
Part 2

***California Coroner
Operations Guide***

In Compliance with

Incident Command System (ICS)

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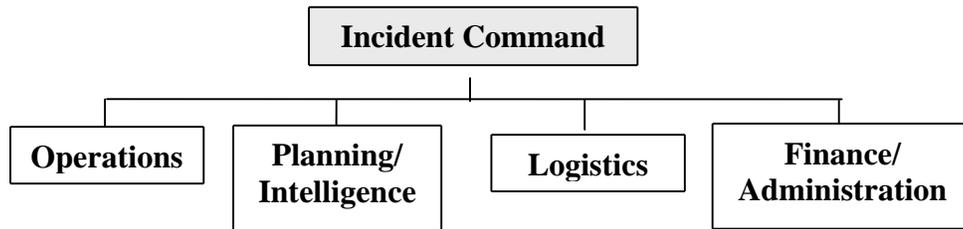
**Standardized Emergency Management System
(SEMS)**

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A. Incident Organization Chart



1. Functional Development of the Organization

The Coroner Incident Command System (ICS, incorporated into SEMS) organization develops around the major functions that are required on any incident whether it is large or small. For some incidents, and in some applications, only a few of the organization's functional elements may be required and only one or a few persons may be required. However, if there is a need to expand the organization, additional positions exist within the ICS framework to meet virtually any need.

ICS establishes lines of supervisory authority and formal reporting relationships. There is complete unity of command as each position and person within the system has a designated supervisor. Direction and supervision follows established organizational lines at all times, and the system includes span of control limits throughout.

When activated, the five primary functions are established as separate sections of the EOC organization. In addition to the Command Section consisting of the Incident Commander and Command Staff, there is an ICS General Staff. The General Staff Section Level positions are headed by a Officer In Charge (OIC) and are as follows:

- Operations Section OIC
- Planning/Intelligence Section OIC
- Logistics Section OIC
- Finance/Administration Section OIC

Within each section, there are several sub functions depending upon the coroner specific operational requirement.

2. Modular Development of the Incident Organization

Incident organization should always be based on the current and projected needs of the incident. It is not necessary to activate any higher level positions if only one or two of the sub units are required. One person may be tasked with more than one area of responsibility

B. Unit OIC Responsibilities

A number of Unit OIC responsibilities are common to all units in all parts of the organization. Common responsibilities of Unit OICs are listed below.

- Participate in incident action planning meetings as required.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Assign specific duties to staff; and supervise staff.
- With the Safety Officer and the Security Officer, develop and implement accountability, safety and security measures for all assigned personnel and resources.
- Supervise demobilization of the unit, including storage of supplies.
- Provide Supply Unit Leader with a list of supplies to be replenished.
- Maintain unit records, including Unit/Activity Log (ICS Form 214).

If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.

- Clean up your work area before you leave.
- Leave a forwarding number where you can be reached.

Coroner Incident Command and Command Staff

Incident Commander

Information Officer

Liaison Officer (Agency Reps)

Safety Officer

Security Officer

Incident Commander

The Coroner Incident Commander's responsibility is the overall management of the Mass Fatalities incident. The Coroner Incident Commander may have a Deputy. In practice, the Incident Commander is the first Deputy Coroner on scene with jurisdiction – as other SEMS functions are activated he/she may be replaced by his/her chain of command. Ultimately, responsibility rests in the Sheriff/Coroner, Coroner, or Medical Examiner – who may assign a Deputy to serve as their Incident Commander.

Responsibilities:

- Assess the situation and/or obtain a briefing from the prior Incident Commander. Obtain and review the Incident Briefing Form (201) if available.
- Determine Incident Objectives, and strategy in coordination with Unified Command.
- Establish tactical and support resource needs.
- Establish the immediate priorities and assign on-scene resources.
- Establish a Coroner Incident Command Post or co-locate in Unified Command.
- Establish an appropriate organization.
- Ensure planning meetings are scheduled as required.
- Approve and authorize the implementation of an Incident Action Plan.
- Ensure that adequate safety measures are in place.
- Coordinate activity for all Command and General Staff.

- Coordinate with activated Department Operations Centers (DOCs) and Emergency Operations Centers (EOCs) as required.
- Coordinate with key personnel and officials.
- 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.
- Order the demobilization of the incident when appropriate.

Command Staff

The Command Staff on most incidents can consist of three positions covering the functions of Information, Liaison and Safety. The Incident Commander will handle Command Staff functions not activated.

Information Officer

The Information Officer is responsible for developing information about the incident for release to the news media, to incident personnel, and to other appropriate agencies and organizations.

Unified Command will speak with one voice. Only one Information Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Information Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. On large incidents Assistant Information Officers may have delegated responsibilities in support of the Information function.

Agencies have different policies and procedures relative to the handling of public information. The following are the major responsibilities of the Information Officer that would generally apply on any incident:

- Determine from the Incident Commander the limits on information release.
- Develop material for use in media briefings.
- Coordinate and validate information with Information Officers at agency DOCs and EOCs when activated, to ensure consistency.
- Obtain Incident Commander's approval of media releases.
- Inform media and conduct media briefings.
- Arrange for tours and other interviews or briefings that may be required.
- Obtain media information that may be useful to incident planning.
- Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.
- Maintain Unit Log.

Liaison Officer and Agency Representative

Liaison Officer

Mass Fatalities Incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff.

The Liaison Officer is the contact for the personnel assigned to the incident by assisting or cooperating agencies. These are personnel other than those on direct tactical assignments or those involved in a Unified Command.

Responsibilities:

- Be a contact point for Agency Representatives.
- Maintain a list of assisting and cooperating agencies and Agency Representatives.
- Assist in establishing and coordinating inter-agency contacts.
- Keep agencies supporting the incident aware of incident status.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
- Maintain Unit Log.

Agency Representative

In many multi-jurisdiction incidents, an agency or jurisdiction may send a representative to assist in coordination efforts.

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident.

Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer.

Agency Representative Responsibilities:

- Ensure that all agency resources are properly checked-in at the incident.
- Obtain briefing from the Liaison Officer or Incident Commander.
- Inform assisting or cooperating agency personnel on the incident that the Agency Representative position for that agency has been filled.
- Attend briefings and planning meetings as required.
- Provide input on the use of agency resources unless resource technical specialists are assigned from the agency.
- Cooperate fully with the Incident Commander and the General Staff on agency involvement at the incident.
- Ensure the well-being of agency personnel assigned to the incident.
- Advise the Liaison Officer of any special agency needs or requirements.
- Report to home agency dispatch or headquarters on a prearranged schedule.
- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- Ensure that all required agency forms, reports and documents are complete prior to departure.
- Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

Safety Officer

The Safety Officer's function is to develop and recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations.

Only one Safety Officer will be assigned for each incident. The Safety Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. Safety assistants may have specific responsibilities such as air operations, hazardous materials, etc.

Responsibilities:

- Participate in planning meetings.
- Identify Biological/Chemical/Nuclear/Environmental hazardous situations (if any) associated with the incident.
- Review the Incident Action Plan for safety implications.
- Exercise emergency authority to stop and prevent unsafe acts that are outside the scope of the Incident Action Plan.
- Investigate accidents that have occurred within the incident area.
- Coordinate with the Compensation/Claims Unit in Finance/Administration as required.
- Assign assistants as needed.
- Review and approve the medical plan.
- Maintain Unit Log.

Security Officer

The Security Officer reports directly to the Incident Commander and is responsible for screening access and security at the incident site, the morgue, and the family assistance site

Operations Section OIC

Responsibilities:

- Manage the morgue, scene investigations, and the family assistance branch operations.
 - Interact with next level lower in the Section, (Branch, Division/Group) to develop the operations portion of the Incident Action Plan.
 - Request resources needed to implement Operational tactics as a part of the Incident Action Plan development (ICS 215).
- Assist in development of the Operations portion of the Incident Action Plan.
- Supervise the execution of the Incident Action Plan for Operations.
 - Maintain close contact with subordinate positions.
 - Ensure safe tactical operations.
- Request additional resources to support the morgue, scene investigations, and the family assistance branch operations.
- Approve release of resources from assigned status (not release from the incident).
- Make or approve expedient changes to the Incident Action Plan during the Operational Period as necessary.
- Maintain close communication with the Incident Commander.
- Coordinate with activated Operations Sections at agency DOCs and EOCs.
- Maintain Unit Log.

Morgue Branch OIC

The Morgue Branch OIC is responsible for all morgue operations including body processing, examination, positive identification, receiving and release.

- Ensure that the morgue operations function in accordance with the safety plan
- Obtain briefings from operation section OIC
- Supervise branch operations
- Develop alternatives for branch operations as required
- Be prepared to attend incident planning meetings at the request of the Operations OIC
- Assign specific work tasks to Division/Group Supervisors
- Resolve logistics problems reported by subordinates
- Maintain Unit Log

Morgue Operations Group OIC

The Morgue Operations Group OIC oversees the operational functions and personnel in the Morgue. The OIC obtains necessary supplies and equipment related to morgue duties by interacting with Logistics and maintains communication with other Divisions/Groups. Reports to the Morgue Branch OIC.

- Obtains briefing from Operations OIC
- Reviews assignments with subordinates
- Monitors his sections progress and makes changes as necessary
- Keeps Morgue Branch OIC apprised of any hazardous situations, significant events, resource status etc

- Coordinates operational activities
- Coordinates activities with other divisions/groups/units.
- Develop a plan for the completion and release of the Death Certificate.
- Maintain Unit Log.

Receiving Specialist

- Documents all incoming remains by case numbers and weights.
- Reports status to Morgue Operations Group OIC.
- Assigns a tracker as required.

Tracker

- Remains with assigned case while case is processed at Morgue.
- Completes Post-Mortem Data Form which is then compared against Ante-Mortem information.
- Reports status to receiving specialist.
- Maintain Unit Log.

Photography Specialist

The Photography Specialist is responsible for photographic documentation in the Morgue.

- As required, photographs remains, tissue or specimens being processed through Morgue.
- Photograph all clothing and property brought in from the field.
- Provide photographic assistance to Autopsy as required.

- Follow Agency policy regarding the photography of the remains.

Standard Protocol:

----Proper documentation in photo

----Use of scale in photo

----Photograph prior to disturbing clothing, property, foreign objects, etc.

Print I.D. Specialist

The Print I.D. Specialist is responsible for finger/foot printing the remains or body parts.

- Ink and Roll prints (use other techniques if necessary).
- Document actions on appropriate forms.
- Ensure delivery of documentation to I.D. Technician for database search and comparison.
- Report status to the Morgue Operations Group OIC.
- Maintain Unit Log.

Release Specialist

The Release Specialist supervises the release of remains/bodies from the Morgue.

- Keeps a log of remains/bodies that are cleared for release and those on hold.
- Checks/Assures that remains/bodies are prepared for release.
- Serves as Liaison with Funeral Homes
- Sets/Establishes release times
- Checks that documentation is properly authorized by next of kin.
- Informs the Morgue Operations Group OIC of remains/bodies released, when and who to.
- Reviews ALL documentation prior to actual release.

Examination Group

Examination Group OIC

The Examination Group OIC monitors progress of specialists in the Examination Group, channels information to the Morgue Branch, and ensures that documentation received is assigned to the appropriate specialist.

- Maintains strict confidentiality of documentation received.
- Assigns Forensic Assistants to perform the following duties:
 - Tracking of bodies
 - Preparing bodies for examination or release

Radiology

X-Ray body or organs to include tissue received from the recovery team.

Anthropology

Examines tissue and body parts (human vs. non-human) and determines sex, race, age, etc.

Pathology

Conduct a medical examination to determine the Cause of Death, injuries sustained, prepares holding jars for Laboratories and in air disasters, for the National Transportation Safety Board (NTSB).

Odontology

Examines Dental on bodies recovered by field responders. See Appendix – California Dental Identification Team “Operations Manual” CalDIT

Laboratory Services

Definitive examination of tissue, fluids, establish DNA, etc., to assist in identification of remains. Compare ante-mortem evidence. Confirms tracking #'s or coroner case #'s on holding jars and prepares for analysis. Assures that anything shipped out for testing is properly prepared and packaged.

Scene Investigation Branch OIC

The Scene Investigation Branch OIC oversees the collection and documentation of post-mortem remains, property and evidence at the incident scene.

- Assign and monitor Scene Investigation Teams as required.
- Assist in the development of the Incident Action Plan.
- Make or approve changes to the Incident Action Plan.
- Request additional resources as needed to support assigned Teams.
- Provide periodic updates to the Operations Section Chief.
- Assist Teams in establishing grid or search patterns as required.
- Ensure all Teams are operating in accordance with the Incident Safety Plan.
- Maintain a Unit Log.

Search and Recovery Team

The Search and Recovery Team Leader reports directly to the Scene Investigation Branch Director and supervises the collection of human remains, property and evidence from the Incident Scene.

- Assign personnel to specific search and recovery tasks or areas.
- Locate remains, property and items of evidence.
- Once located, collect, package and preserve potential human remains, property and items of evidence.
- Notify and deploy photographers and scribes as required.
- Coordinate all transportation needs and requests with the Branch OIC.
- Conduct comprehensive search of assigned grid or search patterns as required.
- Follow all safety protocols as outlined in the Incident Safety Plan.

Transportation

Appropriate rolling stock owned, acquired through mutual aid or Contract.
Task and staff through Logistics.

Photography and Documentation Team

The Photography and Documentation Team provides written and photographic documentation of remains, property and evidence at the Incident Scene.

- Set up work area and begin organization of incident files.
- Respond to requests from the Search and Recovery Team.
- Provide video, Polaroid, 35mm, digital images as requested, to include orientation, overall, and general photos.
- Note and sketch remains, property and evidence, and maintain documentation in incident files.
- Maintain close coordination with Team Leader.
- Coordinate all logistics needs and requests with the Team Leader or Branch OIC.
- Follow all safety protocols as outlined in the Incident Safety Plan.

Property and Evidence Team

The Property and Evidence Team responds to requests from the Search and Recovery Team to record, collect and package property and evidence found at the incident scene.

- Set up secure work area and organize incident files.
- Receive and respond to requests from the Search and Recovery Team.
- Once located, collect, package and secure all potential items of property and evidence, utilizing standardized “chain of custody” methods.
- Ensure all documentation is complete.
- Coordinate all logistics needs and requests with the Team Leader or Branch OIC.
- Follow all safety protocols as outlined in the Incident Safety Plan.

Family Assistance Branch OIC

Oversees, coordinates and facilitates coroner activity at the family assistance center.

- Controls access and assigns staff at the Family Assistance Center (FAC).
- Serves as Liaison with outside agencies at the Family Assistance Center.
- Assists in coordinating physical and mental needs at the Family Assistance Center.
- Conducts briefings for families at the Family Assistance Center.
- Serves as Liaison between Coroner and Family.
- Coordinates release of information to media with P.I.O.

Ante-Mortem Group OIC

- Maintains unit log for both specialists in his group.
- Monitors flow of information to determine staff or resource needs.
- Maintains confidentiality of data submitted.
- Channels information to Family Assistance Branch OIC.

Data Collection Specialist

- Maintain a Unit Log and all ante-mortem documentation received.
- Advises the Ante-Mortem Group OIC of any questionable documents.
- Prepares request for additional follow-up of documents not clearly labeled.
- Ensures that returned information is clearly stated, rejected, or not needed and that there is justification for the action.

Notification Specialist

- Confirms information received prior to any family notification.
- Channels information to group OIC who in turn will make distribution of need to know information to PIO and Staff.
- Notification to family.
- Provide the family with the specifics of how identification was made.
- Provide the family with guidance or suggestions of what they may want to do next.
- Maintain a Unit Log.

Family Care and Communication Group OIC

Directly supervises the Chaplain(s) Medical and Relief Agency Volunteers, and aids families at the Family Assistance Center.

- Liaison with Agencies or Logistics to provide lodging and food for families.
- Identifies site for Family Assistance Center and coordinates its setup with Logistics.
- Establishes the physical operation of the Family Assistance Center.
- Ensures the security and privacy of families at the Family Assistance Center by coordinating with Security.
- Attends to the personal needs of the families.

Chaplain(s)

Relief Agencies

Medical – First Aid

Accommodations/Food and Lodging

Family Briefings

Staff Crisis Management

- **Stress reduction for Staff and Families**
 - **Peer Counseling for Staff**

Planning/Intelligence Section

The Planning/Intelligence Section collects, evaluates, processes, and disseminates information for use at the incident. When activated, the Planning/Intelligence Section Chief who is a member of the General Staff manages the Section.

There are four units within the Planning/Intelligence Section that can be activated as necessary:

- Resources Unit
- Situation Unit
- Documentation Unit
- Demobilization Unit

Other units may be activated as necessary, e.g. Advance Planning, Environmental Impact etc.

The Planning/Intelligence Section Chief will determine the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit's duties will remain with the Planning/Intelligence Section Chief.

Planning/Intelligence Section OIC

- Collect and process situation information about the incident.
- Supervise preparation of the Incident Action Plan.
- Provide input to the Incident Commander and Operations Section OIC in preparing the Incident Action Plan.
- Reassign out-of-service personnel already on-site to ICS organizational positions as appropriate.

- Establish information requirements and reporting schedules for Planning/Intelligence Section units (e.g., Resources, Situation Units).
- Determine need for any specialized resources in support of the incident.
- If requested, assemble and disassemble teams, task forces, mobile field forces not assigned to operations.
- 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 of Incident Demobilization Plan.
- Incorporate the incident traffic plan (from Ground Support) and other supporting plans into the Incident Action Plan.
- Coordinate with Planning/Intelligence Sections at activated agency DOCs and EOCs.
- Maintain Unit Log.

Resources Unit

This unit is responsible for maintaining the status of all assigned resources (primary and support) at an incident. Resources assigned to an incident should always be in one of three status states: Assigned, Available, or Out of Service. The Resources Unit accomplishes its responsibility by:

- Overseeing the check-in of all resources.
- Maintaining a status-keeping system indicating current location and status of all resources.
- Maintenance of a master list of all resources, e.g., key supervisory personnel, primary and support resources, etc.

Responsibilities:

- Establish check-in function at incident locations.
- Prepare Organization Assignment List (ICS Form 203) and Organization Chart (ICS Form 207).
- Prepare appropriate parts of Division Assignment Lists (ICS Form 204).
- Prepare and maintain the Command Post display (to include organization chart and resource allocation and deployment).
- Maintain and post the current status and location of all resources.
- Maintain master roster of all resources checked in at the incident.
- A Check-In Recorder reports to the Resources Unit and is responsible for accounting for all resources assigned to an incident.

Situation Unit

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

Responsibilities:

- Begin collection and analysis of incident data as soon as possible.
- Prepare, post, or disseminate resource and situation status information as required, including special requests.
- Prepare periodic predictions or as requested.
- Prepare the Incident Status Summary Form (ICS Form 209).
- Provide photographic services and maps if required.

Three positions report directly to the Situation Unit:

- **Display Processor** - Maintains incident status information obtained from Field Observers, resource status reports, etc. Information is posted on maps and status boards as appropriate.
- **Field Observer** - Collects and reports on situation information from the field.
- **Weather Observer** - Collects current weather information from the weather service or an assigned meteorologist.

Documentation Unit

The Documentation Unit is responsible for the maintenance of accurate, up-to- date incident files. The Documentation Unit will also provide duplication services. Incident files will be stored for legal, analytical, and historical purposes.

Responsibilities:

- Set up work area; begin organization of incident files.
- Establish duplication service; respond to requests.
- File all official forms and reports.

- Review records for accuracy and completeness; inform appropriate units of errors or omissions.
- Provide incident documentation as requested.
- Store files for post-incident use.

Demobilization Unit

The Demobilization Unit is responsible for developing the Incident Demobilization Plan. On large incidents, demobilization can be quite complex, requiring a separate planning activity. Note that not all agencies require specific demobilization instructions.

Responsibilities:

- Review incident resource records to determine the likely size and extent of demobilization effort.
- Based on above analysis, add additional personnel, work space and supplies as needed.
- Coordinate demobilization with Agency Representatives.
- Monitor ongoing Operations Section resource needs.
- Identify surplus resources and probable release time.
- Develop incident check-out function for all units.
- Evaluate logistics and transportation capabilities to support demobilization.
- Establish communications with off-incident facilities, as necessary.
- Develop an incident demobilization plan detailing specific responsibilities and release priorities and procedures.
- Prepare appropriate directories (e.g., maps, instructions, etc.) for inclusion in the demobilization plan.
- Distribute demobilization plan (on and off-site).

- Ensure that all Sections/Units understand their specific demobilization responsibilities.
- Supervise execution of the incident demobilization plan.
- Brief Planning/Intelligence Section OIC on demobilization progress.

Technical Specialists

Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning/Intelligence Section, or be assigned wherever their services are required. In the Planning/Intelligence Section, Technical Specialists may report to the following:

- Planning/Intelligence Section OIC
- A designated Unit OIC

The Planning Process

All incidents require some form of an action plan. On smaller incidents, the action plan may be verbal, or in the form of the Incident Briefing (ICS Form 201). On larger, or more complex incidents involving multiple jurisdictions a written Incident Action Plan is required. The plan should be reviewed and updated for each Operational Period (a Operational Period is generally twelve –12- hours). The Incident Commander, or agency policy will determine the specific requirement for using written Incident Action Plans.

Following is a checklist, which provides basic steps appropriate for use in almost any incident situation. The Planning Checklist is intended for use with the Operational Planning Worksheet (ICS Form 215). The Form 215 and the planning process are described in Module 11 (Incident and Event Planning) of the SEMS Approved Course of Instruction for ICS.

Before the Meeting

1. The Incident Commander should establish incident objectives and strategy before the planning meeting if possible.
2. All attendees should be fully briefed and up to date on the incident situation so planning meeting time can focus more on what needs to be done rather than what has happened.

3. Agency Representatives, if invited to the meeting, should know what they are able to commit for their agency and the limits of their decision-making authority.
4. On Unified Command incidents, the Incident Commanders should hold a Command Meeting prior to the Planning meeting to discuss and resolve inter-agency issues.

At the Meeting

1. The Planning/Intelligence Section OIC will be the meeting facilitator.
2. The Planning process is most effective, if an overview map of the incident is visible to all. Existing branch/division boundaries, control lines, perimeters or other incident related activity etc. should be shown.
3. If this is an initial planning meeting, Planning/Intelligence should have completed a basic situation map describing the incident environment, as it is currently known.
4. Tactics and resources to meet the objectives outlined by the Incident Commander are discussed and determined based on operational feasibility and available logistical support.

Following are the principal steps in the planning process:

| PLANNING MEETING STEPS | RESPONSIBILITY |
|--|--|
| 1. Briefing on current situation and resource status | Planning/Intel. Section OIC |
| 2. Statement of Control Objectives and Strategy(ies) | Incident Commander |
| 3. Setting of control lines, perimeters, branch/division boundaries as necessary | Operations Section Chief |
| 4. Specify tactics for each division/group and safety considerations | Operations Section OIC Safety Officer |
| 5. Specify resource allocations for Divisions/Groups | Operations Section OIC Planning/Intel. Section OIC |
| 6. Specify any Operations facilities, e.g. Staging Area, Morgue etc. to be established | Operations Section OIC Planning/Intel. Section OIC Logistics Section OIC |
| 7. Review Resource and Personnel order | Logistics Section OIC |
| 8. Review Communications, Medical Safety and Traffic Plan Requirements | Logistics Section OIC Planning/Intel. Section OIC Logistics Section OIC |
| 9. Finalize and approve the Incident Action Plan | Planning Section OIC Operations Section OIC Incident Commander |

The Incident Action Plan normally would consist of the following:

| TITLE OF FORM | ICS FORM NO. |
|---------------------------------|--------------------------|
| Incident Objectives | Form 202 |
| Organization Assignment List | Form 203 |
| Division/Group Assignment Lists | Form 204 (1 per Div./Gp) |
| Communication Plan | Form 205 |
| Medical Plan | Form 206 |
| Safety Message | Place on Form 202 |
| Incident Map | As needed |

| | |
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| Traffic Plan | As needed |
| Other materials as determined by the Planning/Intelligence Section Chief and the Incident Commander | As needed |

Logistics Section

The Logistics Section provides all incident support needs.

The Logistics Section OIC, who may assign a Deputy, manages the Logistics Section. A Deputy is most often assigned when all designated units (listed below) within the Logistics Section are activated. *(Note: In some disciplines, the Staging Area is established as part of the Logistics Section, requiring the Staging Area Manager to report to the Logistics OIC.)*

Six units may be established within the Logistics Section:

- Communications Unit
- Medical Unit
- Food Unit
- Supply Unit
- Facilities Unit
- Ground Support Unit

Some disciplines and/or incidents may require additional units to be established within Logistics, e.g., a Personnel Unit, Volunteer Coordination Unit, etc.

The Logistics Section OIC will determine the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit's duties will remain with the Logistics Section OIC.

Service and Support Branch OIC

A Service and Support Branch may be assigned as needed in the Logistics Section. Typically, this would be done for span of control purposes on major incidents where all Logistics Sections are activated. The Service and Support Branch OIC reports directly to the Logistics Section OIC. It is not necessary to activate both Branches if only one is required.

The Service Branch OIC would supervise the following units:

- Communications
- Medical
- Food

The Support Branch OIC if activated would supervise the following units:

- Supply
- Facilities
- Ground Support

- Identify Service and/or Support Branch personnel assigned to the incident.
- Determine initial service/support operations in coordination with the Logistics Section OIC.
- Prepare initial organization and assignments for service/support operations.
- Assemble and brief Branch personnel.
- Determine if assigned Branch resources are sufficient.
- Maintain supervision of assigned units work progress.
- Keep Logistics Section OIC informed of activities.
- Resolve problems associated with Operations Section requests for service/support.
- Oversee demobilization of Units as necessary.
- Maintain Unit Log.

Logistics Section OIC

- Manage all incident logistics.
- Provide logistical input to the IC in preparing the Incident Action Plan.
- Brief Branch Directors and Unit Leaders as needed.
- Identify anticipated and known incident service and support requirements.
- Request additional resources as needed.

- Review and provide input to the Communications Plan, Medical Plan and Traffic Plan.
- Supervise requests for additional resources.
- Coordinate with activated Logistics Sections at agency DOCs and EOCs.
- Oversee demobilization of Logistics Section.

Communications Unit

The Communications Unit is responsible for developing plans for the use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; and the distribution and maintenance of communications equipment.

- Advise on communications capabilities/limitations.
- Prepare and implement the Incident Radio Communications Plan (ICS Form 205).
- Establish and supervise the Incident Communications Center and Message Center.
- Establish telephone, computer links, and public address systems.
- Establish communications equipment distribution and maintenance locations.
- Install and test all communications equipment.
- Oversee distribution, maintenance and recovery of communications and electronics equipment, e.g., portable radios and FAX machines.
- Develop and activate an equipment accountability system.
- Provide technical advice on:
 - Adequacy of communications system
 - Geographical limitations
 - Equipment capabilities
 - Amount and types of equipment available
 - Potential problems with equipment

Medical Unit

The Medical Unit will develop an Incident Medical Plan (to be included in the Incident Action Plan); develop procedures for managing major medical emergencies; provide medical aid; and assist the Finance/Administration Section with processing injury-related claims.

Note! Medical assistance to the public or victims of the emergency is normally coordinated through agency DOCs and EOCs and is not an appropriate task for the Logistics Section Medical Unit.

- Determine level of emergency medical activities prior to activation of Medical Unit.
- Acquire and manage medical support personnel.
- Prepare the Medical Emergency Plan (ICS Form 206).
- Establish procedures for handling serious injuries of responder personnel.
- Respond to requests for:
 - Medical Aid
 - Medical Transportation
 - Medical Supplies
- Assist the Finance/Administration Section with processing paper work related to injuries or deaths of incident personnel.

Food Unit

The Food Unit is responsible for supplying the food needs for all incident responders including personnel at all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments.

The Food Unit in Logistics does not provide food services for those affected by the incident. A Food Branch or Group should be established in the Family Assistance Center to meet the needs of those affected by the emergency.

Responsibilities:

- Determine food and water requirements for personnel assigned to the incident.

- Determine method of feeding to best fit each facility or situation.
- Obtain necessary equipment and supplies and establish cooking facilities.
- Ensure that well-balanced menus are provided.
- Order sufficient food and potable water from the Supply Unit.
- Maintain an inventory of food and water.
- Maintain food service areas, ensuring that all appropriate health and safety measures are being followed.
- Supervise caterers, cooks, and other Food Unit personnel as appropriate.

Supply Unit

The Supply Unit is responsible for ordering, receiving, processing and storing all Incident-related resources.

All off-incident resources will be ordered through the Supply Unit, including:

- Tactical and support resources (including personnel).
 - All expendable and non-expendable support supplies.
- Provide input to Logistics Section planning activities.
 - Provide supplies to planning/intelligence, logistics, and finance/administration sections.
 - Determine the type and amount of supplies en route.
 - Order, receive, distribute, and store supplies and equipment.
 - Respond to requests for personnel, equipment, and supplies.
 - Maintain an inventory of supplies and equipment.
 - Service reusable equipment, as needed.

Two Managers report directly to the Supply Unit Leader:

- Ordering Manager -- Places all orders for incident supplies and equipment.
- Receiving and Distribution Manager -- Receives and distributes all supplies and equipment (other than primary tactical resources), and is responsible for the service and repair of tools and equipment.

For some applications, a Tool and Equipment Specialist may be assigned to service and repair all hand tools. The specialist reports to the Receiving and Distribution Manager.

Facilities Unit

This unit is responsible for set up, maintenance and demobilization of all incident support facilities except Staging Areas. The Facilities Unit will also provide security services to the incident as needed.

- Participate in Logistics Section/Support Branch planning activities.
- Determine requirements for each incident facility.
- Prepare layouts of facilities; inform appropriate unit leaders.
- Activate incident facilities.
- Obtain and supervise personnel to operate facilities, including Base and Camp Managers.
- Provide security services.
- Provide facility maintenance services, e.g., sanitation, lighting, etc.
- Demobilize base and camp facilities.

The Security, Base, and Equipment managers report directly to the Facilities Unit Leader. When established at an incident, they have important responsibilities.

Security Manager

- Provides safeguards necessary for protection of personnel and property from loss or damage. Duties of the Security Manager will include but are not limited to:

- Establish contacts with local law enforcement agencies as required.

- Contact the resource use specialists (if assigned) or Agency Representatives to discuss any special custodial requirements which may affect operations.
- Request required personnel to accomplish work assignments.
- Ensure that support personnel are qualified to manage security problems.
- Develop a security plan for incident facilities.
- Adjust the security plan for personnel and equipment changes and release.
- Coordinate security activities with appropriate incident personnel.
- Keep the peace, prevent assaults, and settle disputes through coordination with Agency Representatives.
- Prevent theft of all property.
- Investigate and document all complaints and suspicious occurrences.
- Demobilize in accordance with the Incident Demobilization Plan.

Base Manager

Ensures that appropriate sanitation, security, and facility management services are in place at the Base. Duties of the Base Manager will include but are not limited to:

- Determine requirements for establishing an Incident Base.
- Understand and comply with established restrictions.
- Determine personnel support requirements.
- Obtain necessary equipment and supplies.
- Ensure that all facilities and equipment necessary for base support operations are set up and functioning.
- Make sleeping area assignments.
- Ensure strict compliance with applicable safety regulations.

- Ensure that all facility maintenance services are provided.
- Ensure that adequate security and access control measures are being applied.
- Demobilize Base when directed.

Ground Support Manager

The Ground Support Manager is primarily responsible for the maintenance, service, and fueling of all mobile equipment and vehicles, with the exception of aviation resources. The Unit also has responsibility for the ground transportation of personnel, supplies and equipment, and the development of the Incident Traffic Plan.

- Participate in Support Branch/Logistics Section planning activities.
- Provide support services (fueling, maintenance, and repair) for all mobile equipment and vehicles.
- Order maintenance and repair supplies (e.g., fuel, spare parts).
- Provide support for out-of-service equipment.
- Develop the Incident Traffic Plan. (Should be done by a person experienced in traffic management.)
- Maintain an inventory of support and transportation vehicles.
- Record time use for all incident-assigned ground equipment (including contract equipment).
- Update the Resources Unit with the status (location and capability) of transportation vehicles.
- Maintain a transportation pool on larger incidents as necessary.
- Maintain incident roadways as necessary.

An Equipment Manager reports to the Ground Support Manager and is responsible for the service, repair, and fuel for all equipment; transportation and support vehicle services; and to maintain equipment use and service records.

Finance/Administration Section

The Finance/Administration Section is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for Finance/Administration services will the Section be activated. In a multi-incident environment with EOC activation, part of the Finance Function may be performed at an EOC.

The Finance/Administration Section OIC will determine the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit's duties will remain with the Finance/Administration Section OIC.

There are four units which may be established within the Finance /Administration Section:

- Time Unit
- Procurement Unit
- Compensation/Claims Unit
- Cost Unit

Finance/Administration Section Chief

- 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 Assisting and Cooperating Agency Representatives as needed.
- Maintain daily contact with agency DOCs or EOCs on Finance/Administration matters. This is particularly critical in proclaimed disasters where State and Federal reimbursement is likely.
- 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.

Time Unit

The Time Unit is responsible for ensuring the accurate recording of daily personnel time, and compliance with specific agency(ies) time recording policies. Personnel Time Recorder(s) will maintain time records for all personnel assigned to an incident (as established by agency policy). On long term incidents, they may also maintain records all personnel-related items, e.g., transfers, promotions, etc.

As applicable, personnel time records will be collected and processed for each operational period.

- Determine incident requirements for time recording function.
- Contact appropriate agency personnel/representatives.
- Ensure that daily personnel time recording documents are prepared and in compliance with agency(ies) policy.
- Maintain separate logs for overtime hours.
- Establish commissary operation on larger or long-term incidents as needed.
- Submit cost estimate data forms to Cost Unit as required.
- Maintain records security.
- Ensure that all records are current and complete prior to demobilization.
- Release time reports from assisting agency personnel to the respective Agency Representatives prior to demobilization.

Procurement Unit

All financial matters pertaining to vendor contracts, the Procurement Unit manages leases, and fiscal agreements. The unit is also responsible for maintaining equipment time records.

The Procurement Unit establishes local sources for equipment and supplies; manages all equipment rental agreements; and processes all rental and supply fiscal document billing invoices. The unit works closely with local fiscal authorities to ensure efficiency.

- Review incident needs and any special procedures with Unit Leaders, as needed.
- Coordinate with local jurisdiction on plans and supply sources.
- Obtain Incident Procurement Plan.
- Prepare and authorize contracts and land use agreements, as needed.
- Draft memoranda of understanding.
- Establish contracts and agreements with supply vendors.
- Provide for coordination between the Ordering Manager, agency dispatch, and all other procurement organizations supporting the incident.
- Ensure that a system is in place which meets agency property management requirements. Ensure proper accounting for all new property.
- Interpret contracts and agreements; resolve disputes.
- Coordinate with Compensation/Claims Unit for processing claims.
- Coordinate use of imprest funds as required.
- Complete final processing of contracts and send documents for payment.
- Coordinate cost data in contracts with Cost Unit Leader.

Equipment Time Recorder - Oversees the recording of time for all equipment assigned to an incident. Also posts all charges or credits for fuel, parts, service, etc. used by equipment.

Compensation and Claims Unit

In ICS, Compensation-for-Injury and Claims are contained within one Unit. Separate personnel may perform each function, however, given their differing activities. These functions are becoming increasingly important on many kinds of incidents.

Compensation-for-Injury oversees the completion of all forms required by workers' compensation and local agencies. A file of injuries and illnesses associated with the incident will also be maintained, and all witness statements will be obtained in writing. Close coordination with the Medical Unit is essential.

Claims is responsible for investigating all claims involving property associated with or involved in the incident. This can be an extremely important function on some incidents.

Responsibilities:

- Establish contact with incident Safety Officer and Liaison Officer (or Agency Representative if no Liaison Officer is assigned).
- Determine the need for Compensation-for-Injury and Claims Specialists and order personnel as needed.
- Establish a Compensation-for-Injury work area within or as close as possible to the Medical Unit.
- Review Incident Medical Plan.
- Review procedures for handling claims with Procurement Unit.
- Periodically review logs and forms produced by Compensation/Claims Specialists to ensure compliance with agency requirements and policies.
- Ensure that all Compensation-for-Injury and Claims logs and forms are complete and routed to the appropriate agency for post-incident processing prior to demobilization.

Two specialists report to the Compensation/Claims Unit Leader.

Compensation-for-Injury Specialist

Administers financial matters arising from serious injuries and deaths on an incident. Work is done in close cooperation with the Medical Unit.

Claims Specialist

Manages all claims-related activities (other than injury) for an incident.

Cost Unit

The Cost Unit provides all incident cost analysis. It ensures the proper identification of all equipment and personnel requiring payment; records all cost data; analyzes and prepares estimates of incident costs; and maintains accurate records of incident costs.

- Coordinate with agency headquarters on cost reporting procedures.
- Collect and record all cost data.
- Develop incident cost summaries.
- Prepare resources-use cost estimates for the Planning/Intelligence Section.
- Make cost-saving recommendations to the Finance/Administration Section OIC.

APPENDIX FOLLOWS:

1. California Dental Identification Team Operations Manual (CalDIT)