type of jobs that should be considered as matches for Command and General staff positions.

For example, candidates for the Finance/Administration Section Chief can be an agency business manager or finance director. Other matches can be found in Table 2, and various other sources affirmed the matching of ICS positions that with the duties or positions a person holds in their everyday job.

**TABLE 2**

*ICS Position and Corresponding Jobs*

<table>
<thead>
<tr>
<th>ICS Position</th>
<th>Primary Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Commander</td>
<td>Agency Head or Manager</td>
</tr>
<tr>
<td>Safety Officer</td>
<td>Agency Determined, with Hazard Specific Training</td>
</tr>
<tr>
<td>Public Information Officer</td>
<td>Agency Determined</td>
</tr>
<tr>
<td>Liaison Officer</td>
<td>Agency Determined</td>
</tr>
<tr>
<td>Operations Section Chief</td>
<td>Agency Manager or Sergeant, Lieutenant, Chief Officer, Captain, Commander</td>
</tr>
<tr>
<td>Finance/Administration Section Chief</td>
<td>Agency Business Manager or Finance Director</td>
</tr>
<tr>
<td>Planning Section Chief</td>
<td>Agency Manager or Lieutenant, Captain, Commander</td>
</tr>
<tr>
<td>Logistics Section Chief</td>
<td>Agency Purchasing Agent or Supply Manager</td>
</tr>
</tbody>
</table>

Source: Grand County Type 4 Incident Management Team
The personal interviews with the members of current IMTs offered invaluable information pertaining to the training needs of team members, including initial training and continuing education. All interviewees discussed the difficulties in achieving 100% compliance with all relevant training needs, and reinforced the reality that it may not be achievable prior to the inception of the team. An equally valuable piece of advice that came out of the personal interviews was the need to have a unified approach by all stakeholders prior to work beginning on the team. More specifically, Deputy Fire Commissioner Ryan felt that the project would be unsuccessful unless the main agencies were willing to use unified command on a regular basis, and all primary agencies implemented the same practices as recommended by NIMS, such as common terminology (Ryan, 2009). The primary agencies were identified as the fire district, police department, and public works, as those agencies would most often be working together, and would likely be involved in any event/incident of any consequence.

A final point of discussion by the interviewees was the need for an IMT. Though most agreed that an IMT would be an asset, Battalion Chief Chris Truty (Deputy IC of the Illinois Type III IMT) of the Mount Prospect (IL) Fire Department, advised that McHenry County is part of a six-county region surrounding Chicago that has been “uniquely identified through the Department of Homeland Security’s Urban Area Securities Initiative as a region having a level risk that requires special consideration. Due to the unique geographic, demographic, and political features of the region, it makes sense for an incident management team...that is organized, familiar and capable of dealing with the challenges inherent to this region (Truty, 2009).” Battalion Chief Truty included this in a blueprint he prepared for IMT development and reiterated his findings in a personal interview.
The final result pertains to the interviews conducted with the City and WFRD employees. Interviews were conducted with Police Chief Robert Lowen, Public Works Director John Isbell, Library Director Mary Petro, and Human Resource Director Janelle Crowley. While the original intent was to provide a survey that questioned their knowledge relative to what an IMT is, and what it could be used for. However, as the interviews were conducted, it became apparent that the concept of IMTs was so new that the employees had a very limited knowledge base. While all department heads understood the concept of an IMT, they did not know what an IMT entails. It was encouraging though that they all felt that working together for the planning of events and on incidents would benefit the residents of the City and appeared willing to be involved in the development of an IMT.

The results will be useful in terms of identifying specific actions that need to take place to implement an IMT in Woodstock. The next step is to discuss the results and then formalize recommendations for creation of the IMT.

Discussion

This section will be used to evaluate the information obtained through the Literature Review, Procedures, and as presented in Results. Information presented in this section will be organized and presented according to the research questions, beginning with the steps needed to implement an incident management team. Although the City Manager has provided guidance, assistance, and permission to develop an IMT for the City, most sources recommended an oversight or steering committee to develop a team. In this regard, though this project will include an action plan for implementation that could be followed, it is best to
use it as a guide, and a steering committee be created that includes representatives from the City, WFRD, private industry, and the County (McHenry) Emergency Management Agency. City representation should include the police department, public works, administration, finance, community development, human resources, and the library. Though entities outside of the City would be asked to send representation that have authority to make commitments and decisions for their respective agencies, it is likely that the decision making power for the City will fall on the City Manager, or administration representative, not individual department heads. The purpose of the steering committee is to develop training requirements, membership criteria, policies and procedures, activation criteria, and policy statements relative to the formation, operations, and sustainment of the LIMT.

Ultimately, the structure of the team would include command and general staff positions. The specific role of the City’s LIMT would have to be determined by the steering committee, with regards to command activities at incidents. The remaining issue would be determining how the various positions would be filled for a particular type of incident. For example, could a fire incident have a police officer as the IC? So long as the Operations Section Chief possessed the requisite experience necessary to handle the incident, he/she could be supported by an IC structure that may include non-fire personnel.

Training for team members must include ICS 100, 200, 300, 400, as these classes provide a thorough understanding of the Incident Command System, a backbone of the incident management process, and are required for personnel wishing to participate in a LIMT. All team members should also complete IS 700 and 800, as it provides a good review of the National
Response Plan, which would be beneficial information for team members if disaster strikes. Though not required by NIMS, team members that will fill leadership roles on the LIMT, such as Section Chiefs, should attend Command and General Staff (C&GS), or an equivalent class. This additional training is essential to the requisite knowledge base of key team members to instill a greater understanding of what each position is required to do. Dan Ellis, Planning section Chief for the Chicago Type 3 IMT, agrees and suggests that the Command and General Staff training is important because people get the opportunity to assume all roles within the ISC structure, which he describes as an important part of training (Ellis, 2009). Select team members should also attend position specific training, as it will provide the team with a greater depth of knowledge in each position. In addition, most team literature had some form of sustained training that would have direct applicability to the LIMT. Table top exercises and full-functional exercises should be included in annual training requirements. Due to budget constraints and travel issues, the plan for implementation should include train-the-trainer courses for ICS 300, 400, and C&GS. In-house trainers help address succession planning by making training more readily available and cost effective. In the past, some City employees were provided ICS classes using WFRD trainers, and while this practice can continue, additional trainers will be needed. Personnel that have attended position specific training should be used as trainers, and required to attended instructor courses as needed to be able to deliver the courses at the local level. While it is important to deliver some training local, it is equally important to have personnel attend training elsewhere. The added benefit of training and networking with people from other communities, which is found when personnel attend outside training, is an essential component of team member development.
The types of incidents/events that the team will be used for are consistent throughout the many sources used for this project. Woodstock’s LIMT will likely be an “all-hazards” team. The specific types of incidents most likely to be encountered will include severe weather (tornado, ice storm, snow storms, thunderstorms, and floods), hazardous materials releases, major traffic accidents, rail accidents, and aircraft accidents. Terrorist attacks should also be considered; however, domestic terrorism is more likely, as the town has multiple schools, which could be the site of an active shooter or some other criminal event, and the county seat, which has the county building and county jail. Though the planned events held in Woodstock may be relatively small when compared to those held in large cities, an event that brings 10,000 people to our town could quickly overwhelm existing resources if a disaster occurred. For this reason, it was agreed by most department heads that planned events should be used as exercises for the LIMT, and as a means to involve personnel from other departments working and planning together. This effort coincides with South Carolina All-Hazard Incident Management Team’s approach, in that they offer their services to communities for a “public event requiring the cooperation and joint participation of two or more agencies or jurisdictions.”

Other, non-incident specific criteria must be considered and used as triggers for the “type” of event that the Local IMT might be used. For example, a trigger could be anytime the incident commander determines the event will last for more than one operational period such as the Grand County (CO) Type 4 Incident Management team does, or an incident that requires a 2nd Alarm Mutual Aid Box Alarm System (MABAS) response, as suggested by the authors of *A Development Guide for Local/Tribal Incident Management Teams*. MABAS is a mutual aid
system used by fire departments in Illinois and neighboring states. And finally, a trigger could be used outlining a given number of people working at the incident.

Relative to the criteria used for team membership, there were many useful suggestions provided during the literature review and revealed during the other procedural steps. The team should be multi-disciplinary as recommended by Waukesha County Technical College in their IMT development guide. Team members should also have the attributes recommended by McKee and Guthridge, such as being strong decision makers, with the ability to solve problems, set direction, and make quick decisions, (McKee & Guthridge, 2006). With regards to team selection in Woodstock, the recommendation to match people’s primary job functions with those of their potential IMT position will most likely have the greatest impact. Because the list of potential team members could be short, it will be most important to identify the strengths of personnel with regards to their primary job with the City or WFRD and build the team around that. The advantage will be that most of the key players already fill supervisory roles, and possess the attributes described above. In addition, if department directors are used, it will create the multidisciplinary make-up that is considered essential. In addition to identifying key personnel, to ensure adequate coverage with regards to team strength, non-supervisory personnel would need to be identified and trained so that enough personnel were on the team for realistic rotation and ensuring that there was always a full team available.

Much of the above steps will indirectly work on building a “team,” an important component needed for a successful project. In this regard, initial committee appointments should be made with consideration for those that will ultimately serve on the LIMT. Team
training and development will be conducted, as much as possible, as a team, and/or delivered by other team members. These steps are not only necessary, but deliberate in terms of creating new opportunities for the department heads to work more closely together, and to give WFRD a chance to work more closely with City staff. These steps can help develop cohesiveness, a point that was addressed by those currently involved in IMTs. While personnel from the City and WFRD work well together, there is no intentional interaction at the command or administrative level with regards to incident management. A point that was made very clear by Deputy Fire Commissioner Ryan was that without this issue being addressed, the development of an IMT would likely fail. To address this issue, training and interaction will have to occur beyond the scope of initial and/or sustained training.

In summary, the discussion on information obtained to this point, provide the basis for makings recommendations on how an LIMT can be created for the City, outline what initial and sustained training is required by team members, provide when and how the team would be used, and utilize information provided by other team members to create the necessary unity that will be needed to make the team effective and beneficial to City residents.

Recommendations

City and WFRD representatives agree that unified command could have had a positive impact on the coordination and response to emergencies. In addition, it is agreed that working together can result in better distribution of resources to critical locations, thereby achieving a more efficient operation. Both parties feel that NIMS training could provide solutions for future responses. Based on the premise that unified command would be beneficial, and that further
NIMS training would also be of assistance, it is logical to conclude that the coordination of response and resource management the parties are looking for can be accomplished using a LIMT. This conclusion is supported by the literature review and research conducted for this project, and by current IMT members that have used the system to solve similar problems. For example, Deputy Fire Commissioner Ryan summarized the IMT process as a problem solving tool. “You have a problem, and the IMT identifies and obtains the resources to solve that problem (Ryan, 2009).” To that end, the concept of developing a LIMT is sound, and the following recommendations are proposed to achieve that goal.

Implementation steps for team formation include: commitment from the city manager; briefing/commitment from key stakeholder agencies (public and private); briefing/commitment from elected officials and/or boards of directors; implementation of a steering committee; hazard analysis; resource identification; revision of the Emergency Operations Plan; initial training for team members; sustained training for team members; and evaluation.

Commitment of the city manager was done before this project began, because the city is such a major player in this effort, it was important to have his support, even before the project began. Briefing/commitment from key stakeholder agencies (public and private) will include initial meeting(s) to provide information on the concept and plan, followed by getting their buy-in. Once this occurs, each will be asked to identify personnel for the steering committee and LIMT. Briefing/commitment from elected officials and/or boards of directors may seem out of place following getting buy-in from their employees, but if the people that do the work aren’t committed to the project, then their respective organizations may not perform to the level
required. Creating the partnership with those that will do the work first, will help develop the cohesiveness that will be essential to the team. A steering committee will be created that includes at least one representative from all key stakeholder agencies. This will make the committee multidisciplinary so that it captures the eventual team make-up. The steering committee will refine/develop training requirements, membership criteria, policies and procedures, activation criteria, and policy statements relative to the formation, operations, and sustainment of the IMT. Hazard analysis will include “visiting occupancies within the jurisdiction and identify what hazards they hold and what threats they pose (Haraway, 2009).” Resource identification/capability will require an evaluation of resources held by all stakeholders, and determining where there are deficiencies when compared to the hazards. Revision of the Emergency Operations Plan will require a review of the current to ensure that it is NIMS compliant, addresses the hazards identified and resource deficiencies, and that the information is up to date. Initial training for team members will be in accordance with the specific training requirements outlined later in this section. Sustained training for team members will be accomplished through table top and full-functional exercises in accordance with a predetermined schedule. Evaluation will be ongoing, but must at the very least, include annual reporting to all stakeholder agencies.

Training will involve more than just potential team members, as those working at the task level need to be familiar with the process. In that regard, all personnel that could potentially be responding must complete ICS 100 and 200. This includes all fire, public works, and law enforcement personnel. Personnel that will be part of the Local IMT will also need ICS 300 and 400. In addition, for those that will assume leadership roles within the team, Command
Developing a Local IMT and General Staff will be required, as money allows. Team leaders, and members that have been identified as Training Specialists, will also be required to attend train-the-trainer courses for ICS 300 and 400, so that new members can be trained, and refresher training can be delivered on a periodic basis. Refresher training will coincide with table-top exercises. Sustainment training will come in the form of refresher training, table top exercises, and full functional exercises. These events will occur on a rotational basis, with a training event occurring at least four times a year. Specific requirements for team membership will be included in the Standard Operating Guideline. As stated before, City and WFRD personnel work well together, however there is no intentional interaction at the command or administrative level. If this issue is not addressed, the development of an IMT will likely fail. To avoid this, training and interaction will have to occur beyond the scope of initial and/or sustained training. The additional training is likely to come in the form of team-building exercises and additional work on planned events that might not necessarily need an IMT. These additional opportunities will encourage personnel to work together towards a common goal, and will assist in the unification of the group.

The City of Woodstock LIMT will be an “all-hazards” team, capable of managing a broad range of incidents/events, including, but not limited to, severe weather events, hazardous materials releases, major traffic accidents, rail accidents, and aircraft accidents and domestic terrorist attacks. The team will also be activated for forecasted severe weather events, with the extent of response depending on the potential severity of the weather. The LIMT will also coordinate planned events, such as Fair Didley, the county fair, Gaver’s Barndance (a local cancer fundraiser), and the many smaller town festivals that occur on the square. Though some
will involve significant planning, others will likely be handled with one or two planning sessions that can be done in conjunction with the coordination meetings that already occur. Non-incident specific criteria will include: any incident that will last for more than one operational period; an incident that requires a 3rd Alarm Mutual Aid Box Alarm System (MABAS) response; wind speeds of 50 miles per hour or greater; snowfall of 12” or more; ice storm of ½” or more of accumulation; rain event of more than 4” in a less than 24-hour period; a hazardous materials release with an evacuation of greater than ½ mile radius; any hostage situation; dignitary visits; and any incident that requires more than 50 personnel performing tasks.

*Team Membership* will create a challenge, as the list of potential team members could be short due to total numbers of employees. This issue will make it most important to identify the employees that have the strengths and attributes that make a good team member.

Fortunately, the personnel that currently fill management and supervisory positions within the City and WFRD have the strengths to fill an ICS position that connects to their primary job. For instance, the City’s Finance Director has the capability of serving as a Finance/Administration Section Chief on the LIMT, once ICS training has been provided. Another consideration would be team depth. If low numbers are an issue, it could create some challenges with regards to enough people to fill all positions, and enough in each position so that reliance is not just on a core group of individuals. To address this, other partners might have to be sought such as the school district, local health system, County Emergency Management, and possibly neighboring communities. The recommendation is to establish a depth chart of three deep for each of the command and general staff positions, and to accomplish that using City, WFRD, and school district employees. Gaps in the depth chart would be filled using employees from the local
Developing a Local IMT health system, followed by County EMA, and then relying on other communities as a last resort.

Table 5 shows the ICS position and corresponding city, fire district, and/or school district employee. Note that the city manager is not listed in the table, as the likely role for this person in a disaster or planned event will be within the Emergency Operations Center.

Table 5

ICS Position and Corresponding City, Fire, and/or School District Position

<table>
<thead>
<tr>
<th>ICS Position</th>
<th>Corresponding City, Fire, and/or School District Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Commander</td>
<td>Fire Department (FD) Chief Officer, Police Department (PD)</td>
</tr>
<tr>
<td></td>
<td>Chief Officer, Public Works Director/Assistant Director, Deputy</td>
</tr>
<tr>
<td></td>
<td>City Manager</td>
</tr>
<tr>
<td>Safety Officer</td>
<td>FD Lieutenant, Captain, PD Sergeant, PW Supervisor</td>
</tr>
<tr>
<td></td>
<td>*Must be trained for the type of hazard</td>
</tr>
<tr>
<td>Liaison Officer</td>
<td>Deputy City Manager, City Department Head, School District Administrator</td>
</tr>
<tr>
<td>Public Information Officer</td>
<td>FD Lieutenant, Captain, PD Sergeant, PW Supervisor, Deputy</td>
</tr>
<tr>
<td></td>
<td>City Manager, City Department Head, School District Administrator</td>
</tr>
<tr>
<td>Operations Section Chief</td>
<td>Fire Department Chief Officer, Police Department Chief Officer, Public Works Director/Assistant Director</td>
</tr>
<tr>
<td>Planning Section Chief</td>
<td>FD Lieutenant, Captain, PD Sergeant, PW Supervisor, City</td>
</tr>
</tbody>
</table>
Developing a Local IMT

<table>
<thead>
<tr>
<th>Finance/Administration</th>
<th>City, Fire District, School District Finance Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section Chief</td>
<td></td>
</tr>
<tr>
<td>Logistics Section Chief</td>
<td>FD Lieutenant, Captain, PD Sergeant, PW Supervisor,</td>
</tr>
<tr>
<td></td>
<td>Maintenance Supervisor (City, Fire District, or School District)</td>
</tr>
</tbody>
</table>

The recommendations in this section, along with the action plan and team development manual presented in the Appendix will aid in the development of a LIMT for the City and WFRD. As indicated previously, the absence on this effort could place the citizens of the City in harm’s way should a disaster occur. By following through on the recommended action, the City will demonstrate a willingness to do what it takes to prepare for disaster. At the very least, the training, planning, and interaction between City and WFRD employees will make response agencies better prepared to handle every day incidents and those that tax local resources. Ultimately, the City will be able to lessen the impact of a significant incident, thereby ensuring greater safety for their residents.
Reference Page


Ellis, D. (2009, September 16). Planning Section Chief, Chicago Type III IMT. (R. Webster, Interviewer)


Gasparich, J. (2009, September 17). Planning Section Chief, Illinois Type II IMT. (R. Webster, Interviewer)


Isbell, J. (2009, September 15). Public Works Director, City of Woodstock (IL). (R. Webster, Interviewer)


Nickey, L. (2009, August 31). Deputy Incident Commander, Washington Interagency Incident Management Team #4. (R. Webster, Interviewer)


## Appendix A

### Key Concepts and Foundations of the Incident Command System

<table>
<thead>
<tr>
<th>Concept/Foundation</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unity of Command</strong></td>
<td>Each individual reports to one supervisor. Reduces conflicting orders and freelancing, increases accountability, improves information flow, aids in coordination of operations, and enhances safety.</td>
</tr>
<tr>
<td><strong>Clear Text (Common terminology)</strong></td>
<td>A glossary of terms that help bring consistency to position titles, the description of resources and how they can be organized, and the type and names of incident facilities. The use of common terminology is an essential element of ICS with regards to team building and communications. The most apparent use of this concept is in radio communication; 10-codes (e.g. &quot;10-4&quot; to mean &quot;I understand&quot;), acronyms, and unfamiliar abbreviations are not used.</td>
</tr>
<tr>
<td><strong>Management by Objective</strong></td>
<td>In principle, all actions at an incident should be directed toward satisfying a major goal of the incident. The incident should be run with clearly defined objectives. Any event with a written Incident Action Plan (IAP) must have the objectives included in the IAP.</td>
</tr>
<tr>
<td><strong>Flexible/Modular Organization</strong></td>
<td>Ability to expand and contract as needed by the incident scope or available personnel. Only positions required for adequate response are filled, and ICS sections are sized to accomplish objectives and monitor</td>
</tr>
</tbody>
</table>
progress within an effective span-of-control. Level of response necessary for a specific incident dictates how/when the organization develops and in many instances not all sections need to be activated.

**Span-of-control**

Most fundamentally important principle of ICS. Applies to the management of individual responsibilities and resources. Objective is to limit the number of responsibilities and/or resources reporting to an individual. Acceptable span of control is three to seven, five is ideal.

**Accountability**

Key concept of ICS is tracking personnel and resources. For personnel, accountability is related to their safety. For resources, accountability ensures supplies, equipment, etc., are available when needed and returned once operations have ceased. Response, Check-in, Operations, and Demobilization are all dependent on accountability.
Appendix B

Coordination Practices for the Incident Command System

<table>
<thead>
<tr>
<th>Concept</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Action Plans (IAP)</td>
<td>Incident Action Plans are verbal or written (hazardous material incidents has to be written). The IAP insures that everyone is working together to achieve the same goals, and includes measurable objectives to be achieved during an Operational Period. When written, the IAP is done on standard ICS forms with supplemental maps, charts or other needed documentation. At the simplest level, all Incident Action Plans must have four elements: a) What needs to be done; b) who is responsible for doing it; c) how do we communicate; and, d) what is the procedure for injuries?</td>
</tr>
<tr>
<td>Comprehensive Resource Management</td>
<td>Key management principle which helps to ensure that all assets and personnel are tracked and accounted for. Includes processes for: a) Categorizing resources; b) ordering resources; c) dispatching resources; d) tracking resources; and, e) recovering resources. Ensures accountability over all resources so movement happens quickly to support the response to an incident. Also applies to the classification of resources by type and kind and the categorization of</td>
</tr>
</tbody>
</table>
resources by their status, which includes: a) Assigned Resources, working on a field assignment under the direction of a supervisor; b) available Resources, ready for deployment; and, c) out-of-service resources, not "available" or "assigned." Resources can be "out-of-service" for re-supplying after an assignment (most common), shortfall in staffing, personnel taking a rest, damaged/inoperable.

<table>
<thead>
<tr>
<th>Integrated Communications</th>
<th>Communication equipment, procedures, and systems must operate across agencies/disciplines/jurisdictions (interoperability). Effective communications include three elements: a) Modes, the &quot;hardware&quot; systems that transfer information; b) planning, planning for the use of all available communications resources; and, c) networks, the procedures and processes for transferring information.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Situational Awareness</td>
<td>Required by all command staff, support staff and multi-agency coordination entities (EOC) and must be a top priority during the response and recovery phases of an incident or event so that decisions are appropriate and safe.. Situational awareness is established and maintained through the effective and immediate communication of conditions on-scene and in the surrounding region.</td>
</tr>
</tbody>
</table>
### Action Plan

<table>
<thead>
<tr>
<th>ITEM</th>
<th>DESCRIPTION</th>
<th>COMPLETION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment of the city manager</td>
<td>Gaining the support of the city’s highest ranking appointed official</td>
<td>January 1, 2010</td>
</tr>
<tr>
<td>Briefing/commitment from key stakeholder agencies (public and private)</td>
<td>Initial meeting(s) to provide information on the concept and plan, followed by getting their buy-in</td>
<td>March 1, 2010</td>
</tr>
<tr>
<td>Identification of personnel that will sit on the steering committee</td>
<td>Department heads will list employees within their departments that will serve on the Oversight Committee – these personnel will also be initial team members</td>
<td>April 1, 2010</td>
</tr>
<tr>
<td>Briefing/commitment from elected officials and/or boards of directors</td>
<td>Initial meeting(s) to provide information on the concept and plan, followed by getting their buy-in</td>
<td>June 1, 2010</td>
</tr>
<tr>
<td>Creation of Oversight Committee</td>
<td>To include at least one representative from all key stakeholder agencies to guide the process. The Oversight Committee will refine/develop training requirements,</td>
<td>July 1, 2010</td>
</tr>
</tbody>
</table>
Developing a Local IMT membership criteria, policies and procedures, activation criteria, and policy statements relative to the formation, operations, and sustainment of the IMT.

### Hazard Analysis
Identify and visiting occupancies within the jurisdiction and determine what hazards they hold and what threats they pose.

*Will be done in conjunction with other items.*

### Resource Identification/Capability
Evaluation of resources held by all stakeholders, and determining where there are deficiencies when compared to the hazards.

*Will be done in conjunction with other items.*

### Revision of the Emergency Operations Plan (EOP)
Review the current EOP to ensure that it is NIMS compliant, addresses the hazards identified and resource deficiencies, and that the information is up to date.

*July 1, 2010*
Will be done in conjunction with other items.

<table>
<thead>
<tr>
<th>Initial Training</th>
<th>Initial training must be completed in accordance with the specific training requirements outlined later in this section – Completion will be the date training is started, but will the training will be ongoing until all members have obtained the minimum required training as identified in the Standard Operating Guideline</th>
<th>September 1, 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation</td>
<td>Review and reporting (at least annually) to all stakeholder agencies.</td>
<td>January 1, 2011</td>
</tr>
<tr>
<td>Sustained Training</td>
<td>Table top and full-functional exercises in accordance with a predetermined schedule – Completion is the date of the first table top exercise.</td>
<td>May 1, 2011</td>
</tr>
</tbody>
</table>
Joint City of Woodstock/Fire District Policy

<table>
<thead>
<tr>
<th>Policy Title</th>
<th>Incident Management Team</th>
<th>Policy #:</th>
<th>01-2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Author:</td>
<td>Chief Ralph Webster</td>
<td>Effective:</td>
<td>1 January 2010</td>
</tr>
<tr>
<td>Supersedes:</td>
<td>New</td>
<td>Revised:</td>
<td>-</td>
</tr>
<tr>
<td>Authorized By:</td>
<td>Chief Ralph Webster</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>City Manager Timothy J. Clifton</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PURPOSE**

This Standard Operating Guideline (SOG) was developed for the Woodstock Local Incident Management Team (WLIMT), to serve as a guide for the formation of the multi-disciplinary team made up of personnel from the City of Woodstock, the Woodstock Fire/Rescue District, and other public/private partners.

The concept of operations for the WLIMT is to deploy a functional, multi-disciplinary team when requested by the current Incident Commander (IC), or as determined necessary for a planned event. The team will provide guidance to existing IC and fill vacant positions as required by the incident/event for the purpose of completing and/or enhancing the incident command system at the local level.

The WLIMT will consist of a Team Leader/IC, who will work with the Incident IC, the Command Staff positions (Safety, Liaison, and Public Information), and the General Staff positions (Operations, Planning, Logistics, and Finance/Administration).

In principle, a Local IMT exemplifies the five National Response Framework (NRF) Response Doctrine Principles of: Engaged Partnerships; Tiered response; Scalable, flexible, and adaptable operational capabilities; Unity of effort through unified command; and, Readiness to act.

The goal of the WLIMT is to bring the necessary incident management personnel to assist the IC in safely managing an incident. Response of the WLIMT has only one level, which will include filling all Command and General Staff positions. Expansion of the IMT function will be done by requesting a Type III IMT through the State of Illinois.
The WLIMT supports the Incident Command or Unified Command in the implementation of ICS and specifically in the development, implementation, and evaluation of the Incident Action Plan (IAP). The WLIMT may also manage logistical concerns, provide financial documentation, and provide accountability for personnel and equipment.

The WLIMT may be utilized at:

A. Incidents that overwhelm the city or fire districts ability to adequately provide incident management due to the size, scope or complexity of an incident/event.
B. Incidents involving terrorism or the criminal use of hazardous materials that may require technical specialists or subject matter experts.
C. Prolonged incidents (multiple operational periods).
D. Incidents that involve the use of specialized teams such as collapsed structure, trench rescue, SWAT or bomb teams.
E. Incidents that pose unique tactical, strategic and/or incident management requirements.
F. Special events that may require the coordination of multiple agencies and organizations or pose unique or significant response challenges.

OVERSIGHT COMMITTEE

An Oversight Committee shall be appointed by the City of Woodstock and Woodstock Fire/Rescue District. The Oversight Committee shall ensure that all documents, processes and protocols are consistent with the tenets of the National Incident Management System (NIMS). The Oversight Committee will consist of designated representatives or key stakeholders from participating agencies who will establish:

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

INTEGRATION STRATEGY

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

WLIMT members must mobilize with all of the appropriate equipment/materials and arrive on the scene to begin working to support the initial IC based on the plan developed by the Team Leader/IC.
LOCATION WITHIN THE INCIDENT COMMAND SYSTEM

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

When additional ICS positions need to be filled, the WLIMT shall integrate into the ICS structure per the integration plan developed by the Team Leader/IC in conjunction with the local IC/UC.

In some cases the WLIMT may work alongside the initial incident management personnel. The WLIMT will coach, mentor, and facilitate incident management as needed.

OPERATIONS AND PLANNING

The WLIMT shall perform or facilitate the incident operations and planning according to NIMS.

DOCUMENTATION

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

FACILITIES AND SPACE REQUIREMENTS

While the actual physical location/layout for the WLIMT will vary from incident to incident, there are several factors common to all operations that need to be considered:

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

INCIDENT MANAGEMENT TEAM COMMAND AUTHORITY

Overall command of any incident will always remain with the initial responding agency. The WLIMT will provide support and consultation to the Incident Commander or Unified Command and fill ICS positions as the incident dictates. The Team Leader/IC will only assume command over any incident when agreed upon by the current IC or UC, or when the acting IC is relieved from that duty by a higher ranking officer/official of his/her own agency.

ACTIVATION / RESPONSE

The WLIMT shall be requested and dispatched through the WPD dispatch center. The dispatch center shall notify all team members via text messaging or other electronic means. Team members are required to keep their personal information as up to date as possible and will notify the Team Coordinator of changes in address, phone number, etc.
Developing a Local IMT

WLIMT member will be supported by his/her agency while activated, with compensation, health/life insurance, and worker’s compensation coverage being the same as if they were working their regular job.

The Team Leader/IC shall meet with the IC/UC and gather information without disrupting scene management. The Team Leader/IC will determine what ICS positions need to be filled, and assign personnel as dictated by the needs of the incident/request from the IC/UC.

AUTHORIZED INCIDENT ACCESS

Only individuals that have been requested to respond will be granted access to an incident site. No spontaneous or unauthorized response should occur.

TEAM MEMBER RESPONSIBILITIES

WLIMT members deploy into highly stressful environments. Members must maintain their professionalism at all times when interacting with the IC/UC structure. Members must add value to the team through quality improvement processes and team development activities.

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

A. Response in a timely manner.
B. Respond with the requisite equipment, and materials.
C. Be physically and emotionally ready to perform their duties.
D. Be able to sustain themselves for 12 hours.
E. Perform their assigned role/position to the best of their ability.
F. Complete all assigned work functions, reports, and forms in a timely manner.
G. Incident expectations/responsibilities for each WLIMT position, along with position checklists, are included as appendices to this SOG.

REQUESTING IC RESPONSIBILITIES

The requesting IC shall provide the WLIMT Team Leader/IC with the appropriate incident/event information, including incident type, severity, incident complexity type, expected duration, incident management structure currently in place, a safe avenue of approach, Incident Command Post (ICP) location, communication methodology and any special/safety information required.

TEAM COORDINATOR

The Team Coordinator is responsible for all administrative functions of the team including all record keeping and scheduling. The Team Coordinator must be a member of the WLIMT. The Team Coordinator shall be responsible for:

A. Maintaining training and qualification records for all WLIMT members.
B. Recording all injuries, damage or loss of WLIMT personnel and equipment.
C. Setting and posting the agenda for Oversight Committee meetings.
D. Recording and maintaining minutes from meetings.
E. Other clerical duties as prescribed by the Oversight Committee.
TEAM LEADER

The Team Leader is the designated head of the WLIMT once activated. This person serves as the IC/UC point of contact and will assist them as needed. The team leader will direct and control the other WLIMT members during incidents, until assigned an ICS position. The team leader shall:

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

NUMBER OF WLIMT MEMBERS

There are 8 WLIMT positions to be filled for a response. The typical WLIMT configuration suggests recruiting, developing, and maintaining enough members for each team position, including adequate depth. The WLIMT Oversight Committee shall determine the total desired number of members, number of members qualified for each LTIMT position, and whether members shall be cross-trained for multiple positions, with a goal of having 3 to 4 people per ICS position and a total team size of 24 to 32.

MEMBER RECRUITMENT

The WLIMT Oversight Committee shall determine the recruitment intervals, qualifications, and process. WLIMT membership will represent the broad range of agencies/disciplines that will respond to major emergencies. The Oversight Committee should make every effort to gain participation from other public and private entities.

MEMBER PARTICIPATION

WLIMT members are expected to:

A. Participate in WLIMT training activities.
B. Be available for response based on the WLIMT response criteria.

MEMBER PERFORMANCE ACCOUNTABILITY

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

EQUIPMENT CACHE

An Equipment Cache that contains items to support the WLIMT mission must be established and include the following items.
A. LTIMT Identification Vests
   1. Team Leader/IC (switches to an IC vest if role changes)
   2. Operations
   3. Planning
   4. Logistics
   5. Finance
   6. Liaison
   7. Safety
   8. Information

B. Clipboards
C. Variety of pens, pencils, highlighters, markers and paper
D. Flashlight
E. Map of the response area
F. Two way communications devices, cell phone, radio, etc.
G. Binoculars
H. Current DOT Response Guide
I. Position description and checklists
J. Complete set of ICS forms and additional forms for position
K. Wireless enabled laptop with electronic ICS forms (each position)
L. Portable copier/printer
M. Local resource inventory/lists
N. Phone books and other resource references
O. Basic first aid kit

PERSONAL EQUIPMENT LISTS

The following is a list of suggested personal equipment:

A. 1 set rain gear
B. 1 pair boots or appropriate shoes
C. 1 safety helmet with chin strap
D. Gloves
E. Eye protection
F. Hearing protection
G. Picture ID
H. Eyeglasses
I. Sunglasses
J. Flashlight with spare batteries and bulbs
K. Wristwatch
L. Appropriate Personnel Protective Equipment PPE/APR for the Incident
M. Mosquito Repellant
N. Reflective traffic vests
O. Medications
P. Toiletries

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

TRANSPORTATION

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

CREDENTIALING

Credentialing is the administrative process for validating the qualifications and identity of WLIMT personnel.

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

A. Verification of **minimum training requirements**;
B. Verification of **qualifications**; and
C. Verification of **authorization for team participation**.

CREDENTIALING PROCESS

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

A. The credentialing process is voluntary (i.e. reflecting only the voluntary participation of a person willing to respond as a member of the WLIMT).
B. The credentialing requirements focus on required minimum qualifications in order to define and ensure the competency of the stated ICS position or function being requested.
C. Qualifications are based on certifications of training and work experience issued.
D. Issuance of any Qualification Certificates remains with the Oversight Committee; however, a qualification certificate is not a credential.

QUALIFICATIONS

Personnel qualification is closely related to credentialing and typing and is tied directly to training. Whether WLIMT members are considered qualified depends on their level of training and operational experience. Incident experience (during responses and/or exercises) must supplement training for a candidate to meet minimum expectations to qualify for service in a WLIMT position.

Performance requirements (measurable activities that demonstrate proficiency associated with requisite competencies and behaviors) that allow a WLIMT applicant to be evaluated for specific positions shall be established by the Oversight Committee.

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

APPLICATION AND SELECTION
Developing a Local IMT

The application and selection process will consider applicant’s on the following:

A. Length, depth and scope of ICS experience
B. Personal motivation and commitment
C. Formal ICS training
D. Approval/ability to participate based on employer requirements (possibly up to 72 hours per response)

Prospective members must have the support of their respective agency for training, deployment, and after-action activities. The applicant’s department head shall approve the prospective member’s application before the member can be considered for membership. The WLIMT Membership Application can be found in the Appendix.

MINIMUM TRAINING

A. ICS-100, ICS-200, and IS-700
B. ICS-300 Intermediate ICS for Expanding Incidents
C. ICS-400 Advanced ICS

Additional Team Leader/Section Chief Required Training

A. Command & General Staff Functions in the Incident Command System or equivalent

ADDITIONAL TRAINING

It is recommended that all Team Leaders/Section Chiefs attend position-specific training as it becomes available in the state. In addition, it is strongly recommended that prospective team members respond with the Team and “shadow” their position counterparts to become more familiar with their position.

CONTINUING TRAINING

Requirements for member continuing training include participation in at least two exercises per year (table-top, functional, or full-scale). An actual WLIMT response will be counted as one exercise.

AFTER-ACTION DEBRIEFING

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

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

AFTER-ACTION REPORT
The Team Leader/IC will assemble all incident documentation as it relates to the team’s involvement and complete a written AAR for the Oversight Committee. The AAR will include, but not be limited to, the following:

A. Date/time of incident
B. Location
C. Agency requesting the LTIRM
D. Agencies involved in the incident
E. Narrative of what happened at the incident
F. Conclusions, lessons learned and recommendations to improve incident and team management.
G. All team created ICS documentation, unit logs, messages etc.
H. Note – When the team is involved in exercises or simulations, HSEEP should be used.

CORRECTIVE ACTION PLAN

Lessons learned from the after action report will lead to the development of a corrective action plan. This plan will include specific actions to be taken to address the short-comings identified.
SOG Appendix A
Member Expectations and Responsibilities

EXPECTATIONS OF ALL MEMBERS

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

RESPONSIBILITIES/EXPECTATIONS – TEAM LEADER/INCIDENT COMMANDER (TL/IC)

The TL/IC is responsible for overall management of an activated WLIMT and determining the appropriate interface with initial Incident Commander (IC). The TL/IC assists the initial IC in incident management and may serve as Incident Commander if necessary.

The TL/IC should assess the situation, obtain a briefing from the initial IC and determine the level of support being requested.

If the mission is to assist the initial IC, the TL/IC should, at a minimum, address the following bullets and make recommendations to the IC:

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

If command is being transferred to the TL/IC, ensure that this is communicated to other ICS staff and complete the Incident Command Position Checklist. Expectations of the Team Leader/Incident Commander include:

A. Provide a clear picture of the overall mission and direction.
B. Provide advice and counsel on issues relating to assisting and cooperating agencies.
C. Have a willingness to engage with stakeholders when appropriate.
D. Provide an emphasis on safety in all communications and actions.
E. Support recommendations for safety-related changes to strategies and tactics.
F. Timely approval of press releases.
G. Cooperation with media requests.
H. Clear direction on his/her media expectations.
I. Provide the Incident Objectives.
J. Explain any constraints on strategy, tactics and resource use or deployment.
K. Identify any other environmental, political or financial constraints.
L. Determine the planning meeting schedules and operational periods.
M. Provide the deadline for the IAP.
N. Review and approve the IAP.
O. Provide the priorities for ordering personnel, supplies and equipment.
P. Provide support for logistics activities.
Q. Provide information on planned direction for the incident.
R. Provide general advice and counsel.
S. Approve extraordinary purchase requests.

RESPONSIBILITIES/EXPECTATIONS – LIAISON OFFICER

The Incident Liaison Officer serves as the point of contact for the Agency Representatives (AREPs) assigned to the incident by assisting or cooperating agencies. An assisting agency is an agency that directly contributes tactical resources to the operations section. A cooperating agency is an agency that supports the incident or supplies assistance other than tactical resources. Expectations of the Liaison Officer include:

A. Follow the Liaison Officer Position Checklist.
B. Assist in setting up and coordinating interagency contacts.
C. Monitor incident operations to identify current or potential inter-organizational issues.
D. Address cooperating and assisting agency concerns/issues in a positive manner.
E. Identify and coordinate with all involved agencies and non-governmental organizations.
F. Provide a positive impression of the incident management to other agencies and stakeholders.
G. Provide leadership and directed coordination to agency representatives.
H. Coordinate with the PIO in regard to stakeholder’s needs.
I. Keep the WLIMIT members aware of issues relating to cooperating and assisting agencies.
J. Provide specific information related to safety problems or issues affecting assisting or coordinating agencies.
K. Assist in identifying any potential safety issues regarding assisting or cooperating agencies.
L. Identify key agencies, their roles and any associated issues.
M. Provide communications material to assisting and cooperating agencies as well as interested outside organizations as appropriate.

N. Provide information on any special circumstances of other agencies employees.

O. Identify what resources or services are available through assisting and cooperating agencies.

P. Review status of assisting and cooperating agencies’ resources for accuracy.

Q. Provide any applicable information regarding issues with assisting and cooperating agencies.

R. Facilitate communications with assisting and cooperating agencies.

RESPONSIBILITIES/EXPECTATIONS – SAFETY OFFICER

The Incident Safety Officer develops and recommends measures for assuring personnel safety and to assess and/or anticipate hazardous and unsafe situations. Expectations of the Safety Officer include:

A. Follow the Safety Officer Position Checklist.

B. Evaluate the incident for hazards and recommend appropriate mitigation strategies.

C. Assist with the 215A safety analysis.

D. Fully engaged in the planning process and provide appropriate and timely feedback.

E. Identification, management, mitigation and education of responders of all hazards on the incident scene.

F. Keep IC informed on trends/causes of accidents and illnesses, and provide ongoing reports of accidents and injuries.

G. Promote an attitude of 100% compliance of safety rules throughout the entire organization.

H. Provide a relevant and effective safety message in each IAP.

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

J. Provide information on safety issues affecting the general public.

K. Have a close working relationship during the development of strategy and tactics.

L. Provide prompt notification of any hazards or safety problems.

M. Provide close and visible scrutiny of operational field forces.

N. Order enough resources to ensure safety in the field.

O. Participate in the strategy and tactics meetings and prepare the 215A.

P. Continually update safety information.

Q. Participate in operational briefings.

R. Provide coordination and cooperation with the Medical Unit.

S. Provide notification of hazards in facilities, transportation arrangements, etc.

T. Provide input into the medical plan and medivac procedures.

U. Provide assistance in accident investigations.

V. Coordinate with Compensation/Claims Unit.

W. Ensure that all accident and injury reports are submitted in a timely manner.

RESPONSIBILITIES/EXPECTATIONS – PUBLIC INFORMATION OFFICER (PIO)

The Public Information Officer identifies, develops and supports all external communications modalities and assists the IC/UC in maintaining situational awareness. Expectations of the Public Information Officer include:

A. Follow the Public Information Officer Position Checklist.
B. Discuss the limits on information to be released.
C. Discuss the processes for the release of information.
D. Assist in the gathering and dissemination of incident-related information.
E. Keep incident personnel up to date on major current affairs, both on and off the incident site.
F. Coordinate with Team Liaison in relations with stakeholders.
G. Identify and keep the Team Leader informed of emerging issues concerning the incident in the political and public arenas.
H. Coordinate and represent the Team Leader in off-site PIO activities such as the JIC or other agency information outlets.
I. Ensure that all incident personnel who encounter the public or media promote a professional and positive impression and only release approved information during interviews about the incident and direct all inquiries to the Incident PIO/JIC.
J. Mention assisting and cooperating agencies in press releases and at press conferences.
K. Provide information so it can be distributed to assisting and cooperating agencies.
L. Provide notification of public meetings and press conferences so assisting and cooperating agencies can prepare and participate.
M. Be sensitive to any accidents or other safety problems on the incident scene.
N. Coordinate the release of information about these types of events.
O. Provide accurate and timely information to the public.
P. Request permission to bring the media to the incident scene.
Q. Keep the media away from the ICP.
R. Ensure that media members are properly prepared (PPE, briefings, etc.) before they go out to the incident.
S. Provide the press briefing schedule.
T. Provide applicable information for the development of ICS 209.
U. Review information in press releases for accuracy.
V. Timely ordering of communication and facility needs.
W. Prepare initial information summary as soon as possible after arrival.
X. Ensure that incident personnel are kept up-to-date on news and incident information.
Y. Coordination in the event of an injury, accident or fatality at the incident.

RESPONSIBILITIES/EXPECTATIONS – OPERATIONS SECTION CHIEF (OSC)

The Operations Section Chief manages all strategic and tactical operations directly related to achieve the incident objectives, while ensuring the overall safety and welfare of all Section personnel. Expectations of the Operations Section Chief include:

A. Evaluate or develop the operations portion of the Incident Action Plan and complete the appropriate ICS Form 215 as appropriate.
B. Evaluate current incident strategies and tactics for effectiveness, safety and ability to meet incident objectives.
C. Evaluate resource utilization, needs and availability.
D. Report information about special activities, events, and occurrences to the Team Commander.
E. Maintain Unit/Activity Log (ICS Form 214).
F. Activate and supervise organizational elements in accordance with the Incident Action Plan and direct its execution.
G. Direct the preparation of branch tactical plans.
H. Request or release resources
I. Make expedient changes to the Incident Action Plan as necessary and report such to the Incident Commander.
J. Recommend strategies to reach objectives.
K. Keep the team members informed on planned tactics to ensure timely input and support by the LTIMT.
L. Keep resource ordering within established guidelines of fiscal, environmental and other constraints.
M. Report unusual events and activities.
N. Provide ongoing updates of the current situation.
O. Insist that all known safety procedures are followed in all tactical planning and execution.
P. Maintain effective communication with all assisting agencies so they know that they are part of the solution and that their input is appreciated and respected.
Q. Ensure the safety and welfare of all personnel.
R. Share information and the rationale on the use of other agency personnel.
S. A close working relationship in the development of strategy and tactics.
T. Be willing to change strategies and tactics if hazards cannot be safely mitigated.
U. Be aware of the possible hazards on the incident scene.
V. Provide information on any unusual or high hazards encountered in the field.
W. Provide information on resources, special activities and the status of the incident.
X. Be open to allowing media access to the incident scene.
Y. Provide any “press-worthy” items.
Z. Identify the strategy and tactics.
AA. Provide timely notification of resource needs.
BB. Provide necessary information for development of the 204s.
CC. Identify information needs such as maps, etc.
DD. Debrief field forces at the end of the operational period.
EE. Timely notification of resource requests.
FF. Prior notification of demobilization plans and the reassignment of resources.
GG. Understand that finding resources may take time; plan accordingly.
HH. Provide verification of time worked by crews and equipment at the incident.
II. Follow required work/rest cycles.
JJ. Provide information on damaged or lost property as soon as possible.

RESPONSIBILITIES/EXPECTATIONS –PLANNING SECTION CHIEF (PSC)

The Planning Section Chief collects, evaluates, and disseminates information about the development of the incident and status of resources. This information is used to: understand the current situation, predict probable course of incident events, and prepare alternative strategies and control operations for the incident. Expectations of the Planning Section Chief include:

A. Provide effective leadership and organization for all planning sessions, incident meetings and briefings.
B. Ensure that the entire organization follows the established planning process accurately and on time.
C. Maintain a thorough overview of all incident activities to ensure all possible information is available for the planning process.
D. Ensure the IAP includes and accurately reflects all assisting and cooperating agencies.
E. Provide information and coordination of expected resource use to include a demobilization plan.
F. A close working relationship in strategy, tactics and planning meetings.
G. Provide information on personnel and resource use and availability.
H. Provide a summary of the incident and its development.
I. Provide information on resource status.
J. Assist with the communication strategy.
K. Provide any “press-worthy” items.
L. Have a close working relationship during the development of the 215 and IAP.
M. Provide the resources that are requested.
N. Complete and accurate IAP to include maps and all plans with an adequate number of copies.
O. Conduct concise and accurate briefings.
P. Timely notification of resource requests.
Q. Provide coordination on check-in and demobilization of resources.
R. Provide accurate information as to the number of resources at the incident.
S. Share information on contingency plans and possible directions of the incident.
T. Provide current information on resources assigned to the incident.
U. Provide copies of the IAP for each operational period.
V. Update information on the incident including planned resource demobilization.
W. Provide estimated control and containment times.

RESPONSIBILITIES/EXPECTATIONS – LOGISTICS SECTION CHIEF (LSC)

The Logistics Section Chief provides facilities, services, and material in support of the incident, and participates in development and implementation of the Incident Action Plan. Expectations of the Logistics Section Chief include:

A. Manage the ordering process to ensure all incident needs are met.
B. Whenever possible, anticipate and maintain supplies ahead of the need.
C. Coordinate with supporting EOC to ensure effective ordering processes and cooperative relations.
D. Work closely with Operations to insure complete logistical support and coordination with tactical operations.
E. Keep Planning updated on resource arrivals.
F. Provide transportation, facilities and communications equipment.
G. Provide updates on the medical status of any personnel injured or ill from assisting and cooperating agencies.
H. Provide requested personnel and equipment.
I. Assist in coordination of the Medical Unit.
J. Provide facilities and communications equipment for the information staff at the ICP and other assigned areas.
K. Provide transportation as requested.
L. Provide the Incident Communications Plan.
M. Provide adequate food, water and required facilities.
N. Provide needed people, equipment and supplies to achieve the objectives.
O. Arrange for medical care and emergency transport for responders and document it on the
Developing a Local IMT 67

P. Be forward thinking and flexible to changes in resource requests.
Q. Provide confirmation on the status of all resource orders.
R. Provide feedback on resource availability.
S. Submit the Communications, Medical, Facility and Transportation in a timely manner.
T. Provide adequate facilities and resources for all planning units and assist in the preparation of the IAP.
U. Ensure that hired equipment time records are up-to-date.
V. Provide facilities for the Finance Unit.
W. Provide property accountability.
X. Provide close coordination between the Supply, Procurement, Ground Support and Time Units.

RESPONSIBILITIES/EXPECTATIONS – FINANCE/ADMINISTRATION SECTION CHIEF

The Finance/Administration Section Chief manages all financial, administrative, and cost analysis aspects of the incident. Expectations of the Finance/Administration Section Chief include:

A. Advise and counsel all team members about fiscal, contract and other administrative matters.
B. Be prepared to provide cost analysis if requested by the IC or responsible agency.
C. Attend all briefing and strategy sessions; provide input.
D. Coordinate with all team members and assisting agencies to ensure their administrative requirements are met.
E. Possess good knowledge and ability to operate the Finance Section effectively.
F. Provide information on requirements for payments and reimbursements.
G. Provide information on any required documentation processes for the incident.
H. Provide reports for any injuries, illnesses or accidents to assisting or cooperating personnel and/or equipment.
I. Provide timely processing of accident reports.
J. Maintain a constant exchange of information concerning safety matters such as excessive work hours or contract violations.
K. Coordinate accident/injury information.
L. Provide current and ongoing incident costs.
M. Provide any “press-worthy” items.
N. Provide an efficient process for financial documentation so there is no interference with the IAP or the demobilization process.
O. Provide information of fiscal constraints that may influence tactics.
P. Provide fiscal input to the IAP.
Q. Provide daily cost estimates.
R. Provide financial cost benefit analysis information.
S. Provide written guidelines for ordering external resources or supplies.
T. Provide close coordination between the Supply, Procurement, Ground Support and Time Units.
U. Provide information on procurement problems.
V. Provide cost saving information.
RESPONSIBILITIES/EXPECTATIONS – INTELLIGENCE/INVESTIGATIONS

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

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

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

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

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

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

Expectations of Intelligence/Investigations:

A. Ensure all intelligence and investigative operations, functions and activities within the incident management and incident response are properly managed, coordinated, and directed.
B. Provide information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities, including terrorist incidents, or information that leads to determination of the cause of a given incident.
C. Provide highly specialized information requiring technical analysis that is both critical and time sensitive to lifesaving operations (e.g., chemical, biological, radiological, or nuclear incidents) or to provide classified intelligence.
D. Provide current, accurate and actionable intelligence.
E. Ensure that all investigative and intelligence operations, functions, and activities within the incident response are properly managed, coordinated, and directed.
F. Provide current, accurate and actionable intelligence to ensure responder safety.
G. Ensure that all investigative and intelligence operations, functions, and activities are conducted a manner consistent with the ICS215a.
H. Advise on information that may not be released.
I. Provide information critical to public safety.
J. Provide information on the projection of spread, assessment of impact, or countermeasures for a given incident (regardless of the source).
K. Provide vetted “press-worthy” items.
L. Have a close working relationship during the development of the IAP.
M. Provide critical, actionable intelligence through the investigative function.
N. Collect, process, analyze, and appropriately disseminate intelligence information.
O. Conduct a thorough and comprehensive investigation.
P. Identify critical intelligence that would affect planning.
Q. Provide timely notification of changes in in-coming intelligence.
R. Provide investigative resources needed for the planning process.
S. Timely notification of changes that would affect resource requirements or allocation.
T. Provide actionable intelligence that impacts situational awareness and future resource deployment.
U. Provide current intelligence that would affect the finances of the operation.
SOG Appendix B

INCIDENT COMMAND POSITION CHECKLIST

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

LIAISON OFFICER POSITION CHECKLIST

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

SAFETY OFFICER POSITION CHECKLIST

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

PUBLIC INFORMATION OFFICER POSITION CHECKLIST

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

OPERATIONS SECTION CHIEF POSITION CHECKLIST

☐ Obtain a briefing from Incident Command or Unified Command (IC/UC).
☐ Evaluate and request sufficient Section supervisory staffing for both operational and planning activities.
☐ Supervise Operations Section field personnel.
☐ Implement the IAP for the Operations Section.
☐ Evaluate on-scene operations and make adjustments to organization, strategies, tactics, and resources (e.g., additional manpower, equipment, etc.) as necessary.
☐ Ensure the Resources Unit is advised of changes in the status of resources assigned to the section.
☐ Ensure that Operations Section personnel execute work assignments following approved safety practices.
☐ Monitor the need for additional resources and request them as necessary to support operations.
☐ Assemble/disassemble task force/strike teams as appropriate.
☐ Identify/utilize staging areas.
☐ Evaluate and monitor the current situation for use in next operational period planning.
☐ Convert operational incident objectives into strategic and tactical options.
☐ Coordinate and consult with the Planning Section Chief (PSC), Safety Officer (SO), Technical Specialist, modeling scenarios, trajectories, etc., on selection of appropriate strategies and tactics to accomplish objectives.
☐ Identify kind and number of resources required to support selected strategies.
☐ Subdivide work areas into manageable branches, divisions, and groups.
☐ Develop work assignment and allocate tactical resources based on strategic requirements on Operational Planning Worksheet (ICS 215).
☐ Provides input for the risk/hazard analysis (ICS 215a) to the Safety Officer.
☐ Coordinate planned activities with the SO to ensure compliance with safety practices.
☐ Identify appropriate Personal Protective Equipment (PPE) options prior to committing personnel.
☐ Participate in the planning process and the development of the tactical portions (ICS 204 and ICS 220) of the IAP.
☐ Assist with development of advanced strategic, contingency, and demobilization plans.
☐ Develop a recommended list of Section resources to be demobilized and initiate recommendation for release when appropriate.
☐ Receive and implement applicable portions of the Incident Demobilization Plan.
☐ Participate in operational briefings as well as briefings to media, and visiting dignitaries.
☐ Maintain a Unit Log (ICS 214).
SOG Appendix G

PLANNING SECTION CHIEF POSITION CHECKLIST

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

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

FINANCE SECTION CHIEF POSITION CHECKLIST

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

<table>
<thead>
<tr>
<th>Form #</th>
<th>Form Name</th>
<th>Who Completes</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICS201</td>
<td>INCIDENT BRIEFING FORM</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>ICS202</td>
<td>INCIDENT OBJECTIVES</td>
<td>Incident Commander sets objectives, Planning may fill out</td>
</tr>
<tr>
<td>ICS203</td>
<td>ORGANIZATIONAL ASSIGNMENT LIST</td>
<td>Planning Section</td>
</tr>
<tr>
<td>ICS204</td>
<td>ASSIGNMENT LIST</td>
<td>Planning and Operations Section</td>
</tr>
<tr>
<td>ICS205</td>
<td>COMMUNICATIONS PLAN</td>
<td>Logistics</td>
</tr>
<tr>
<td>ICS206</td>
<td>MEDICAL PLAN</td>
<td>Logistics</td>
</tr>
<tr>
<td>ICS207</td>
<td>ORGANIZATION CHART</td>
<td>Planning Section and Operation</td>
</tr>
<tr>
<td>ICS208</td>
<td>SCHEDULE OF MEETINGS</td>
<td>Planning</td>
</tr>
<tr>
<td>ICS213</td>
<td>GENERAL MESSAGE FORM</td>
<td>Filled out by anyone, sent to Logistics for formal resource requests</td>
</tr>
<tr>
<td>ICS214</td>
<td>UNIT LOG</td>
<td>Each unit supervisor in each section completes his/her own as he/she goes, then turned in to the F/A Section</td>
</tr>
<tr>
<td>ICS215</td>
<td>OPERATIONAL PLANNING WORKSHEET</td>
<td>Operations, Planning</td>
</tr>
<tr>
<td>ICS215A</td>
<td>HAZARD RISK ANALYSIS</td>
<td>Safety Officer</td>
</tr>
<tr>
<td>ICS217</td>
<td>RADIO FREQUENCY ASSIGNMENT</td>
<td>Logistics</td>
</tr>
<tr>
<td>ICS222</td>
<td>WEATHER FORECAST</td>
<td>Planning</td>
</tr>
<tr>
<td>ICS226</td>
<td>COMPENSATION FOR INJURY LOG</td>
<td>Finance/Administration</td>
</tr>
<tr>
<td>ICS227</td>
<td>CLAIMS LOG</td>
<td>Finance / Administration</td>
</tr>
<tr>
<td>ICS228</td>
<td>INCIDENT COST WORKSHEET</td>
<td>Finance / Administration</td>
</tr>
<tr>
<td>ICS229</td>
<td>INCIDENT COST SUMMARY</td>
<td>Finance / Administration</td>
</tr>
<tr>
<td>ICS260</td>
<td>RESOURCE ORDER FORM</td>
<td>Logistics</td>
</tr>
<tr>
<td>IAP</td>
<td>INCIDENT ACTION PLAN</td>
<td>Planning</td>
</tr>
</tbody>
</table>