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LAW ENFORCEMENT INCIDENT COMMAND SYSTEM (LEICS)

FIELD OPERATIONS GUIDE

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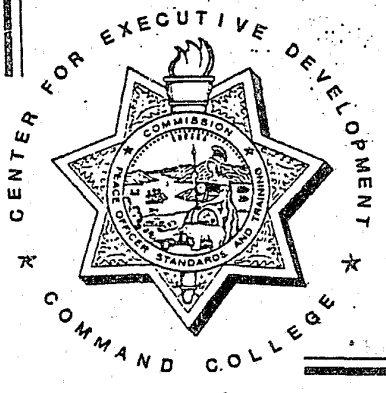

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This Command College Independent Study Project is a **FUTURES** study on a particular emerging issue in law enforcement. Its purpose is **NOT** to predict the future, but rather to project a number of possible scenarios for strategic planning consideration.

Studying the future differs from studying the past because the future has not yet happened. In this project, useful alternatives have been formulated systematically so that the planner can respond to a range of possible future environments.

Managing the future means influencing the future -- creating it, constraining it, adapting to it. **A futures study points the way.**

PREFACE

This Field Operations Guide is designed to aid law enforcement and allied agency personnel in their understanding, learning, implementing, and operating under the Incident Command System. This Guide is not intended to "stand alone". It is intended to be an intregal part of a comprehensive training program, and after such training to serve as a ready reference for those involved in the actual use of I.C.S.

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LAW ENFORCEMENT INCIDENT COMMAND SYSTEM (LEICS)

SECTION I

LAW ENFORCEMENT

INCIDENT COMMAND SYSTEM

Introduction and Overview

ICS HISTORY/OVERVIEW

In 1970 Southern California experienced a fire season of disastrous proportion: in one 13-day period 16 lives were lost, 772 structures were destroyed, and 600,000 acres burned. That disaster provided the impetus for the subsequent development of the Incident Command System.

Following these fires the U.S. Forest Service issued a formal Research Development and Application Charter to design an all-risk management system that would assist fire-fighting agencies in improving effectiveness and coordination in combating multi-jurisdictional fires. The system was to provide highly effective means to deal with emergencies of any nature.

The five-year design effort led to a program, FIRESCOPE (Fire-fighting Resources of Southern California Organized for Potential Emergencies) whose main product turned out to be the Incident Command System.

ICS has been tried, proven, and highly refined since its conception. Its effectiveness as an emergency management system is now recognized, and utilized, throughout the nation.

LEICS INTRODUCTION

In 1984 the San Bernardino County Sheriff's Department undertook a project to develop an incident management system suited to deal with the many diverse emergencies which confront law enforcement agencies. Recognizing the potential for major natural disasters such as earthquake, flood, volcanic activity, as well as man-caused emergencies; fire, hazardous material spills, search and rescue operations, hostage situations and other major crimes; a need was apparent for a method of effectively coordinating the efforts of multiple jurisdictions as well as multiple disciplines such as emergency medical providers, fire, coroner, etc.

After considerable research, the existing Incident Command System was determined to be extremely close to what was needed and was therefore used as a basis for the Law Enforcement Incident Command System (LEICS). Several similar efforts, in various stages of completion by other law enforcement agencies within California, as well as in other states, were discovered and studied.

The final product, completed in late 1985, is a selective adaptation of the most applicable concepts of all programs studied, molded into a relatively simple modular system flexible enough to be useful in any urgent situation from a simple barricaded suspect to an 8.3 earthquake. While adapted to multidisciplinary use, LEICS retains the major management concepts developed during the FIRESCOPE project which have made the ICS such a success in its other applications.

LEICS OPERATING REQUIREMENTS

The following are basic system design operating requirements for the Incident Command Systems (ICS/LEICS).

1. The System must provide for the following kinds of operation: (1) single jurisdictional responsibility/single agency involvement, (2) single jurisdictional responsibility with multi-agency involvement, (3) multi-jurisdictional responsibility with multi-agency involvement.

2. The System's organizational structure must be able to adapt to any emergency or incident to which public safety agencies would be expected to respond.

3. The System must be applicable and acceptable to all user agencies.

4. The System must be readily adaptable to new technology.

5. The System must be able to expand in a rapid and logical manner from an initial response into a major incident and contract just as rapidly as organizational needs of the situation decrease.

6. The System must have basic common elements in organization, terminology and procedures which allow for the maximum application and use of developed qualifications and standards.

7. Implementation of the System should cause the least possible disruption to existing systems.

8. The System must be effective in fulfilling all of the above requirements and yet be simple enough to ensure ease of understanding and low operational costs.

MANAGEMENT CONCEPTS

The Incident Command System is constructed upon basic management concepts. These concepts working together interactively provide the basis for an effective ICS operation:

- Common Terminology
- Modular Organization
- Unified Command Structure
- Consolidated Action Plans
- Manageable Span-of-Control
- Predesignated Incident Facilities
- Comprehensive Resource Management
- Integrated Communications

COMMON TERMINOLOGY

It is essential for any management system, and especially one which will be used in joint operations by diverse users, that common terminology be established for the following elements:

1. Organizational Functions

2. Resources

3. Facilities

Organizational Functions A standard set of major functions (i.e., operations, planning/intelligence, logistics and finance) and functional units has been predesignated and named for the ICS. Terminology for the organizational elements is standard and consistent.

Resources Resources refers to the combination of personnel and equipment used in tactical operations. Common names have been established for many resources used within ICS. Any resource which varies in capability is clearly typed as to such capabilities.

Facilities Common identifiers are used for those facilities in and around the incident area which will be used during the course of the incident. These facilities include the Command Post, Staging Areas, etc.

MODULAR ORGANIZATION

The ICS organizational structure develops in a modular fashion based upon the nature, size and anticipated duration of an incident. The full organization is rarely needed. The organization's staff builds from the top down with responsibility and performance placed initially with the Incident Commander. As the need exists, four separate Sections can be developed; each with several Units which may be established. The specific organization structure established for any given incident will be based upon the management needs of the incident. If an individual can simultaneously manage all major functional areas, no further organization is required. If one or more of the areas requires independent management, an individual is named to be responsible for that area.

For ease of reference and understanding, personnel assigned to manage at each level of the organization will carry a distinctive organizational title:

Incident Command	- Incident Commander
Command Staff	- Officer
Branch	- Branch Officer-in-Charge (OIC)
Section	- Section OIC
Division/Group	- Division/Group OIC
Task Force	- Task Force Leader
Team/Unit/Single Resource	- Leader/As Appropriate

In the ICS, the first management assignments by the initial Incident Commander will normally be one or more Section Officers in Charge (OIC) to manage the major functional areas. Section OIC's will further delegate management authority for their areas as required. If the Section OIC sees the need, functional Units may be established within the Section. Similarly, each functional Unit Leader will further assign individual tasks within the Unit as needed.

UNIFIED COMMAND STRUCTURE

While some incidents may only involve a single jurisdiction with no overlap of responsibilities thus utilizing a single Incident Commander with overall management responsibility, a Unified Command may become necessary because:

1. Many incidents have no regard for jurisdictional boundaries. Riots, fires, floods, hurricanes, earthquakes often cause multi-jurisdictional major incident situations.

2. Responsibility and authority may be confined to a single jurisdiction, but due to the nature of the incident or the kinds of resources required, more than one department within the jurisdiction may share management responsibility. Localized flooding with attendant evacuation and looting patrol requirements, SWAT operations with requirement for fire fighting, paramedic, and ambulance service are examples.

The concept of Unified Command simply means that all agencies who have a jurisdictional responsibility at a multi-jurisdictional incident contribute to the process of:

1. Determining overall incident objectives.

2. Selection of strategies.

3. Joint planning for tactical activities.

4. Appropriate integrated tactical operations.

5. Making maximum use of all assigned resources.

The proper selection of participants to work within a Unified Command structure will depend upon:

1. The location of the incident - which political jurisdictions are involved.

2. The nature of the incident - which functional agencies of the involved jurisdiction(s) are required.

A Unified Command structure could consist of a key responsible official from each jurisdiction in a multi-jurisdictional situation; or, it could consist of a key responsible official from each of several functional departments within a single political jurisdiction.

Examples of these two situations follow:

A major search and rescue (SAR) operation in the Mt. Baldy area in Southern California could well call for a unified command involving the Los Angeles and the San Bernardino County Sheriff's Department.

A very large fire within the limits of an incorporated city might involve the fire department and police department in a unified command structure dealing with the objectives of fire suppression, evacuation, and looting patrol.

Collective objectives and strategy on major multi-jurisdictional incidents should be in writing. The objectives and strategies then guide development of the action plan. Under a Unified Command structure in the ICS, the implementation of the action plan is still accomplished under the direction of a single individual - the Operations OIC.

The Operations OIC will normally be from the agency which has the greatest jurisdictional involvement. Designation of the Operations OIC must be agreed upon by all agencies having jurisdictional and functional responsibility at the incident. The other jurisdictional agencies may be represented by Deputies to the Operations OIC.

CONSOLIDATED ACTION PLAN

Every incident needs some form of an action plan. For small incidents of short duration, the plan need not be written. The following are examples of when written action plans should be used:

1. When resources from multiple agencies are being used.

2. When several jurisdictions are involved.

3. When the incident will require changes in shifts of personnel and/or equipment.

The Incident Commander (or Unified Command) will establish objectives and make strategy determinations for the incident based upon the requirements of the jurisdiction. In the case of a Unified Command, the incident objectives must adequately reflect the policy and needs of all the jurisdictional agencies.

The action plan for the incident should cover all tactical and support activities required for the operational period.

MANAGEABLE SPAN-OF-CONTROL

Safety factors as well as sound management planning will both influence and dictate span-of-control considerations. In general, within the ICS, the span-of-control of any individual with emergency management responsibility should range from three to seven with a span-of-control of five being established as a general rule of thumb. Of course, there will always be exceptions (e.g., an individual Group OIC with responsibility of traffic control supervision could have substantially more than five personnel).

The kind of an incident, the nature of the task, hazard and safety factors all will influence span-of-control considerations. An important consideration in span-of-control is to anticipate change and prepare for it. This is especially true during rapid build-up of the organization when good management is made difficult because of too many reporting elements. At this stage of development, planning is critical to avoid runaway ordering of resources and loss of effective span-of-control.

PREDESIGNATED INCIDENT FACILITIES

There are several kinds and types of facilities which can be established in and around the incident area. The determination of kinds of facilities and their locations will be based upon the requirements of the incident and the direction of the Incident Commander.

Command Post Designated as the CP, the Command Post will be the location from which all incident operations are directed. There normally should only be one Command Post for the incident. In a Unified Command structure where several agencies or jurisdictions are involved, the responsible individuals designated by their respective agencies would be co-located at the Command Post. The planning function is also performed at the Command Post, and normally the Communications Center would be established at this location. The Command Post may be co-located with the Incident Base if communications requirements can be met.

Incident Base The Incident Base is the location at which primary support activities are performed. The Base will house all equipment and personnel support operations. The Incident Logistics Section, which is responsible for ordering all resources and supplies is also located at the Base. There should only be one Base established for each incident, and normally the Base will not be relocated.

Staging Areas Staging Areas are established for temporary location of available resources. Staging Areas will be established by the Operations OIC to locate resources not immediately assigned. A Staging Area can be anywhere in which personnel and equipment can be temporarily located available for immediate response upon assignment. Staging Areas must include communications and may include temporary sanitation services and fueling. Feeding of personnel would be provided by mobile kitchens or sack lunches. Staging Areas should be highly mobile.

Helibases Helibases are locations at which helicopters may be safely parked, maintained, fueled, and loaded with personnel or equipment. More than one Helibase may be required on very large incidents.

Helispots Helispots are areas suitable for take-off and landing, basically without support service or facilities, selected for their convenience, location, and/or tactical advantage.

COMPREHENSIVE RESOURCE MANAGEMENT

Resources may be managed in three different ways, depending upon the needs of the incident:

Single Resources These are individual officers or specialized teams of officers, volunteers, individual pieces of equipment, etc., that will be assigned as primary tactical Units. A single resource is the equipment plus the required individuals to properly utilize it. Examples include a SWAT team, a tracker, A K-9 team, a helicopter.

Task Forces A Task Force is any combination of resources which can be temporarily assembled for a specific mission. All resource elements within a Task Force must have common communications and a Leader. Task Forces should be established to meet specific tactical needs and should be demobilized as single resources. The use of Task Forces is encouraged, wherever possible, to maximize the use of resources, reduce the management control of a large number of single resources, and reduce the communications load. An example might be a SWAT team, K-9 team, ambulance, fire engine combined to deal with a high-risk building search.

Strict accountability for all resources is accomplished by:

1. Mandatory initial check-in procedure.

2. All resources are assigned a current status condition.

3. All changes in resource locations and status conditions are promptly reported to the appropriate functional Unit.

Three status conditions are established for use with tactical resources at the incident:

1. Assigned - Performing an active assignment.

2. Available - Ready for assignment. All resources in Staging Areas should be available.

3. Out-Of-Service - Not ready for available or assigned status.

INTEGRATED COMMUNICATIONS

Communications systems to be used at the incident site require advance planning. This planning includes the development of frequency inventories, frequency sharing agreements, use of synthesized mobile/portable radio equipment, and the use of available state and federal communications equipment.

Communications at major incidents are managed through the use of an incident-based communications center and a communications plan established for the use of command as well as tactical and support resources assigned to the incident.

All radio communications between organizational elements at an incident should be accomplished in clear text -- agency specific codes are not used.

PREFACE

This Field Operations Guide is designed to aid law enforcement and allied agency personnel in their understanding, learning, implementing, and operating under the Incident Command System. This Guide is not intended to "stand alone". It is intended to be an intregal part of a comprehensive training program, and after such training to serve as a ready reference for those involved in the actual use of I.C.S.

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SECTION II

LAW ENFORCEMENT

INCIDENT COMMAND SYSTEM

General Instructions

GENERAL INSTRUCTIONS

The following are general instructions applicable to all ICS personnel:

1. Receive your incident assignment, briefing and/or mission assignment, reporting location, radio channel assignment, etc. from your agency dispatch, watch commander, or appropriate authority.

2. Upon arrival at the incident, check in at designated check-in locations. Check-in locations may be found at:

   Incident Command Post
   Incident Base
   Staging Areas
   Helibases

   or: may be accomplished via radio.

3. Agency Representatives from Mutual Aid or assisting agencies report to Liaison Officer or Incident Commander (if no Liaison Officer) at the Command Post after checking in.

4. All radio communications to the Incident Communication Center should be addressed: "(Incident Name) Communications, (your ICS title)." Example: "Holcomb Search Communications, Unit Leader Smith."

5. Whenever possible use clear text and ICS terminology (no codes) in all radio transmissions.

6. Receive briefing and specific assignment from appropriate supervisor.

7. Acquire work materials and work space.

8. Organize and brief subordinates.

9. Complete appropriate forms and reports required of the assigned position and send material through chain of command.

10. Respond to demobilization orders.

11. Brief subordinates regarding demobilization.

12. When released, notify home agency without delay for instructions or other assignment.

SECTION III

LAW ENFORCEMENT

INCIDENT COMMAND SYSTEM

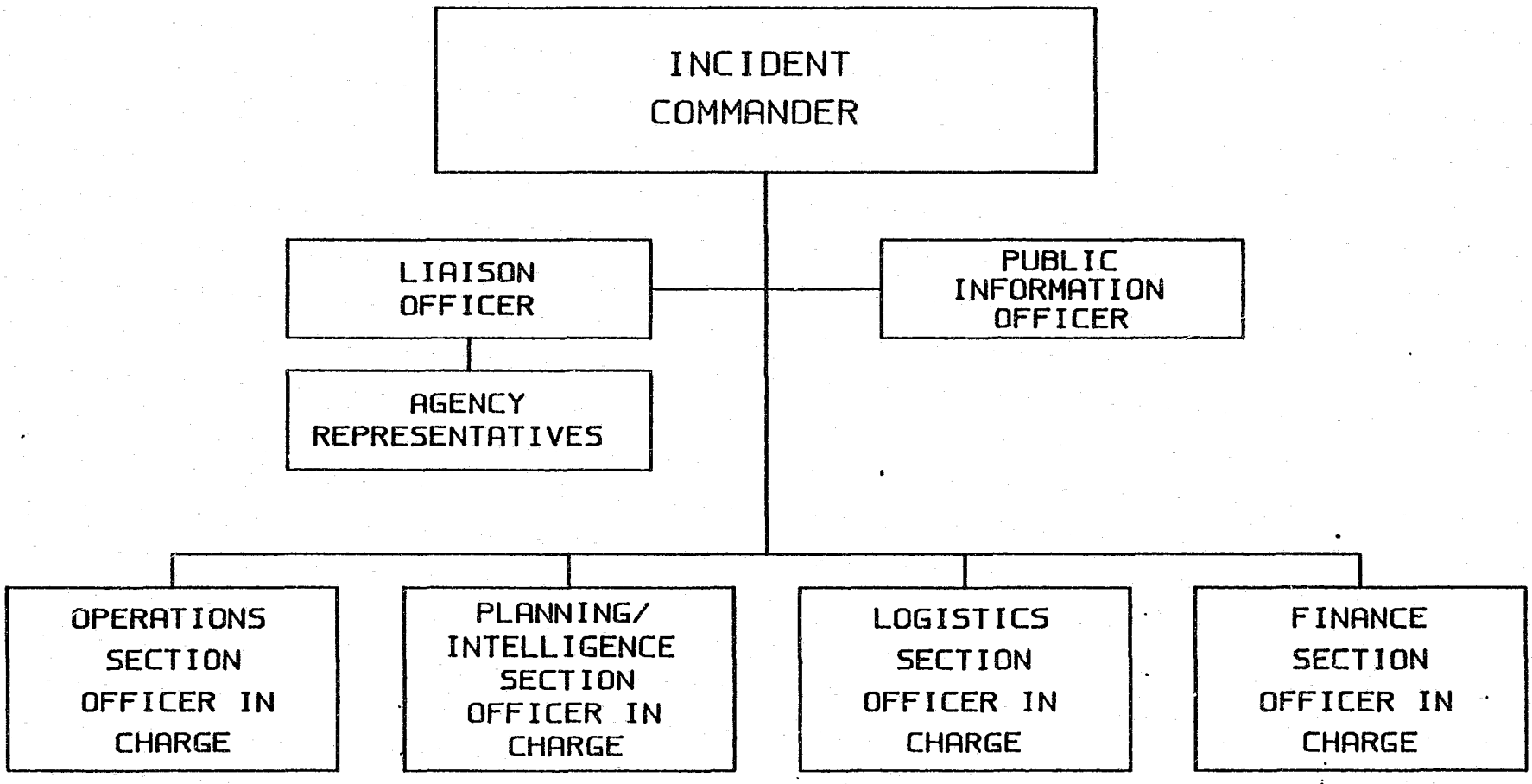
Command Staff

and

Assisting Agency Representatives

LAW ENFORCEMENT
INCIDENT COMMAND SYSTEM

COMMAND AND GENERAL STAFF



POSITIONAL CHECKLISTS

COMMAND

INCIDENT COMMANDER

The Incident Commander is responsible for incident activities including the development and implementation of strategic decisions and for approving the ordering and releasing of resources. The Incident Commander, selected for competency and expertise, regardless of rank, has complete authority and responsibility for conducting the overall operation. His responsibilities include:

a. Set up an appropriate Command Post.

b. Obtain incident briefing from prior Incident Commander, or if first to assume command, assess incident situation.

c. Assign Command Staff and Section OICs as necessary.

d. Conduct initial briefing.

e. Activate elements of the Incident Command System.

f. Ensure planning/intelligence functions are accomplished.

g. Approve and authorize implementation of Incident Action Plan, keeping in mind that a written plan is not necessary until the organization becomes so large that personal contact is impossible or the duration of the incident requires it.

h. Determine information needs and inform command personnel of needs.

i. Coordinate staff activity.

j. Manage incident operations (delegate to Operations OIC when appropriate).

k. Approve requests for additional resources and requests for release of resources.

l. Approve the use of trainees, volunteers, academy recruits and auxiliary personnel on the incident.

m. Ensure Incident Status Summary is completed.

n. Authorize release of information to news media.

o. Approves the completed Incident Action Plan and forwards same to the responsible agency(s) and dispatch center(s).

p. Approve plan for demobilization.

DEPUTY INCIDENT COMMANDER

Under the direction of the Incident Commander, the Deputy Incident Commander (DIC) shall:

a. Assist the Incident Commander as directed.

b. Assume interim command and responsibility for IC duties when the Incident Commander is not available.

The Deputy Incident Commander position can be used to facilitate the smooth change of authority when an event progresses from one jurisdiction to another or from one discipline to another.

For example, in an aircraft crash resulting in a major fire, the initial Incident Commander might be a fire department representative with a representative of the police or sheriff's department designated as a Deputy Incident Commander. Once the fire is controlled and investigation becomes the primary function, the law enforcement representative would become Incident Commander and the fireman could become Deputy Incident Commander or drop out all together depending upon the fire's continuing role in the event.

By using the Deputy Incident Commander position in this way, the transition of authority and responsibility from one jurisdiction or department to another is streamlined because the new Incident Commander is involved in managing the organization well before he takes over.

PUBLIC INFORMATION OFFICER

The Public Information Officer (PIO), a member of the Command Staff, is responsible for the formulation and release of information about the incident to the news media. Under direction of the Incident Commander, the Public Information Officer shall:

a. Obtain briefing from Incident Commander.

b. Contact the jurisdictional agency to coordinate public information activities.

c. Establish a single incident information center (separate from the Command Post, whenever possible).

d. Arrange for necessary workspace, materials, telephones and staffing.

e. Obtain copies of ICS Public Information Summary.

f. Prepare initial information summary as soon as possible after arrival.

g. Observe constraints on the release of information imposed by Incident Commander.

h. Obtain approval for media releases from Incident Commander.

i. Release news to news media and post information in Command Post and other appropriate locations.

j. Attend meetings to update information releases.

k. Arrange for meetings between media and incident personnel when directed to do so by Incident Commander.

l. Provide escort service to the media and VIPs.

m. Maintain Public Information Log.

LIAISON OFFICER

The Liaison Officer is a member of the Command Staff, and is the point of contact for the assisting and mutual aid Agency Representatives. This includes Agency Representatives from other law enforcement agencies, fire services, emergency medical providers, Red Cross, public works, coroner's office, etc. The Liaison Officer will be from the agency with jurisdictional responsibility. Responsibilities include:

a. Obtain briefing from Incident Commander.

b. Provide a point of contact for assisting/mutual aid Agency Representatives.

c. Identify Agency Representatives from each agency including communications link and location.

d. Identify and report upon capabilities and limitations of participating agencies.

e. Respond to requests from incident personnel for inter-organizational contacts.

f. Monitor incident operations to identify current or potential inter-organizational problems.

g. Provide information/maintain liaison with other governmental and law enforcement agencies.

h. Maintain Unit Log.

AGENCY REPRESENTATIVES

An Agency Representative is an individual assigned to an incident from an assisting or mutual aid agency who has been delegated full authority to make decisions on all matters affecting that agency's participation at the incident. Agency Representatives report to the Liaison Officer, if that position has been filled. If there is no Liaison Officer, Agency Representatives report to the Incident Commander. Each Agency will assign only one (1) Representative to the incident. His responsibilities include:

a. Check in at the Command Post. Ensure that all agency resources have completed check-in.

b. Obtain briefing from Liaison Officer or Incident Commander.

c. Establish working location. Advise agency personnel on the incident that the Agency Representative position has been filled.

d. Attend planning meetings as required.

e. Provide input on use of agency resources.

f. Cooperate fully with Incident Commander and General Staff on agency's involvement at the incident.

g. Oversee the well-being and safety of agency personnel assigned to incident.

h. Advise Liaison Officer of any special agency needs, requirements, limitations or restrictions.

i. Determine if any special reports or documents are required.

j. Report to agency on prearranged schedule.

k. Ensure that all agency personnel and/or equipment are properly accounted for and released prior to departure.

l. Ensure that all required agency forms, reports and documents are completed prior to your departure from the incident.

m. Have debriefing session with Liaison Officer/Incident Commander prior to departure.

SECTION IV

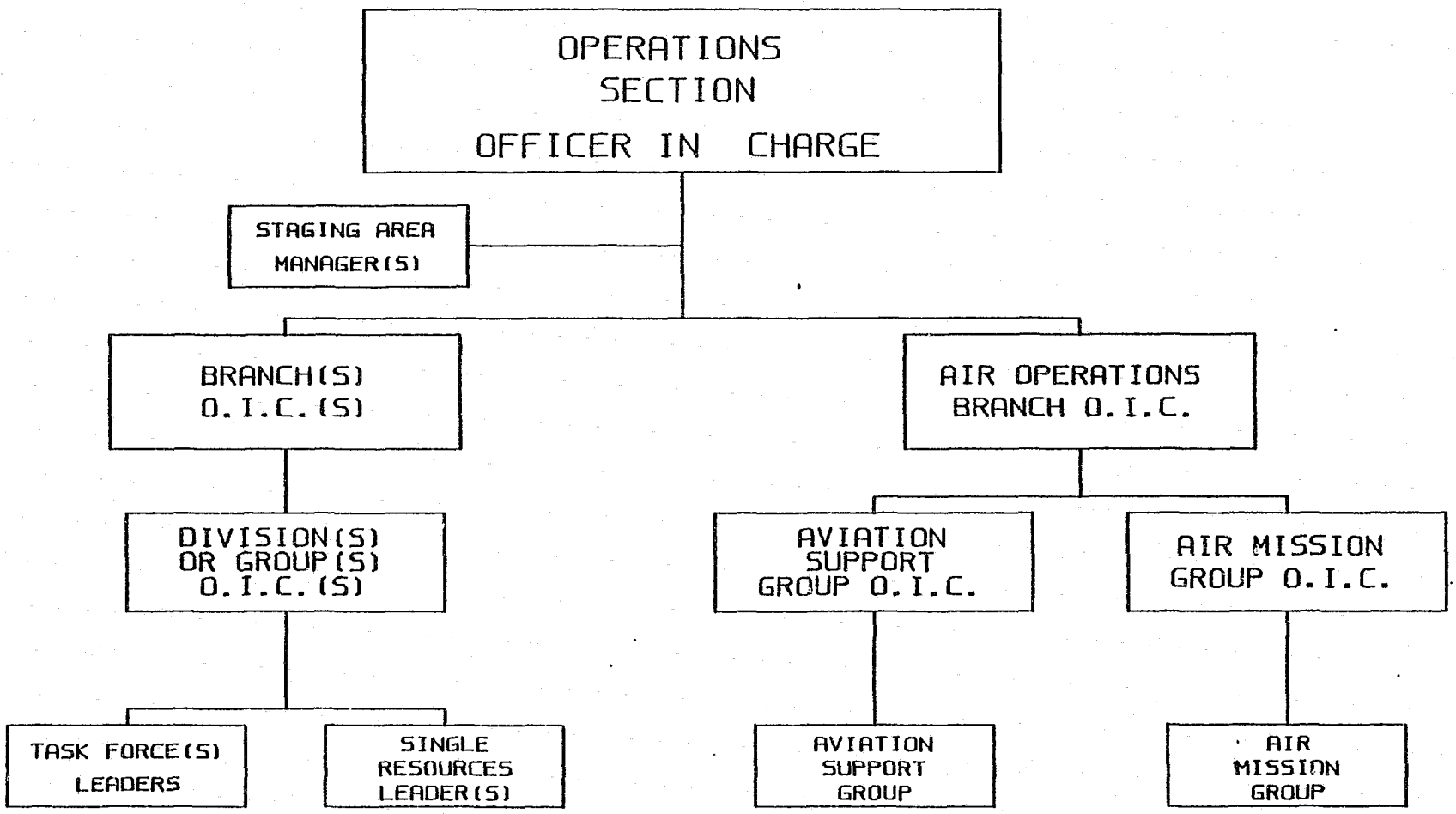
LAW ENFORCEMENT

INCIDENT COMMAND SYSTEM

Operations Section

LAW ENFORCEMENT
INCIDENT COMMAND SYSTEM

OPERATIONS SECTION



OPERATIONS SECTION

OVERVIEW

Operations Section has significant input into the planning process and implements the strategy and tactics to resolve an incident and shall operate under the direction of the Incident Commander.

The Operations Section shall:

a. Continuously appraise the tactical situation.

b. Plan and control the tactical deployment of elements assigned to the Operations Section.

c. Direct and conduct incident-related criminal investigations during an unusual occurrence.

d. Direct general police activities within an involved area.

e. Prepare and execute operations' orders upon approval of the Incident Commander. (Note: The Incident Commander may designate certain types of operations that do not require his specific approval)

OPERATIONS OFFICER-IN-CHARGE

The Operations Section OIC, a member of the General Staff, is responsible for the management of all operations directly applicable to the primary mission. The Operations OIC activates and supervises organizational elements in accordance with the Incident Action Plan and directs its execution. The Operations OIC also coordinates unit tactics, requests or releases resources, makes expedient changes to the Incident Action Plan as necessary, and reports such to the Incident Commander.

Under direction of the Incident Commander, the Operations OIC shall:

a. Obtain briefing from Incident Commander.

b. Provide input to Planning/Intelligence Section for development of the operations portion of Incident Action Plan.

c. Coordinate Operations Section activities with other sections.

d. Supervise operations.

e. Appoint a staff as needed.

f. Determine, with the concurrence of the Incident Commander, the authority of the Incident Dispatcher.

g. Prepare a journal of the Operations Section activities for submission to the Incident Commander upon termination of the incident. Maintain Unit Log.

h. Keep the Incident Commander advised of the organization and deployment of field forces (this is a function of the planning/intelligence section, when activated).

i. Recommend general areas for staging of personnel and equipment. If staging area(s) are needed, request and assign staging area manager(s).

j. Establish perimeters and evacuation plans as needed.

k. Establish plans for ingress and egress, with passes or liability waivers as necessary.

l. Furnish the Incident Dispatcher with unit designations and a unit's area of responsibility when deployed.

m. Assemble and disassemble various units assigned to Operations Section.

n. Report information about special activities, events and occurrences to Incident Commander.

o. Determine needs and request resources as required.

p. Assume all duties not delegated.

q. Continually monitor chain-of-command and span-of-control for efficiency.

r. Assure effective communications.

BRANCH OIC

The Branch OIC(s), when activated, are under the direction of the Operations OIC, and are responsible for the implementation of the portion of the Incident Action Plan appropriate to the Branches.

a. Obtain briefing from Operations OIC.

b. Attend planning meetings at the request of the Operations OIC.

c. Review Division/Group Assignments. Modify assignments based on effectiveness of current branch operations.

d. Assign specific work tasks to Division/Group Supervisors.

e. Resolve logistic problems reported by subordinates.

f. Report to Operations OIC when: Incident Action Plan is to be modified; additional resources are needed; surplus resources are available; hazardous situations or significant events occur.

g. Approve accident and medical reports (home agency forms) originating within the Branch.

h. Supervise efficient demobilization of Branch.

i. Maintain Unit Log.

DIVISION/GROUP OIC

The Division/Group OIC, who reports to the Operations OIC (or Branch OIC when activated), is responsible for the implementation of the assigned portion of the Incident Action Plan, assignment of resources within the Division/Group, and reporting on the progress of operations and status of resources within the Division/Group.

a. Obtain briefing from Branch OIC or Operations OIC.

b. Review Division/Group assignments and incident activities with subordinates and assign tasks.

c. Implement Incident Action Plan for Division/Group.

d. Provide Incident Action Plan to Task Force Leaders.

e. Confirm resources assigned to the Division/Group.

f. Ensure that Incident Communications and/or Resources Unit is advised of all changes in status of resources assigned to the Division/Group. Submit situation and resource status information to Branch or Operations OIC.

g. Coordinate activities with adjacent Divisions.

h. Determine need for assistance on assigned tasks, and request as necessary.

i. Report special occurrences or events (e.g., accidents, casualties) to immediate supervisor.

j. Resolve logistics problems within the Division/Group.

k. Participate in planning meetings for the development of Branch Plans for next operational period.

l. Supervise efficient demobilization of Division/Group.

m. Maintain Unit Log.

TASK FORCE LEADER

The Task Force Leader reports to a Division/Group OIC or Branch OIC and is responsible for performing tactical assignments assigned to the Task Force. The Leader reports progress, resources status, and other important information to a Division/Group OIC, and maintains records and reports as required.

a. Obtain briefing from Division/Group OIC.

b. Review assignments with subordinates and assign tasks.

c. Monitor progress and make changes when necessary.

d. Coordinate activities with adjacent Task Forces and single resources.

e. Submit situation and resource status information to Division/Group OIC.

f. Maintain required notes/reports.

STAGING AREA MANAGER

The Staging Area Manager is responsible for managing all activities within a Staging Area.

a. Obtain a briefing from the Operations Section OIC.

b. Proceed to Staging Area.

c. Establish communications.

d. Establish Staging Area layout.

e. Determine any support needs for equipment, feeding, sanitation and security.

f. Establish check-in function as appropriate and assign resources to specific locations.

g. Post areas for identification and traffic control.

h. Request maintenance service for equipment at Staging Area as appropriate.

i. Respond to request for resource assignments. (Note: This may be direct from Operations or via the Incident Communications Center).

j. Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging Area.

k. Track and report resource status changes as they occur.

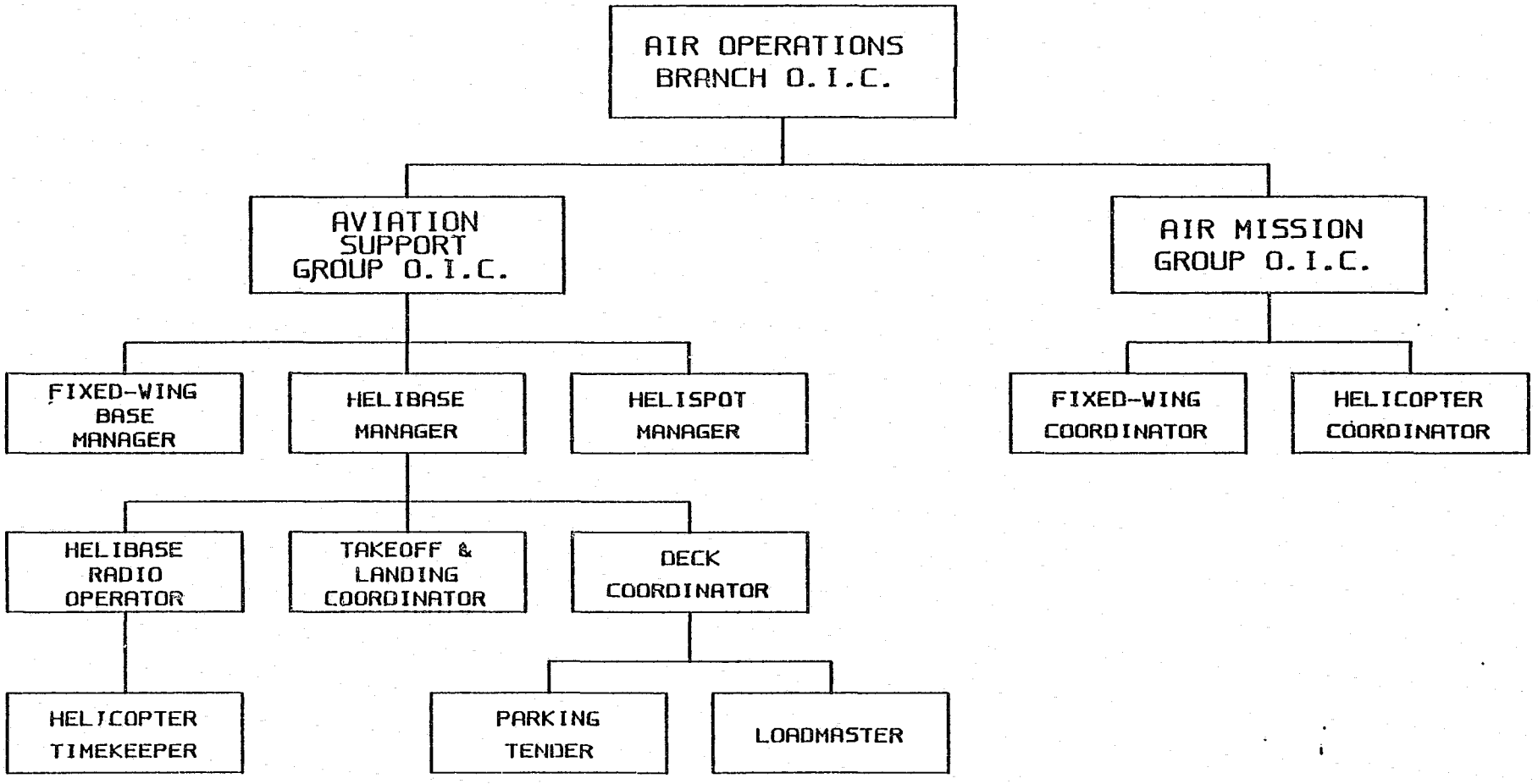
l. Maintain Staging Area in orderly condition.

m. Demobilize Staging Area in accordance with Incident Demobilization Plan.

n. Maintain Unit Log.

LAW ENFORCEMENT
INCIDENT COMMAND SYSTEM

AIR OPERATIONS BRANCH



AIR OPERATIONS BRANCH OIC

The Air Operations Branch OIC, who is ground based, is primarily responsible for input to the air operations portion of the Incident Action Plan. The plan will reflect agency restrictions that have an impact on the operational capability or utilization of resources (e.g., night flying, hours per pilot). After the plan is approved, the Air Operations Branch is responsible for implementing its strategic aspects - those that relate to the overall strategy as opposed to those that pertain to tactical operations. Specific tactical activities are normally performed by the Air Mission Group OIC working with ground and air resources. Additionally, the Air Operations Branch OIC is responsible for providing logistical support to aircraft operating on the incident.

a. Obtain briefing from Operations OIC.

b. Organize preliminary air operations.

c. Request declaration (or cancellation) of restricted air space area. (Federal Air Regulation 91.91).

d. Participate in preparation of the Incident Action Plan.

e. Perform operational planning for air operations.

f. Determine coordination procedures and communications for use by air organization with ground Branches, Divisions or Groups

g. Supervise all Air Operations Branch activities associated with the incident.

h. Establish procedures for emergency reassignment of aircraft.

i. Schedule approved flights of non-incident aircraft in the restricted air space area.

j. Inform the Air Mission Group OIC of the air traffic situation external to the incident.

k. Consider requests for non-tactical use of incident aircraft.

l. Resolve conflicts concerning non-incident aircraft.

m. Coordinate with Federal Aviation Agency (FAA).

n. Update air operations plans.

o. Report to the Operations Section OIC on air operations activities.

p. Assure approved crash-rescue, refueling, and maintenance support (thru Logistics) for extended operations.

q. Report special incidents/accidents.

r. Arrange for an accident investigation team when warranted.

s. Participate in safety/procedural meetings with other agencies' pilots and air personnel in multi-agency incidents.

t. Maintain Unit Log.

AIR MISSION GROUP OIC

The Air Mission Group OIC is primarily responsible for the coordination of aircraft operations when fixed and/or rotary-wing aircraft are operating on an incident. The Air Mission Group OIC reports to the Air Operations Branch OIC.

a. Check-in and receive incident assignment.

b. Determine what aircraft (fixed wing and helicopters) are operating within area of assignment.

c. Obtain briefing from Air Operations Branch OIC or Operations Section OIC.

d. Manage air activities based upon Incident Action Plan.

e. Establish and maintain communications with the Air Operations Branch, Fixed Wing and Helicopter Coordinators, Aviation Support Group, and Support bases.

f. Coordinate approved flights of non-incident aircraft or non-tactical flights in restricted air space area.

g. Obtain information about air traffic external to the incident.

h. Receive and document reports of non-incident aircraft violating restricted air space area.

i. Inform Air Operations Branch OIC of tactical recommendations affecting the air operations portion of the Incident Action Plan.

j. Report on air operations activities to the Air Operations Branch OIC.

k. Report on incidents/accidents.

l. Coordinate the use of assigned ground to air and air-to-air communications frequencies with the Communications Unit and local agency dispatch center.

HELICOPTER COORDINATOR

The Helicopter Coordinator is primarily responsible for coordinating tactical or logistical helicopter mission(s) at the incident. The Helicopter Coordinator can be airborne or on the ground. The Helicopter Coordinator reports to the Air Mission Group OIC. Activation of this position is contingent upon the complexity of the incident and the number of helicopters assigned. There may be more than one Helicopter Coordinator assigned to an incident.

a. Check-in and receive incident assignment.

b. Obtain briefing from Air Operations Branch OIC/Air Mission Group OIC.

c. Determine what aircraft are operating within incident area of assignment.

d. Survey assigned incident area to determine situation, aircraft hazards and other potential problems.

e. Coordinate with Aviation Support Group OIC in establishing locations and takeoff and landing patterns for helibase(s) and helispot(s).

f. Coordinate the use of assigned ground to air and air-to-air communications frequencies with the Air Mission Group OIC, Communications Unit, or local agency dispatch center.

g. Ensure that all assigned pilots and observers know appropriate operating frequencies.

h. Coordinate geographical area for helicopter operations with Air Mission Group OIC and make assignments.

i. Determine and implement air safety requirements and procedures.

j. Ensure that approved night flying procedures are in operation.

k. Receive assignments, and supervise assigned helicopters.

l. Coordinate activities with Air Mission Group OIC, Fixed Wing Coordinator, Aviation Support Group and ground personnel.

m. Maintain continuous observation of assigned helicopter operating area and inform Air Mission Group OIC of incident conditions including any aircraft malfunction or maintenance difficulties, and anything that may affect the mission.

n. Inform Air Mission Group OIC when mission is completed and reassign helicopters as directed.

o. Request assistance or equipment as required.

p. Report incidents or accidents to Air Operations Group OIC immediately.

q. Maintain records of activites.

FIXED-WING COORDINATOR

The Fixed-Wing Coordinator is primarily responsible for coordinating assigned fixed-wing operations at the incident. The Coordinator reports to the Air Mission Group OIC. Activation of this position is contingent upon need, or complexity of the incident.

a. Check-in and receive incident assignment.

b. Obtain briefing from Air Operations Branch OIC/Air Mission Group OIC.

c. Determine all aircraft operating within incident area of assignment.

d. Survey incident area to determine situation, aircraft hazards and other potential problems.

e. Coordinate the use of assigned ground to air and air-to-air communications frequencies with Air Mission Group OIC, Communications Unit or local agency dispatch center and establish fixed-wing air-to-air radio frequencies.

f. Ensure pilots and observers know appropriate operating frequencies.

g. Determine incident fixed-wing capabilities and limitations for specific assignments.

h. Coordinate with Air Mission Group OIC and assign geographical areas for fixed-wing operations.

i. Determine and implement air safety requirement procedures.

j. Receive assignments, assign missions, schedule flights and supervise fixed-wing activities.

k. Coordinate activities with Air Mission Group OIC, Helicopter Coordinator, and ground operations personnel.

l. Provide information to ground resources, if necessary.

m. Inform Air Mission Group OIC of overall incident conditions including aircraft malfunction or maintenance difficulties.

n. Inform Air Mission Group OIC when mission is completed and reassign fixed-wing aircraft as directed.

o. Request assistance or equipment as necessary.

p. Report incidents or accidents to Air Operations Branch OIC immediately.

q. Maintain records of activities.

AVIATION SUPPORT GROUP OIC

The Aviation Support Group OIC is primarily responsible for supporting and managing helibase and helispot operations and maintaining liaison with fixed-wing air bases. This includes providing (1) fuel and other supplies, (2) maintenance and repair of aircraft, (3) keeping records of aircraft activity, and (4) providing enforcement of safety regulations. Helicopters during landing and take-off and while on the ground are under the control of the Aviation Support Group's Helibase or Helispot Managers. The Aviation Support Group OIC reports to the Air Operations Branch OIC.

a. Obtain briefing from Air Operations Branch OIC or Operations Section OIC.

b. Obtain copy of the Incident Action Plan from the Air Operations Branch OIC.

c. Participate in Air Operations Branch OIC planning activities.

d. Inform Air Operations Branch OIC of group activities.

e. Identify resources/supplies dispatched for Aviation Support Group.

f. Request special air support items from appropriate sources through Logistics Section.

g. Identify helibase and helispot locations (from Incident Action Plan) or from Air Operations Branch OIC.

h. Determine need for assignment of personnel and equipment at each helibase and helispot.

i. Coordinate special requests for air logistics.

j. Maintain coordination with airbases supporting the incident.

k. Coordinate activities with Air Operations Branch OIC.

l. Obtain assigned ground to air frequency for helibase operations from Communications Unit Leader or Communications Plan.

m. Inform Air Operations Branch OIC of capability to provide night flying service.

n. Ensure compliance with each agency's operations checklist for day and night operations.

o. Ensure dust abatement procedures are implemented at helibase and helispots.

p. Provide crash-rescue service for helibases and helispots.

q. Maintain Unit Log.

HELIBASE MANAGER'S CHECKLIST

a. Obtain briefing from Aviation Support Group OIC.

b. Obtain Incident Action Plan.

c. Participate in Aviation Support Group planning activities.

d. Inform Aviation Support Group OIC of helibase activities.

e. Manage resources/supplies dispatched to helibase.

f. Ensure helibase is posted and cordoned.

g. Ensure air traffic control operations are in effect.

h. Ensure helicopter fueling, maintenance and repair services are provided.

i. Supervise manifesting and loading of personnel and cargo.

j. Ensure dust abatement techniques are provided and used at helibase.

k. Ensure security is provided at helibase.

l. Ensure crash-rescue services are provided for the helibase.

m. Request special air support items from the Aviation Support Group OIC.

n. Receive and respond to special requests for air logistics.

o. Supervise personnel responsible to maintain agency records, reports of helicopter activities, and Check-In Lists.

p. Coordinate activities with Aviation Support Group OIC.

q. Display organization and work schedule at helibase, including helispot organization and assigned radio frequencies.

r. Maintain Unit Log.

HELISPOT MANAGER'S CHECKLIST

a. Obtain briefing from Aviation Support Group O.I.C.

b. Obtain Incident Action Plan.

c. Report to assigned helispot.

d. Coordinate activities with Helibase Manager and Operation Section personnel.

e. Inform Aviation Support O.I.C. of helispot activities.

f. Manage resources/supplies dispatched to helispot.

g. Request special air support items from Aviation Support Group O.I.C.

h. Ensure air traffic control operations are in effect.

i. Ensure crash-rescue services are available.

j. Ensure dust abatement techniques are used.

k. Perform manifesting and loading of personnel and cargo.

l. Maintain agency records and reports of helicopter activities.

m. Provide helispot security.

DECK COORDINATOR CHECKLIST

The Deck Coordinator is responsible for providing coordination of a helibase landing area for personnel and cargo movement. The Deck Coordinator reports to the Helibase Manager.

a. Obtain briefing from Helibase Manager.

b. Establish emergency landing areas.

c. Ensure crash/rescue procedures are understood by deck personnel.

d. Establish and mark landing pads.

e. Ensure sufficient personnel are available to load and unload personnel and cargo safely.

f. Ensure deck area is properly posted.

g. Provide for vehicle control.

h. Supervise deck management personnel. (Load Masters and Parking Tenders).

i. Ensure dust abatement measures are met.

j. Ensure that all assigned personnel are posted to the daily organization chart.

k. Ensure proper manifesting and load calculations are done.

l. Ensure Air Traffic Control operation is coordinated with Landing and Takeoff Coordinator.

m. Maintain agency records.

LOADMASTER CHECKLIST

The Loadmaster is responsible for the safe operation of loading and unloading of cargo and personnel at a helibase. The Loadmaster reports to the Deck Coordinator.

a. Obtain briefing from Deck Coordinator.

b. Ensure proper posting of loading and unloading areas.

c. Perform manifesting and loading of personnel and cargo.

d. Ensure sling load equipment is safe.

e. Know crash/rescue procedures.

f. Supervise loading and unloading crews.

g. Coordinate with Takeoff and Landing Controller.

h. Check personnel seatbelts, cargo restraints, and helicopter doors.

PARKING TENDER CHECKLIST

The Parking Tender is responsible for safely directing the takeoff and landing of helicopters at an assigned helicopter pad. The Parking Tender reports to the Deck Coordinator. (A Parking Tender should be assigned for each helicopter pad.)

a. Obtain briefing from the Deck Coordinator, (assigned pad, number of helicopters, radio frequency, etc.)

b. Supervise activities at the landing pad, (personnel and helicopter movement, vehicle traffic, etc.)

c. Know and understand the crash/rescue procedures.

d. Ensure agency checklist is followed.

e. Ensure helicopter pilot needs are met at the landing pad.

f. Ensure landing pad is properly maintained (dust abatement, marking, etc.)

g. Ensure landing pad is properly marked.

TAKEOFF AND LANDING CONTROLLER CHECKLIST

The Takeoff and Landing Controller is responsible for providing coordination of arriving and departing helicopters at a helibase and all helicopter movement on and around the helibase. The Takeoff and Landing Controller reports to the Helibase Manager.

a. Obtain briefing from Helibase Manager.

b. Check radio system before commencing operation.

c. Coordinate with Helibase Radio Operator on helicopter flight routes and patterns.

d. Maintain communications with all incoming and outgoing helicopters.

e. Maintain constant communications with Helibase Radio Operator.

f. Coordinate with Deck Manager and Parking Tender before commencing operation and during operation.

HELIBASE RADIO OPERATOR CHECKLIST

The Helibase Radio Operator is responsible for establishing communication between incident assigned helicopters and Helibases, Air Mission Group OIC, Air Operations Branch OIC and Takeoff and Landing Controller. The Helibase Radio Operator reports to the Helibase Manager.

a. Obtain briefing from Helibase Manager.

b. Establish communication needs at helibase.

c. Ensure orders from Air Operations Branch OIC are relayed to Helibase Manager.

d. Maintain constant communications with all helicopters.

e. Notify Takeoff/Landing Coordinator of incoming helicopters.

f. Verify radio frequencies with Helibase Manager.

g. Maintain a log of all helicopter takeoff/landings, ETA's, ETD's and flight route check-ins.

h. Establish helicopter identification call numbers and post.

i. Ensure helicopter timekeeping is completed.

j. Establish and enforce proper radio procedures.

k. Notify Air Operation Branch OIC immediately of any overdue or missing helicopters.

l. Understand crash/rescue procedures.

m. Receive clearance from Air Mission Group OIC before launching helicopters.

HELICOPTER TIMEKEEPER CHECKLIST

The Helicopter Timekeeper is responsible for keeping time on all helicopters assigned to the helibase. Helicopter Timekeeper reports to the radio operator.

a. Obtain briefing from Radio Operator.

b. Determine number of helicopters (by Agency).

c. Obtain necessary timekeeping forms.

d. Record operation time of helicopters.

e. Fill out necessary agency time reports.

SECTION V

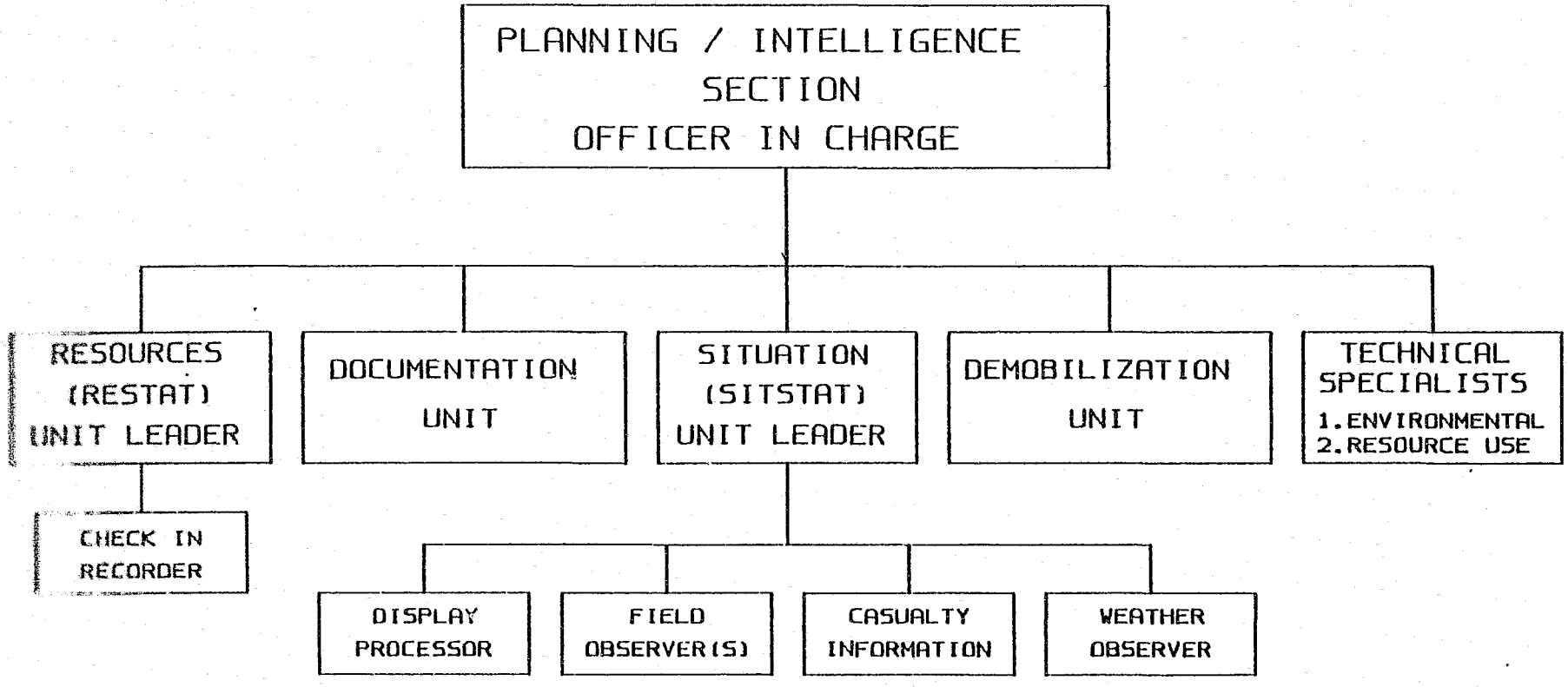
LAW ENFORCEMENT

INCIDENT COMMAND SYSTEM

Planning/Intelligence Section

LAW ENFORCEMENT
INCIDENT COMMAND SYSTEM

PLANNING / INTELLIGENCE SECTION



POSITIONAL CHECKLISTS

PLANNING/INTELLIGENCE SECTION

PLANNING/INTELLIGENCE OFFICER-IN-CHARGE

The Planning/Intelligence OIC, a member of the Incident Commander's General Staff, is responsible for the operation of the Planning/Intelligence Section. Information is needed to: (1) understand the current situation, (2) predict probable course of incident events, and (3) prepare alternative strategies and control operations for the incident.

a. Obtain briefing from Incident Commander, in particular, incident objectives.

b. Activate Planning/Intelligence Section units.

c. Reassign initial responding personnel to incident positions as appropriate.

d. Establish information requirements and reporting schedules for all ICS organizational elements for use in preparing the Incident Action Plan.

e. Notify Resources unit of Planning/Intelligence Section units activated, including names and locations of assigned personnel.

f. Establish a weather data collection system when necessary.

g. Supervise preparation of Incident Action Plan (See Planning Process checklist).

h. Assemble information on alternative strategies.

i. Assemble and disassemble task forces not assigned to operations.

j. Identify need for use of specialized resource(s), e.g., SWAT, Field Kitchen, Search and Rescue Team.

k. Perform operational planning for Planning/Intelligence Section.

l. Provide periodic predictions on incident potential.

m. Compile and display incident status summary information.

n. Advise General Staff of any significant changes in incident status.

o. Provide incident traffic plan.

p. Supervise Planning/Intelligence Section units.

q. Prepare and distribute Incident Action Plan.

r. Instruct Planning/Intelligence Section units in distribution of incident information.

s. Ensure that normal agency information collection and reporting requirements are being met.

t. Prepare recommendations for release of resources (to be submitted to Incident Commander).

PLANNING PROCESS

The checklist below provides basic steps appropriate for use in almost any incident situation. NOT ALL INCIDENTS REQUIRE WRITTEN PLANS. The need for written plans and attachments is based on incident requirements and the decision of the Incident Commander. The Planning Checklist is intended to be a guide to orderly planning.

CHECKLIST

		RESPONSIBILITY
1.	Briefing on situation and resource status...	P/IS
2.	Set objectives.....	IC
3.	Plot divisional boundaries.....	OPS
4.	Specify tactics for each division.....	OPS
5.	Specify resources needed by Division/Group...	OPS, P/IS
6.	Specify Operations facilities and reporting locations-Plot on map.....	OPS, P/IS, LS
7.	Place resource and personnel order.....	LS
8.	Consider communications, Medical and Traffic Plan requirements.....	P/IS, LS
9.	Finalize, approve and implement Incident Action Plan.....	IC, OPS, P/IS, LS

IC = Incident Commander

OPS = Operations Section OIC

P/IS = Planning/Intelligence Section OIC

LS = Logistics Section OIC

RESOURCES UNIT LEADER

The Resource Unit (RESTAT) Leader is responsible for: (1) establishing all incident check-in activities; (2) the preparation and processing of resource status change information; (3) the preparation and maintenance of displays, charts and lists which reflect the current status and location of tactical resources, transportation and support vehicles; and (4) to maintain a master check-in list of resources assigned to an incident.

a. Report to and obtain briefing and special instructions from Planning/Intelligence Section OIC.

b. Establish check-in function at incident locations.

c. Prepare and maintain a Command Post display of the organizational chart and resource allocation and deployment.

d. Assign duties to Resources Unit personnel.

e. Confirm dispatch and estimated time of arrival of ordered RESTAT Unit personnel. (Request additional personnel, or release excess personnel).

f. Establish contacts with incident facilities by telephone or through Communications Center, and begin maintenance of resource status.

g. Participate in Planning/Intelligence Section meetings as required by the Planning/Intelligence Section OIC.

h. Gather, post, and maintain incident tactical resource status.

i. Gather, post, and maintain resource status of transportation and support vehicles and personnel.

j. Maintain master roster of all resources checked in at the incident.

k. Prepare Organizational Assignment List and Organization Chart.

l. Prepare appropriate parts of Division Assignment Lists.

m. Provide resource summary information to Situation Unit as requested.

n. Upon receipt of order to demobilize Resources Unit:

   1. Dismantle and store Resources Unit displays.

   2. List expendable supplies that need replenishing and file with Supply Unit Leader.

o. Maintain Unit Log.

CHECK-IN RECORDER

Check-in Recorders are needed at each check-in location to ensure that all resources assigned to an incident are accounted for.

a. Obtain a briefing from the Resources Unit Leader.

b. Obtain work materials, including Check-in Lists.

c. Establish communications with the Communication Center.

d. Post signs so that arriving resources can easily find the check-in locations.

e. Record check-in information on Check-in Lists.

f. Transmit check-in information to Resources Unit on regular prearranged schedule.

g. Forward completed Check-in Lists and status changes to the Resources Unit.

SITUATION UNIT LEADER

The Situation Unit (SITSTAT) Leader, within the Planning/Intelligence Section, is responsible for the collection and organization of incident status and situation information and the evaluation, analysis and display of that information for use by ICS personnel, and agency dispatchers.

a. Obtain briefing and special instructions from Planning Section OIC.

b. Supervise the preparation and maintenance of Command Post displays of incident situation information.

c. Assign duties to Situation Unit personnel.

d. Confirm dispatch and estimated time of arrival of ordered Situation Unit personnel. Request additional personnel, or release excess personnel as appropriate.

e. Collect incident data at earliest possible opportunity and continue for duration of incident.

f. Monitor T.V. and radio broadcasts as needed.

g. Obtain sound recordings, photographs, and video of the incident when appropriate.

h. Prepare predictions at periodic intervals or upon request of the Planning/Intelligence Section OIC.

i. Post data on unit work displays and Command Post displays at scheduled intervals.

j. Participate in incident planning meetings as required by the Incident Commander.

k. Prepare an incident Status Summary.

l. Prepare traffic plan (external and internal to the incident) for approval by the Planning/Intelligence Section OIC.

m. Provide photographic services and maps.

n. Provide resource and situation status information in response to specific requests.

o. Maintain Situation Unit records.

p. Upon receipt of order to demobilize SITSTAT Unit:

1. Dismantle SITSTAT Unit displays and place in storage.

2. List expendable supplies that need replenishing and file with Supply Unit.

q. Maintain Unit Log.

DISPLAY PROCESSOR

The Display Processor is responsible for the display of incident status information obtained from Field Observers, Casualty Information, resource status reports, aerial and ortho photographs and other data.

a. Obtain briefing from Situation Unit Leader.

b. Determine:
- Location of work assignment.
- Numbers, types and locations of displays required.
- Priorities
- Map requirements for Incident Action Plans.
- Time limits for completion.
- Field Observer assignments and communications means.

c. Obtain necessary equipment and supplies.

d. Obtain copy of Incident Action Plan for each operational period.

e. Assist Situation Unit Leader in analyzing and evaluating field reports.

f. Develop required displays in accordance with time limits for completion.

FIELD OBSERVER

Field Observers are responsible to collect situation information from personal observations at the incident, and provide this information to the Situation Unit Leader.

a. Obtain briefing from Situation Unit Leader.

b. Determine: - Location of assignment.
- Type of information required.
- Priorities.
- Time limits for completion.
- Method of communication.
- Method of transportation.

c. Obtain copy of Incident Action Plan for the Operational Period.

d. Obtain necessary equipment and supplies.

e. Perform field observations.

f. Be prepared to identify all facility locations (e.g., helispots, Division and Branch boundaries).

g. Report information to Situation Unit Leader by established procedure.

CASUALTY INFORMATION

Casualty Information provides and establishes (working in cooperation with the Coroner's Office, Fire Services, and Red Cross) a centralized location for the recordation of all incident-related casualties. Casualty Information shall ensure that the following occur:

a. Gather, record, and report information concerning deaths, injuries, missing and found persons. Casualty information will not be released to the press or public without authorization by the Incident Commander.

   Casualty information regarding law enforcement, fire department and other involved agencies shall be segregated from other casualty information.

b. Establish liaison with the American Red Cross and others (as appropriate) to obtain information regarding evacuation centers and evacuees.

c. Establish liaison with the Coroner and obtain information regarding incident-related deaths.

d. Establish liaison with medical providers and obtain casualty information.

e. Assign and deploy personnel to hospitals, first-aid stations and morgues for casualty accounting, if necessary.

f. Maintain a list of hospitals, evacuation centers, temporary first aid stations and morgue facilities designated for use and forward this information to the Operations Section.

g. Maintain Unit Log.

WEATHER OBSERVER

The Weather Observer is responsible to collect incident weather information, past, present and future, and to provide the information to the Situation Unit Leader.

a. Obtain briefing from Situation Unit Leader.

b. Determine:
- Nature and location of work assignments.
- Weather data collection methods to be used.
- Priorities for collection.
- Specific types of information required.
- Frequency of reports.
- Method of reporting.

c. Record and report weather observations at assigned locations on schedule.

d. Demobilize according to Incident Demobilization Plan.

DOCUMENTATION UNIT LEADER

The Documentation Unit Leader, a member of the Planning/Intelligence Section, is responsible for: (1) maintaining accurate and complete incident files; (2) providing duplication services to incident personnel; and (3) pack and store incident files for legal, analytical and historical purposes.

a. Obtain briefing from Planning/Intelligence Section OIC.

b. Establish work area.

c. Establish and organize incident files.

d. Establish duplication service and respond to requests.

e. Retain and file duplicate copies of official forms and reports.

f. Accept and file reports and forms submitted to unit by incident organizations.

g. Check on accuracy and completeness of records submitted for files.

h. Correct errors or omissions by contacting appropriate LEICS Units.

i. Provide duplicates of forms and reports to authorized requestors.

j. Prepare incident documentation for Planning/Intelligence Section OIC when requested.

k. Maintain, retain and store incident files for after incident use.

l. Maintain Unit Log.

DEMOBILIZATION UNIT LEADER

The Demobilization Unit Leader within the Planning/Intelligence Section is responsible for the preparation of the Demobilization Plan, and assisting incident Sections/Units in ensuring that an orderly, safe, and cost effective movement of personnel and equipment is accomplished from the incident.

a. Obtain briefing from Planning/Intelligence Section OIC.

b. Review incident resource records to determine probable size of demobilization effort.

c. Assess and fill Unit needs for additional personnel, work space and supplies.

d. Obtain Incident Command objectives, priorities and constraints on demobilization.

e. Meet with Agency Representatives to determine:
   1. Agencies not requiring formal demobilization.
   2. Personnel rest and safety needs.
   3. Coordination procedures with cooperating/assisting agencies.

f. Be aware of ongoing Operations Section resource needs.

g. Obtain identification and description of surplus resources and probable release times.

h. Determine finance, supply and other incident check-out stops.

i. Evaluate incident logistics and transportation capabilities to support the demobilization effort.

j. Establish communications link with appropriate off-incident facilities.

k. Prepare Demobilization Plan (Plan to include following sections:)

   1. General - Discussion of Demobilization procedure.
   2. Responsibilities - Specific implementation responsibility and activity.
   3. Release Priority - According to agency and kind and type of resources.
   4. Release Procedures - Detailed steps and process to be followed.
   5. Directories - Maps, telephone numbers, instructions, etc.

l. Obtain approval of Demobilization Plan.

m. Distribute plan to each processing point (on and off incident).

n. Ensure that all Sections/Units understand their responsibilities within the Demobilization Plan.

o. Monitor implementation of Demobilization Plan.

p. Assist in the coordination of Demobilization Plan.

q. Brief Planning/Intelligence Section OIC on progress of demobilization.

r. Complete all records prior to departure.

s. Maintain Unit Log.

TECHNICAL SPECIALISTS

Technical Specialists are advisors with special skills needed to support incident operations. Technical specialists may report to the Planning/Intelligence Section OIC; may function within an existing unit e.g., Situation Unit; form a separate unit if required; or be reassigned to other parts of the organization e.g., Operations, Logistics, or Finance. Following are examples of several Technical Specialists.

Environmental Specialist

a. Report to and obtain briefing and special instructions from Planning/Intelligence Section OIC.

b. Participate in the development of the Incident Action Plan and review the general control objectives including alternative strategies.

c. Collect and validate environmental information within the incident area.

d. Determine environmental restrictions within the incident area.

e. Develop suggested priorities for preservation of the environment.

f. Provide environmental analysis information, as requested.

g. Collect and transmit required records and logs to Documentation Unit at the end of each operational period.

h. Maintain Unit Log.

Resource Use Specialist

a. Report to and obtain briefing from Planning/Intelligence Section OIC.

b. Participate in the development of the Incident Action Plan and review general objectives including alternative strategies as requested.

c. Collect information on incident resources as needed.

d. Respond to requests for information about limitations and capabilities of resources.

e. Collect and transmit records and logs to Documentation Unit at the end of each operational period.

f. Maintain Unit Log.

SECTION VI

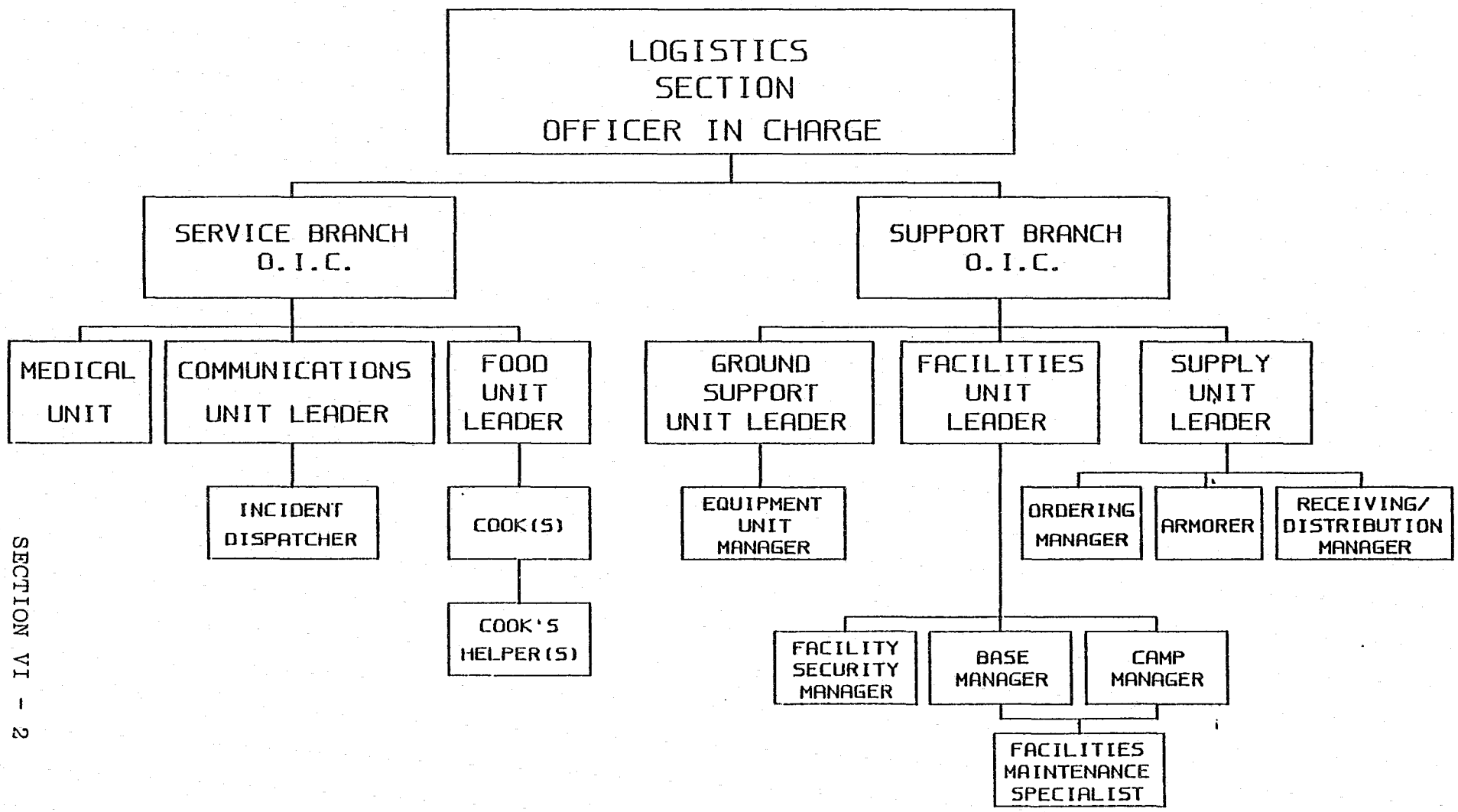
LAW ENFORCEMENT

INCIDENT COMMAND SYSTEM

Logistics Section

LAW ENFORCEMENT
INCIDENT COMMAND SYSTEM

LOGISTICS SECTION



LOGISTICS SECTION

OVERVIEW

The Logistics Section is responsible for providing facilities, services, and material in support of the incident.

POSITIONAL CHECKLISTS

LOGISTICS OFFICER-IN-CHARGE

The Logistics Section OIC, a member of the General Staff, participates in development and implementation of the Incident Action Plan and activates and supervises the Branches and Units within the Logistics Section. His duties include:

a. Obtain briefing from Incident Commander.

b. Plan organization of Logistics Section.

c. Assign work locations and preliminary work tasks to Section personnel.

d. Establish contact with O.E.S., Mutual Aid Regional coordinator, and other potential resource agencies.

e. Notify Resources unit of Logistics Section units activated including names and locations of assigned personnel.

f. Assemble and brief Branch OICs and Unit Leaders.

g. Participate in preparation of Incident Action Plan.

h. Identify service and support requirements for planned and expected operations.

i. Provide input to and review Communications Plan, Medical Plan and Traffic Plan.

j. Coordinate and process requests for additional resources.

k. Review Incident Action Plan and estimate Logistics Section needs for next operational period.

l. Advise on current service and support capabilities.

m. Prepare service and support elements of the Incident Action Plan.

n. Estimate future service and support requirements.

o. Ensure incident communication requirements are met.

p. Recommend release of unit resources in conformity with Demobilization Plan.

SERVICE BRANCH OIC

The Service Branch OIC, when activated, is under the supervision of the Logistics Section OIC, and is responsible for the management of all service activities at the incident. The Branch OIC supervises the operations of the Communications, Medical and Food Units.

a. Obtain briefing from Logistics Section OIC.

b. Obtain working materials from Logistics Kit.

c. Determine level of service required to support operations.

d. Confirm dispatch of Branch personnel.

e. Participate in planning meetings of Logistics Section personnel.

f. Review Incident Action Plan.

g. Organize and prepare assignments for Service Branch personnel.

h. Coordinate activities of Branch Units.

i. Inform Logistics OIC of Branch activities.

j. Resolve Service Branch problems.

k. Maintain Unit Log.

COMMUNICATIONS UNIT LEADER

The Communications Unit Leader, under the direction of the Service Branch OIC or Logistics Section OIC, is responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; distribution of communications equipment to incident personnel; and the maintenance and repair of communications equipment. His responsibilities include:

a. Obtain briefing from Service Branch OIC or Logistics Section OIC.

b. Determine Communications unit personnel needs.

c. Advise on communications capabilities/limitations.

d. Prepare and implement the Incident Radio Communications Plan.

e. Ensure the Incident Communications Center and Message Center are established, as necessary.

f. Set up telephone and public address systems, as necessary.

g. Establish appropriate communications distribution/maintenance locations within base/camp(s).

h. Ensure communications systems are installed, tested, and repaired as necessary.

i. Ensure an equipment accountability system is established.

j. Ensure personal portable radio equipment is distributed per radio plan giving special attention to battery resupply and/or recharging.

k. Provide technical information as required on:
   - Adequacy of communications systems currently in operation.
   - Geographic limitation on communications systems.
   - Equipment capabilities.
   - Amount and types of equipment available.
   - Anticipated problems in the use of communications equipment.

l. Supervise Communications Unit activities.

m. Maintain records on all communications equipment as appropriate.

n. Recover equipment from relieved or released units.

o. Maintain Unit Log.

INCIDENT DISPATCHERS

Incident Dispatchers are responsible to receive and transmit radio and telephone messages among and between personnel and to provide dispatch services at the incident. In large or complex incidents, a lead dispatcher may be designated by the Communications Unit Leader. Responsibilities include:

a. Obtain briefing from Lead Dispatcher or Communications Unit Leader. Determine:
   - Location of assignment.
   - Communications procedures.
   - Frequencies in use.
   - Nets established or to be established.
   - Equipment status.
   - Capabilities, limitations and restrictions.
   - Locations of repeaters.
   - Message center procedures.

b. Ensure adequate staffing (Lead Dispatcher).

c. Obtain and review Incident Action Plan to determine incident organization and Communications Plan.

d. Set up Communications Center - check out equipment.

e. Request service on any inoperable or marginal equipment.

f. Set up message center location as required.

g. Receive and transmit messages within and external to incident.

h. Maintain files of Status Changes and General Messages.

i. Maintain a record of unusual incident occurrences.

j. Provide briefing to relief on:

- Current activities.
- Equipment status.
- Any unusual communications situations.

k. Turn in appropriate documents to Head Dispatcher or Communications Unit Leader.

l. Demobilize Communications Center in accordance with Incident Demobilization Plan.

m. Maintain radio traffic log(s).

MEDICAL UNIT LEADER

The Medical Unit Leader is primarily responsible for the development of the Medical Plan, obtaining medical aid and transportation for injured and ill incident personnel, and preparation of reports and records. If actual medical services are to be provided on an incident, either to incident or non-incident personnel, the responsibility would fall to a Medical Division/Branch/Group/Individual Resource within the Operations Section. The Medical Unit Leader falls under the direction of the Service Branch OIC. His responsibilities include:

a. Obtain briefing from Service Branch OIC or Logistics Section OIC.

b. Participate in Logistics Section/Service Branch planning activities.

c. Determine medical activities prior to activation of Medical Unit.

d. Prepare the Medical Plan.

e. Prepare procedures for major medical emergency.

f. Arrange for medical aid.

g. Arrange for medical transportation.

h. Arrange for medical supplies.

i. Prepare medical reports.

j. Maintain log of all serious injuries/deaths occurring to incident personnel.

k. Advise Compensation/Claims Unit of all serious injuries/deaths occurring to incident personnel.

l. Maintain Unit Log.

FOOD UNIT LEADER

The Food Unit leader, under the direction of the Service Branch OIC (when activated) or Logistics Section OIC is responsible for determining feeding requirements at all incident facilities and/or operational locations. The Food Unit will meet these feeding requirements by procurement or production as appropriate to the situation and unit capabilities. Overall responsibilities may include menu planning; determining cooking facilities required; food preparation; serving; providing potable water; and general maintenance of the food service areas. Duties include:

a. Obtain briefing from Service Branch OIC or Logistics Section OIC.

b. Determine location of working assignment, and number of personnel assigned to Base, Camps, and Operations.

c. Determine method of feeding to best fit each situation, coordinate same with appropriate logistics or finance unit(s).

d. Obtain necessary equipment and supplies to operate food service facilities at Base and Camps.

e. Set up Food Unit equipment.

f. Prepare menus to ensure incident personnel of well-balanced meals.

g. Ensure that sufficient potable water is available to meet all incident needs.

h. Ensure that all appropriate health and safety measures are taken.

i. Supervise Cooks and other Food Unit personnel.

j. Keep inventory of food on hand, check in food orders.

k. Provide Supply Unit Leader with food supply orders as far in advance of feeding time as possible.

l. Demobilize Food Unit in accordance with Incident Demobilization Plan.

m. Maintain Unit Log.

COOK

An Incident Cook is responsible for the actual food preparation during his assigned operational period. He determines quantities of food to be prepared, supervises Cook's Helper(s) and Inmate Workers preparing and serving food. He is responsible for the cleanliness of Food Unit areas and maintains security control of all kitchen tools/equipment. His duties include:

a. Obtain briefing from Food Unit Leader.

b. Determine menu, number of meals to be fed, and feeding location(s).

c. Draw appropriate food stuffs to meet requirements.

d. Supervise Cook's Helper(s) and Inmate Workers preparing food. Cook as necessary.

e. Set up chow line or load prepared foods for transportation to remote feeding location(s) as required.

f. Supervise actual chow line operation.

g. Ensure that all tools, equipment, preparation materials are cleaned and stored after use. Ensure area cleanliness and sanitation.

h. Maintain security and discipline of all Inmate Workers assigned to Food Unit.

COOK'S HELPER

A Cook's Helper is responsible for the actual physical preparation and serving of meals. He supervises Inmate Workers assigned to the Food Unit. His duties include:

a. Obtain briefing from Incident Cook.

b. Prepare and serve meals as directed.

c. Clean tools, equipment, and preparation materials.

d. Keep area clean and sanitary.

SUPPORT BRANCH OIC

The Support Branch OIC, when activated, is under the direction of the Logistics Section OIC and is responsible for development and implementation of logistics plans in support of the Incident Action Plan. The Support Branch OIC supervises the operations of the Supply, Facilities and Ground Support Units. His responsibilities include:

a. Obtain briefing from Logistics Sections OIC.

b. Identify Support Branch personnel.

c. Determine initial support operations in coordination with Logistics Section OIC and Service Branch OIC.

d. Prepare initial organization and assignments for support operations.

e. Assemble and brief Support Branch personnel.

f. Determine if assigned Branch resources are sufficient.

g. Maintain surveillance of assigned units work progress and inform Section OIC of activities.

h. Resolve problems associated with requests from Operations Section.

i. Maintain Unit Log.

SUPPLY UNIT LEADER

The Supply Unit Leader is primarily responsible for ordering personnel, equipment and supplies; receiving, and storing all supplies for the incident; maintaining an inventory of supplies; and servicing non-expendable supplies and equipment. His responsibilities include:

a. Obtain briefing from Support Branch OIC or Logistics Section OIC.

b. Participate in Logistics Section/Support Branch planning activities.

c. Provide Command, Operations, Planning/Intelligence, Logistics and Finance work materials.

d. Determine the type and amount of supplies enroute.

e. Arrange for receiving ordered supplies.

f. Review Incident Action Plan for information on operations of the Supply Unit.

g. Develop and implement safety and security requirements.

h. Order, receive, distribute, and store supplies and equipment.

i. Receive and respond to requests for personnel, supplies and equipment.

j. Maintain inventory of supplies and equipment.

k. Service reusable equipment.

l. Demobilize Supply Unit.

m. Submit reports to the Support Branch OIC.

n. Maintain Unit Log.

ORDERING MANAGER

The Ordering Manager is responsible for placing all orders for supplies and equipment for the incident. The Ordering Manager reports to the Supply Unit Leader. His responsibilities include:

a. Obtain briefing from Supply Unit Leader.

b. Obtain necessary agency(s) order forms.

c. Establish ordering procedures.

d. Establish name and telephone numbers of agency(s) personnel receiving orders.

e. Set up filing system.

f. Get names of incident personnel who have ordering authority.

g. Check on what has already been ordered.

h. Ensure order forms are filled out correctly.

i. Place orders in a timely manner.

j. Consolidate orders when possible.

k. Identify times and locations for delivery of supplies and equipment.

l. Keep Receiving/Distribution Manager informed of orders placed.

m. Submit all ordering documents to Documentation Unit through Supply Unit Leader before demobilization.

RECEIVING AND DISTRIBUTION MANAGER

The Receiving and Distribution Manager is responsible for receiving and distribution of all supplies and equipment (other than primary resources) and the service and repair of weapons and equipment. The Receiving and Distribution Manager reports to the Supply Unit Leader. His responsibilities include:

a. Obtain briefing from Supply Unit Leader.

b. Order required personnel to operate supply area.

c. Organize physical layout of supply area.

d. Establish procedures for operating supply area.

e. Set up filing system for receiving and distribution of supplies and equipment.

f. Maintain inventory of supplies and equipment.

g. Develop security requirement for supply area.

h. Establish procedures for receiving supply and equipment.

i. Submit necessary reports to Supply Unit Leader.

j. Notify Odering Manager of supplies and equipment received.

k. Provide necessary supply records to Supply Unit Leader.

ARMORER

The Armorer is responsible for the repair and/or replacement of all weapons, departmental or personal. The Armorer reports to the Supply Unit Leader. His responsibilities include:

a. Obtain briefing from Supply Unit Leader.

b. Determine:
   - Location of work station.
   - Types and numbers of weapons on the incident.

c. Set up secure storage/work area.

d. Establish inventory and accountability system.

e. Obtain spare parts/replacement weapons as deemed necessary.

f. Receive, replace or repair all weapons as required.

g. Ensure that all appropriate safety measures are taken in work/testing area.

FACILITIES UNIT LEADER

The Facilities Unit Leader is responsible for the layout and activation of incident facilities, e.g., Base, Camp(s), and Incident Command Post. The Unit provides sleeping and sanitation facilities for incident personnel and manages Base and Camp(s) operations. Each facility (Base, Camp) is assigned a manager who reports to the Facilities Unit Leader and is responsible for managing the operation of the facility. The basic functions or activities of the Base and Camp Manager are to provide security service, and general maintenance. The Facilities Unit Leader reports to the Support Branch OIC. His responsibilities include:

a. Obtain briefing from the Support Branch OIC or Logistics Section OIC.

b. Receive a copy of the Incident Action Plan.

c. Participate in Logistics Section/Support Branch planning activities.

d. Determine requirements for each facility to be established.

e. Prepare layouts of incident facilities.

f. Notify unit leaders of facility layout.

g. Activate incident facilities.

h. Provide Base and Camp Managers.

i. Obtain personnel to operate facilities.

j. Provide sleeping facilities.

k. Provide security services.

l. Provide facility maintenance services-sanitation, lighting, clean up.

m. Demobilize Base and Camp facilities.

n. Maintain Facilities Unit records.

o. Maintain Unit Log.

FACILITY SECURITY MANAGER

The Facility Security Manager is responsible to provide safeguards needed to protect personnel and property in and about incident facilities. His duties include:

a. Obtain briefing from Facilities Unit Leader.

b. Request required personnel support to accomplish work assignments.

c. Develop Security Plan for incident facilities.

d. Coordinate security activities with appropriate incident personnel.

e. Demobilize in accordance with Incident Demobilization Plan.

f. Maintain Activity Log.

BASE MANAGER

The Base Manager is responsible to ensure that appropriate sanitation, security, and facility management services are conducted at the Incident Base. The Base Manager's duties include:

a. Obtain briefing from Facilities Unit Leader.
   Determine or establish:
   - Number of assigned Incident personnel.
   - Special requirements or restrictions on facilities or operations.

b. Determine personnel support requirements.

c. Obtain necessary equipment and supplies.

d. Ensure that all facilities and equipments are set up and properly functioning.

e. Ensure that strict compliance is made with all applicable safety regulations.

f. Ensure that all facility maintenance services are provided.

g. Demobilize facilities in accordance with Incident Demobilization Plan.

CAMP MANAGER

On large incidents, one or more Camps may be established by the General Staff to provide better support to Operations. Camps may be in place several days or may be moved depending upon the nature of the incident. Functional unit activities usually performed at the ICS Base may be performed at the Camp(s). These could include: Supply, Medical, Ground Support, Food, Communications and Finance as well as the Facility Unit functions of facility maintenance and security. Camp Managers are responsible to provide nontechnical coordination for all Units operating within the Camp. Units assigned to Camps will be determined by the ICS General Staff. Personnel requirements for Units at Camps will be determined by the parent Unit based on kind and size of incident and expected duration of Camp operations. The Camp Manager's duties include:

a. Obtain briefing from Facilities Unit Leader. Determine or establish: numbers of personnel assigned to Camp, special requirements or restrictions on facilities or operations.

b. Determine personnel support requirements.

c. Obtain necessary equipment and supplies.

d. Ensure that all facilities are set up and properly functioning.

e. Provide direct supervision for all facility maintenance and security services at Camp.

f. Ensure that strict compliance is made with all applicable safety regulations.

g. Ensure that all Camp-to-Base communications are centrally coordinated.

h. Ensure that all Camp-to-Base transportation scheduling is centrally coordinated.

i. Provide overall coordination of all Camp activities to ensure that all assigned units operate effectively and cooperatively in meeting incident objectives.

j. Demobilize facilities in accordance with Incident Demobilization Plan.

k. Maintain Unit Log.

FACILITY MAINTENANCE SPECIALIST

The Facility Maintenance Specialist is responsible to ensure that proper sleeping and sanitation facilities are maintained; to provide shower facilities; to provide and maintain lights and other electrical equipment; and to maintain the Base, Camp and Incident Command Post facilities in a clean and orderly manner. His duties include:

a. Obtain briefing from the Base or Camp Manager.

b. Request required maintenance support personnel and assign duties.

c. Obtain supplies, tools, and equipment.

d. Supervise/perform assigned work activities.

e. Ensure that all facilities are maintained in a safe condition.

f. Disassemble temporary facilities when no longer required.

g. Restore area to pre-incident condition.

h. Demobilize according to Incident Demobilization Plan.

GROUND SUPPORT UNIT LEADER

The Ground Support Unit leader is primarily responsible for: (1) maintain out-of-service resources; (2) transportation of personnel, supplies, food, and equipment; and (3) fueling, service, maintenance, and repair of vehicles and other ground support equipment. His duties include:

a. Obtain briefing from Support Branch OIC or Logistics Section OIC.

b. Participate in Support Branch/Logistics Section planning activities.

c. Maintain out-of-service resources.

d. Motify Resources unit of all status changes on support and transportation vehicles.

e. Arrange for and activate fueling, maintenance, and repair of ground resources.

f. Maintain inventory of support and transportation vehicles.

g. Provide transportation services.

h. Collect use information on rented equipment.

i. Requisition maintenance and repair supplies (e.g., fuel, spare parts).

j. Maintain Unit Log.

EQUIPMENT MANAGER

The Equipment Manager provides service, repair, and fuel for all equipment; provides transportation and support vehicle services; and maintains records of equipment use and service provided. His duties include:

a. Obtain briefing from Ground Support Unit Leader.

b. Obtain Incident Action Plan to determine locations for assigned resources, Staging Area locations, and fueling and service requirements for all resources.

c. Obtain necessary equipment and supplies.

d. Provide maintenance and fueling as required.

e. Prepare schedules to maximize use of available transportation.

f. Provide transportation and support vehicles for incident use.

g. Coordinate with Agency Representatives on service and repair policies as required.

h. Inspect equipment condition as required.

i. Determine supplies (e.g., gasoline, diesel, oil and parts needed to maintain equipment in efficient operating condition), and place orders with Supply Unit.

j. Maintain Support Vehicle Inventory.

k. Maintain equipment rental records.

l. Maintain equipment service and use records.

m. Check all service repair areas to ensure that all appropriate safety measures are being taken.

n. Supervise demobilization of equipment in accordance with Incident Demobilization Plan.

SECTION VII

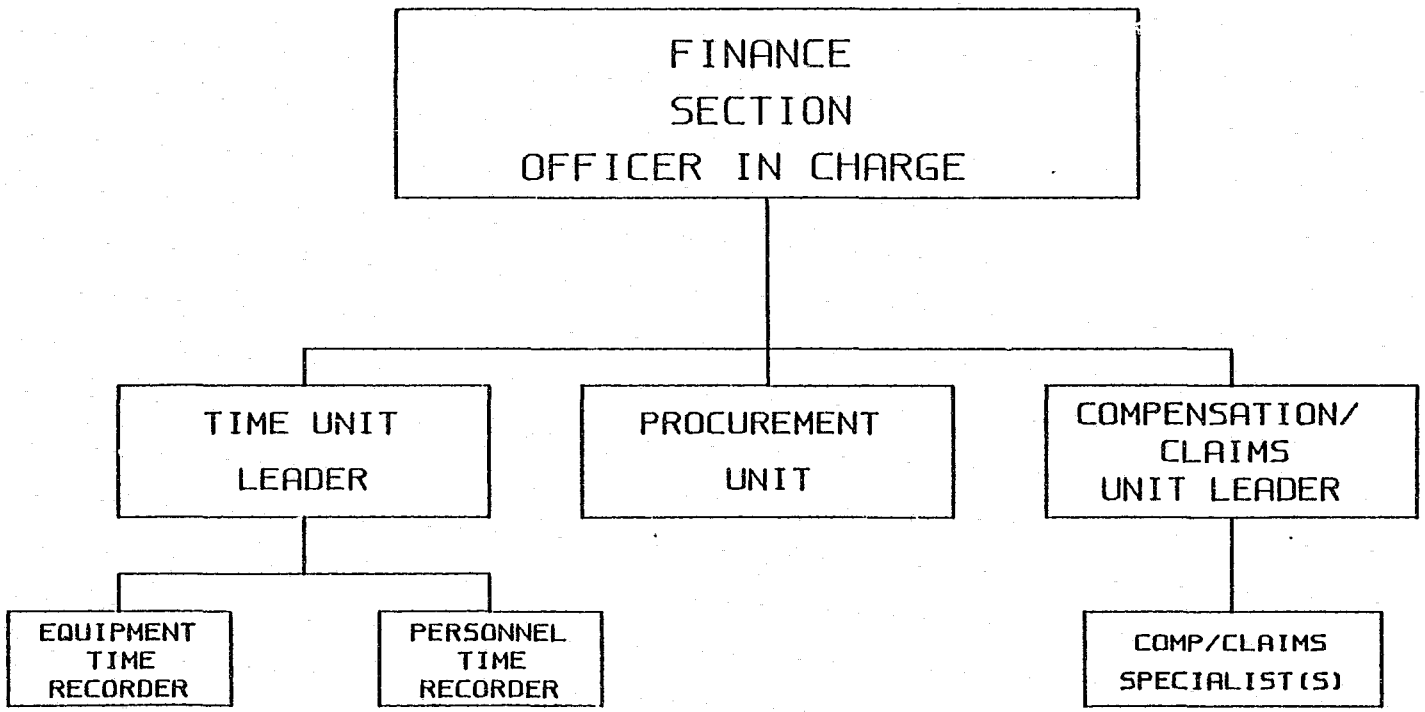
LAW ENFORCEMENT

INCIDENT COMMAND SYSTEM

Finance Section

LAW ENFORCEMENT
INCIDENT COMMAND SYSTEM

FINANCE SECTION



POSITIONAL CHECKLISTS

FINANCE SECTION

FINANCE SECTION OIC

The Finance Section OIC is responsible for all financial and cost analysis aspects of the incident and for supervising members of the Finance Section. He must be thoroughly familiar with O.E.S./F.E.M.A. financial records-keeping requirements. His duties include:

a. Obtain briefing from Incident Commander.

b. Attend briefing with responsible agency to gather information.

c. Attend planning meeting to gather information on overall strategy.

d. Identify and order supply and support needs for Finance Section.

e. Develop an operating plan for Finance function on incident.

f. Prepare work objectives for subordinates, brief staff, make assignments, and evaluate performance.

g. Inform Incident Commander and General Staff when Section is fully operational.

h. Meet with Assisting and Cooperating Agency Representatives as required.

i. Provide input in all planning sessions on financial and cost analysis matters.

j. Maintain contact as necessary with agency(s) administrative headquarters on Finance matters.

k. Ensure that all personnel time records are transmitted to home agencies according to policy.

l. Participate in all demobilization planning.

m. Ensure that all obligation documents initiated at the incident are properly prepared and completed.

n. Brief agency administration personnel on all incident-related business management issues needing attention and follow-up prior to leaving incident.

TIME UNIT LEADER

The Time Unit Leader is responsible for equipment and personnel time recording. His duties include:

a. Obtain briefing from Finance Section OIC.

b. Determine incident requirements for Time Recording function.

c. Establish contact with appropriate agency personnel/representatives.

d. Organize and establish Time Unit.

e. Establish Unit objectives, make assignments, and evaluate performance.

f. Ensure that daily personnel time recording documents are prepared and compliance to time policy is met.

g. Ensure that all records are current or complete prior to demobilization.

h. Time reports from assisting agencies should be released to the respective Agency Representatives prior to demobilization.

i. Brief Finance Section OIC on current problems and recommendations, and outstanding issues and follow-up requirements.

j. Maintain Unit Log.

EQUIPMENT TIME RECORDER

The Equipment Time Recorder ensures that adequate recordation of equipment usage is accomplished. His duties include:

a. Obtain briefing from Time Unit Leader.

b. Set up Equipment Time Recording function in location designated by Time Unit Leader.

c. Advise Ground Support Unit, Facilities Unit, and Air OPS Branch of the requirement to establish and maintain a file for maintaining a daily record of equipment time.

d. Assist units in establishing a system for collecting equipment time reports.

e. Submit data to Time Unit Leader for cost effectiveness analysis.

f. Maintain current posting on all charges or credits for fuel, parts, services, etc.

g. Complete all forms according to agency specifications.

h. Close out forms prior to demobilization.

i. Distribute copies per agency and incident policy.

PERSONNEL TIME RECORDER

The Personnel Time Recorder ensures that adequate recordation of hours worked by incident personnel is accomplished. His duties include:

a. Obtain briefing from Time Unit Leader.

b. Establish and maintain a file for employee time reports within the first operational period.

c. Initiate, gather, or update a time report from all applicable personnel assigned to the incident for each operational period.

d. Ensure that all employee identification information is verified to be correct on the time report.

e. Ensure that time reports are signed.

f. Close out time documents prior to personnel leaving the incident.

g. Distribute all time documents according to agency policy.

PROCUREMENT UNIT LEADER

The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendors. His duties include:

a. Obtain briefing from Finance Section OIC.

b. Contact appropriate unit Leaders or incident needs and any special procedures.

c. Coordinate with local jurisdiction on plans and supply sources.

d. Obtain and understand incident logistics plans.

e. Prepare contracts and land use agreements as needed; forward to finance OIC for signing.

f. Establish contracts with supply vendors as required.

g. Interpret contracts/agreements and resolve claims or disputes within delegated authority.

h. Complete final processing and send documents for payment.

i. Maintain Unit Log.

COMPENSATION/CLAIMS UNIT LEADER

The Compensation/Claims Unit Leader is responsible for the overall management and direction of all Compensation/Claims Specialists assigned to the incident.

a. Obtain briefing from Finance Section OIC.

b. Determine the need for Compensation/Claims Specialists and order personnel if needed.

c. Obtain a copy of the incident Medical Plan.

d. Brief Compensation/Claims Specialists on incident activity.

e. Ensure that all Compensation for Injury and Claims logs and forms are up to date and routed to the proper agency for post-incident processing prior to demobilization.

f. Demobilize unit in accordance with Demobilization Plan.

g. Maintain unit Log.

COMPENSATION/CLAIMS SPECIALIST

Compensation/Claims Specialist is responsible for administering financial matters arising from serious injuries, deaths, and other claims related activities occurring on the Incident. His duties include:

a. Obtain briefing from Compensation/Claims unit Leader or Finance Section OIC.

b. Develop and maintain a log of potential claims.

c. Coordinate claims prevention plan with applicable incident functions.

d. Initiate investigation on all claims.

e. Ensure that site and property involved in investigation are protected.

f. Obtain witness statements pertaining to claims.

g. Establish procedure with Medical Unit Leader on prompt notification of injuries or deaths.

h. Obtain copy of Incident Medical Plan.

i. Keep informed and report on status of hospitalized personnel.

j. Coordinate/handle all administrative paper work on serious injuries or deaths.

k. Arrange for notification of next of kin of seriously injured or deceased incident personnel.

l. Keep the Compensation/Claims Unit Leader advised on nature and status of all existing and potential claims.

m. Obtain Demobilization Plan and ensure that necessary follow-up actions will be handled.

n. Coordinate with appropriate agency(s) to assume responsibility of injured personnel in local hospitals after demobilization.

SECTION VIII

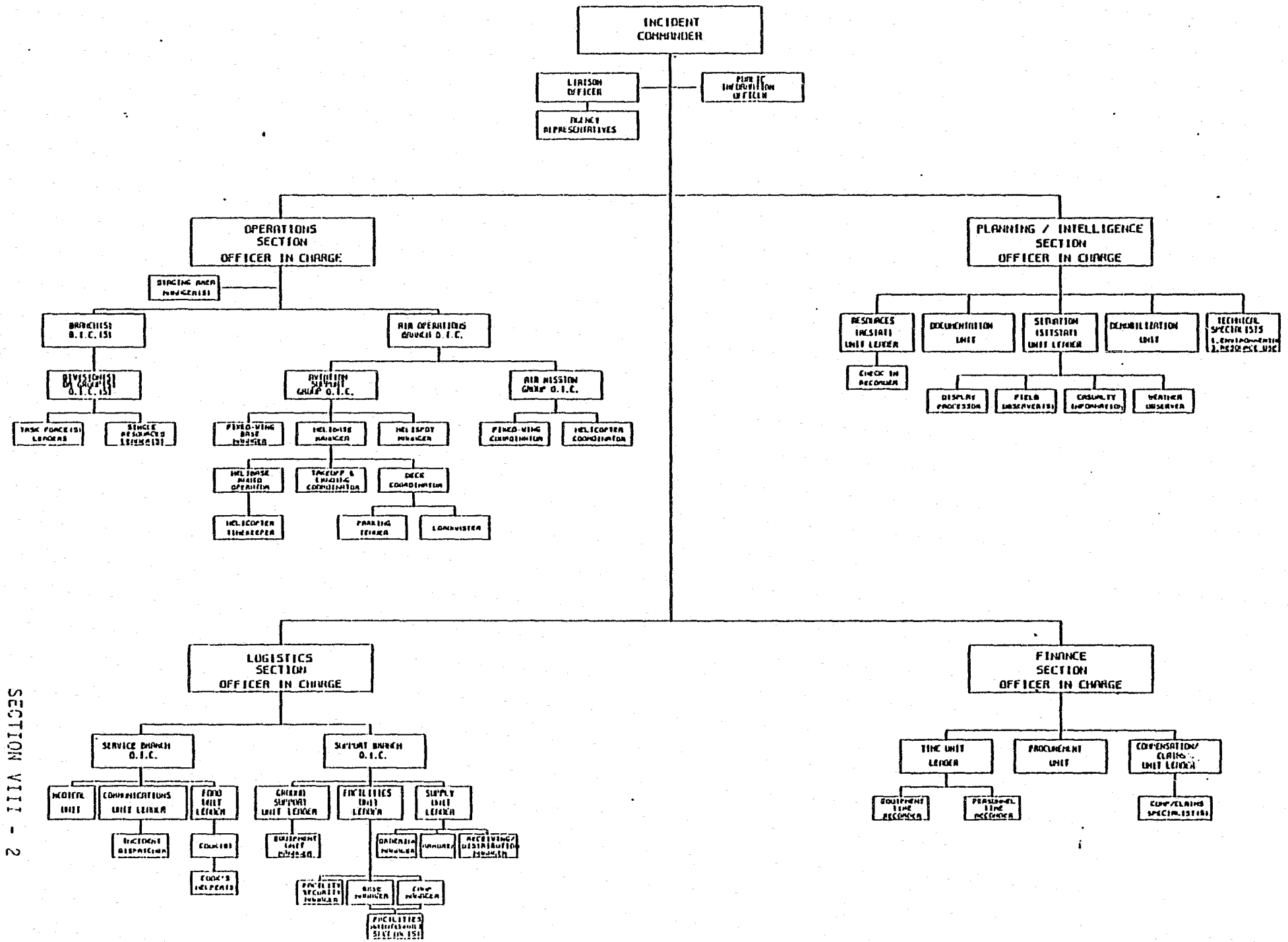
LAW ENFORCEMENT

INCIDENT COMMAND SYSTEM

Master Organization Chart

LAW E. CEMENT

INCIDENT COMMAND SYSTEM



SECTION VIII - 2

GLOSSARY A

Definitions of General Terms

This glossary contains definitions of terms, non-specific to law enforcement, frequently used in ICS applications.

AGENCY

Any organization that contributes resources to an incident.

AGENCY REPRESENTATIVE

Individual assigned to an incident from an assisting or cooperating agency who has been delegated full authority to make decisions on all matters affecting that agencies participation at the incident. Agency Representatives report to the Incident Liaison Officer.

ALLOCATED RESOURCES

Resources dispatched to an incident that have not yet checked-in.

ASSIGNED RESOURCES

Resources checked-in and assigned work tasks on an incident.

ASSISTING AGENCY

An agency directly contributing support or service resources to another agency.

AVAILABLE RESOURCES

Resources assigned to an incident and available for an assignment.

BASE

That location at which the primary incident logistics functions are coordinated and administered. (Incident name or other designator will be added to the term "Base"). The Incident Command Post may be collocated with the base. There is only one base per incident.

BRANCH

That organizational level having functional/geographic responsibility for major segments of incident operations. The Branch level is organizationally between Section and Division/Group.

CAMP

A geographical site, within the general incident area, separate from the Base, equipped and staffed to provide food, water, and sanitary services to incident personnel.

CLEAR TEXT

The use of plain English in radio communications transmissions; no "Ten Codes", or agency specific codes are used when using Clear Text.

COMMAND

The act of directing, ordering and/or controlling resources by virtue of explicit legal, agency, or delegated authority.

COMMAND STAFF

The Command Staff consists of the Public Information Office and Liaison Officer, who report directly to the Incident Commander.

COMM. UNIT

(Communications Unit) A vehicle (trailer or mobile van) used to provide the major part of an incident Communications Center.

COORDINATION

The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority (for its decision) of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or interagency) does not in and of itself involve command actions. However, personnel responsible for coordination may perform command functions within limits as established by specific agency delegations, procedures, legal authority, etc.

COOPERATING AGENCY

An agency supplying assistance other than direct support or service functions to the incident control effort (e.g. Red Cross, telephone company, etc.).

CREW TRANSPORT

Any vehicle capable of transporting personnel in specified numbers.

DISPATCH

The implementation of a command decision to move a resource or resources from one place to another.

DIVISION

That organization level having responsibility for operations within a defined geographic area or with functional responsibility. The Division level is organizationally between the Task Force and the Branch. (See also "Group")

FUEL TENDER

Any vehicle capable of supplying fuel to ground or airborne equipment.

GENERAL STAFF

The group of incident management personnel comprised of:
The Incident Commander
The Operations O.I.C.
The Planning/Intelligence O.I.C.
The Logistics O.I.C.
The Finance O.I.C.

GROUP

A functional division, often not constrained by geographic areas on an incident.

HELIBASE

A location within the general incident area for parking, fueling, maintenance, and loading of helicopters.

HELICOPTER TENDER

A ground service vehicle capable of supplying fuel and support equipment to helicopters.

HELISPOT

A location where a helicopter can take off and land.

INCIDENT

Any situation, man-made or natural, regardless of size or complexity, that requires action to protect life or property.

INCIDENT ACTION PLAN

The Incident Action Plan contains general objectives reflecting the overall incident strategy, and specific action plans for the next operational period. When complete, the Incident Action Plans will have a number of attachments.

INCIDENT COMMANDER

The individual responsible for the overall management of all incident operations.

INCIDENT COMMAND POST (ICP)

That location at which the primary command functions are executed and usually collocated with the incident base.

INCIDENT COMMAND SYSTEM (ICS)

The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.

JURISDICTIONAL AGENCY

The agency having jurisdiction and responsibility for a specific geographical area.

MESSAGE CENTER

The message center is part of the Communications Center and is collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status; administrative and tactical traffic.

MULTIAGENCY COORDINATION SYSTEM (MACS)

The combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination of assisting agency resources and support to agency emergency operations.

OPERATIONS COORDINATION CENTER (OCC)

The primary facility of the Multiagency Coordination System. It houses the staff and equipment necessary to perform the MACS functions.

OPERATIONAL PERIOD

The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan.

ORTHOPHOTO MAPS

Aerial photographs corrected to scale such that measurements may be taken directly from the prints. They may contain graphically emphasized geographic features and may be provided with overlays of such features as: water systems, important facility locations, etc.

OUT-OF-SERVICE RESOURCES

Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

OVERHEAD PERSONNEL

Personnel who are assigned to supervisory positions which includes Incident Commander, Command Staff, General Staff, O.I.C.'s, and Unit Leaders.

PLANNING MEETING

A meeting, held as needed throughout the duration of an incident, to select strategies and tactics for incident control operations and for service and support planning.

REPORTING LOCATIONS

Any one of six facilities/locations where incident assigned resources may check-in. The locations are: Incident Command Post--Resources Unit (RESTAT), Base, Camp, Staging Area, Helibase or Division or Group O.I.C. for direct line assignments. (Check-in at one location only)

RESCUE

Systematic removal of person(s) from a hazardous situation or environment.

RESOURCES

All personnel and major items of equipment available, or potentially available, for assignment to incident.

RESTAT

An acronym for Resource Unit--A Unit within the Planning/Intelligence Section.

SECTION

That organization level having functional responsibility for primary segments of incident operations such as: Operations, Planning/Intelligence, Logistics, Finance. The Section level is organizationally between Branch and Incident Commander.

SITSTAT

An acronym for the Situation Unit--A Unit within the Planning/Intelligence Section.

STAGING AREA

That location where available incident personnel and equipment are grouped together waiting for specific assignments.

TASK FORCE

A group of resources with common communications and a leader temporarily assembled for a specific mission.

TECHNICAL SPECIALISTS

Personnel with special skills who are activated only when needed. Technical Specialists may be needed in the areas of environmental concerns, resource use and training areas.

UNIFIED COMMAND

A method for all agencies or individuals who have jurisdictional responsibility, and in some cases those who have functional responsibility, at the incident to contribute to: determining overall objectives for the incident; and, selection of a strategy to achieve the objectives.

UNIT

That organization element having functional responsibility for a specific incident planning/intelligence, logistic, or finance activity.

GLOSSARY B

Definitions of Law Enforcement Terms

This glossary contains definitions of terms, specific to law enforcement, frequently used in ICS applications.

ALL-TERRAIN VEHICLE (ATV)

A small specialty vehicle capable of off-road wilderness travel under all conditions of weather and terrain; equipped with a first aid kit; manned by a licensed driver.

ARSON INVESTIGATOR

A peace officer specifically trained and equipped to conduct a criminal investigation of the scene of an arson or suspected arson.

BOMB/EXPLOSIVES INVESTIGATOR

A peace office specifically trained and equipped to investigate explosive devices and render them safe, and to conduct a criminal investigation of the scene of an explosion.

CHEMICAL AGENT DELIVERY SPECIALIST

A full-time salaried peace officer specifically trained and equipped to deliver CN or CS chemical agents in both outdoor situations and those involving structures.

CORONER (DEPUTY CORONER)

A person with statutory authority to carry out the duties of the Coroner of the County. It must be noted that, absent any specific cross-designation, a Deputy Coroner only has authority in his home county.

CRISIS NEGOTIATOR

A person specifically trained to negotiate with dangerous barricaded individuals.

FIELD KITCHEN

A self-contained mobile facility for the preparation and serving of hot meals under varied conditions of weather and terrain. Fully capable of preparing hot or cold meals for transportation to remote feeding locations. Usually operates under the Food Unit Leader, Service Branch, of the Logistics Section of L.E.I.C.S.

FORENSIC LABORATORY TECHNICIAN

A law enforcement agency member skilled in the location, collection, and preservation of physical evidence, equipped appropriately to carry out those functions - has vehicle.

HELICOPTER

Please refer to Appendix C - Classification of Air Mission Resources.

HOMICIDE INVESTIGATOR

A peace officer trained and equipped to conduct a criminal investigation of the scene of a homicide.

IDENTIFICATION TECHNICIAN

A law enforcement agency member skilled in crime scene photography and latent fingerprint processing techniques, equipped appropriately to carry out those functions - has vehicle.

K-9 TEAM

A trained, certified "Police Service Dog" with a patrolman handler and a patrol vehicle.

MOTORCYCLE, SAR

A police or civilian motorcycle with off-road capability, manned by a patrolman, reserve patrolman, or SAR member.

MOTORCYCLE, TRAFFIC ENFORCEMENT

A marked, radio equipped police motorcycle, with emergency lights and siren; complete with 1st aid kit, flares, blanket, traffic accident investigation aids: manned by a patrolman qualified in traffic enforcement/investigation.

PATROLBOAT

A marked, radio equipped law enforcement agency powerboat equipped with emergency lights, siren, and P.A.; complete with first aid kit, fire extinguisher, blankets, flotation devices, tow line: manned by a patrolman or reserve patrolman.

PATROLMAN

A full-time salaried peace officer in full agency uniform with soft body armor; armed with a handgun and a minimum of 18 rounds of ammunition; carrying HT radio, handcuffs, baton, flashlight, notebook with pen/pencil.

PATROL VEHICLE, 4WD

A marked, radio equipped, 5-passenger police 4-wheel drive vehicle with mud/snow tires, caged for prisoner transport; equipped with emergency lights, siren, and P.A.; complete with shotgun, fire extinguisher, first aid kit, flares, blanket, shovel, ax, tow chain or strap and tire chains: manned by a patrolman.

PATROL VEHICLE, GENERAL PURPOSE

A marked, radio equipped, 4-door/5-passenger police vehicle, caged for prisoner transport; equipped with emergency lights, siren, and P.A.; complete with shotgun, fire extinguisher, first aid kit, flares, blanket, and shovel: manned by a patrolman.

PATROL VEHICLE, TRAFFIC ENFORCEMENT

A marked, radio equipped, police vehicle, equipped with a push bumper, emergency lights, siren, and P.A.; complete with shotgun, fire extinguisher, first aid kit, flares, blankets, shovel, traffic accident investigation aids. Manned by a patrolman qualified in traffic enforcement and investigation.

RESERVE PATROLMAN, LEVEL I

A certified Level I Reserve Peace Officer in full agency uniform with soft body armor; armed with a handgun and 18 rounds of ammunition; carrying HT radio, handcuffs, baton, flashlight, notebook with pen/pencil.

RESERVE PATROLMAN, LEVEL II

A certified Level II Reserve Peace Officer in full agency uniform with soft body armor; armed with a handgun and 18 rounds of ammunition; carrying HT radio, handcuffs, baton, flashlight, notebook with pen/pencil.

RESERVE PATROLMAN, LEVEL III

A certified Level III Reserve Peace Officer in full agency uniform with soft body armor; armed with a handgun and 18 rounds of ammunition; carrying HT radio, handcuffs, baton, flashlight, notebook with pen/pencil.

SAR MEMBER

An agency affiliated (sworn, non-sworn, or reserve) or civilian member of an organized, trained, and equipped Search & Rescue Unit or Team.

SAR UNIT/TEAM

A unit of a public agency, or non-agency affiliated civilian group; organized, trained, and equipped to carry out search and rescue/recovery missions.

SAR-AERO SQUADRON

The volunteer air-arm of search and rescue. A unit of trained aviators, supplying their privately owned aircraft in support of field operations. Most likely to be deployed under the Fixed-wing Coordinator, Air Mission Group, of the various positions within the L.E.I.S. Aviation Support Group. Agency affiliated units may also provide direct law enforcement services such as prisoner transportation, surveillance, communications relay, etc.

SAR-ALPINE SEARCH & RESCUE

A SAR Unit specially trained and equipped to carry out Alpine-style search and rescue operations, especially hi-angle rockwork and rescues from vehicles driven off of mountainous roads, as well as being qualified in avalanche rescue operations. Must be capable of carrying out all missions under the most extreme conditions of elevation and weather.

SAR-COMMUNICATIONS UNIT

A SAR Unit organized, trained, and specially equipped to provide mobile field communication capabilities in support of search and rescue operations. Must be capable of providing multiple avenues of communication; including police service radio frequencies, as well as citizens' band (CB) radio, amateur radio ("Ham"), teletype, mobile telephone, field telephone, television and command post public address system. Most likely to be deployed under the Communications Unit Leader, Service Branch, of the L.E.I.C.S. Logistics Section. Agency affiliated units may also provide field communication capabilities in law enforcement tactical situations such as barricaded suspect/hostage situations, hi-risk warrant services, clandestine laboratory raids, etc.

SAR-DESERT RESCUE

A SAR Unit specially trained and equipped, including such resources as 4-wheel drive vehicles, ATVs, motorcycles, ultralight aircraft, fixed-wing aircraft, etc., to conduct search and rescue operations over vast expanses of varied desert terrain. Must be fully self-supporting for extended operations under adverse conditions of terrain and weather.

SAR-DIVE RESCUE TEAM

A SAR Unit of Certified SCUBA Divers specially trained and equipped to deal with water emergencies such as drownings, boating accidents, aircraft crashes in lakes and rivers; as well as non-emergency functions such as evidence retrieval from water. Trained in black-water diving techniques; specifically equipped and trained to carry out ice rescues. Cross training in Swift Water Rescue desirable.

SAR-HEAVY RESCUE UNIT

A SAR Unit that is organized, equipped, and trained to locate/ rescue persons trapped in the rubble of structures of any size or construction. In addition to the equipment and skills necessary for Light Rescue (q.v.) must have the further ability to determine the heavy equipment requirements of a rescue situation, supervise the utilization or actually operate such equipment. The unit must have a sound working knowledge of strutural engineering or immediate access to a technical specialist with such knowledge.

SAR-HORSE UNIT

A SAR Unit capable of conducting search and rescue operations utilizing horses as their primary means of transportation. If the unit is public agency affiliated, and the members sworn peace officers, the unit may be cross trained to provide mounted law enforcement services at parades, riots, major public events, rock concerts, etc.

SAR-LIGHT RESCUE TEAM

A SAR Unit specially trained and equipped to locate and rescue persons trapped in the rubble of collapsed residential and light commercial structures utilizing special equipment such as optical fiber television and infrared radiation detection devices, light hydraulic powered rescue tools, chain saws and metal saws, tracking dogs. May additionally be qualified in Heavy Rescue techniques.

SAR-MINE RESCUE

A SAR Unit specially trained and equipped to conduct rescue operations in man-made confined spaces such as mine shafts, sewers, wells, pipes, etc. Capable of operating in oxygen deprived atmosphere as well as those found to contain poisonous gases. A sufficient number of members should be further trained and equipped in the sub-specialty of Cave Rescue to allow the safe execution of missions involving natural, confined spaces where light is absent.

SAR-ROCK TEAM

A SAR Unit specially trained in hi-angle rock rescue; may or may have have the other skills required of an Alpine team.

SAR-SWIFT WATER RESCUE

A SAR Unit trained and equipped to handle swift water rescues from rivers and streams, flood control channels, flooded streets, etc.
Cross training as Dive Rescue Team desirable.

SAR-TRACKER

A SAR member who has been specially trained in mantracking techniques and found through actual experience to have developed tracking skills to a high degree of competency.

SAR-TRACKING DOG

K9 version of the SAR tracker; may or may not be a certified "police service dog". Should have the further ability to locate persons trapped in the rubble of collapsed structures.

SNIPER TEAM

A minimum of two full-time salaried peace officers, one specially trained as a precision marksman and equipped with a suitable rifle; the other trained and equipped to perform as spotter/observer and security for the team.

SWAT TEAM

A group of full-time, salaried peace officers specially trained and equipped to deal with high-risk law enforcement events such as barricaded, armed criminals and hostage situations. Tactical capabilities include delivery of chemical irritant agents, forced entry, and precision marksmanship. The team must possess the necessary vehicles for self-mobility.

UTILITY VEHICLE, 4WD

A police or civilian 4-wheel drive vehicle with mud/snow tires; equipped with first aid kit, blanket, shovel, ax, flares, tow chain or strap, and fire extinguisher: manned by a licensed driver.

APPENDIX A

CALIFORNIA LAW ENFORCEMENT AGENCY DESIGNATORS

Designators for California Law Enforcement Agencies are based on the Department of Justice California Law Enforcement Teletype System (CLETS) mnemonic identifiers. In the case of multiple mnemonics/ agency the most representative, or best known, mnemonic was selected as the identifier. In cases where no CLETS mnemonic existed for an agency a logical 3 letter identifier, that did not conflict with any assigned CLETS mnemonic, was selected.

AGENCY	IDENTIFIER	MUTUAL AID REGION
ADELANTO PD	ADL	6
ALAMEDA CO SD	OAK	2
ALAMEDA PD	AMP	2
ALBANY PD	APD	2
ALHAMBRA PD	ALH	1
ALPHINE CO SD	MKV	4
AMADOR CO SD	JAK	4
ANAHEIM PD	ANH	1
ANDERSON PD	AND	3
ANTIOCH PD	ANT	2
ARCADIA PD	ARC	1
ARCATA PD	ARP	2
ARROYO GRANDE PD	ARO	1A
ARVIN PD	ARV	5
ATASCADERO PD	ATS	1A
ATHERTON PD	ATN	2
ATWATER PD	ATW	5
AUBURN PD	ABP	4
AZUSA PD	AZU	1
BAKERSFIELD PD	BCP	5
BALDWIN PARK PD	BPK	1
BANNING PD	BMG	6
BARSTOW PD	BAP	6
BART POLICE SERVICE	BRT	2
BEAR VALLEY PD	BRV	5
BEAUMONT PD	RVJ	6
BELL GARDENS PD	BGS	1
BELL PD	BEL	1
BELMONT PD	BLM	2
BELVEDERE PD	BVD	2
BENICIA PD	BEN	2
BERKELEY PD	BRY	2
BEVERLY HILLS PD	BVH	1
BISHOP PD	BIS	6
BLYTHE PD	RVB	6
BRAWLEY PD	BWY	6
BREA PD	BRA	1
BRENTWOOD PD	BRN	2
BRISBANE PD	BRS	2
BROADMORE PD	BRD	2

BUENA PARK PD	BUP	1
BURBANK PD	BUR	1
BURLINGAME PD	BRM	2
BUTTE CO SD	ORV	3
CALAVERAS CO SD	SAD	4
CALEXICO PD	CLX	6
CALIFORNIA CITY PD	CAC	5
CALIFORNIA DEPARTMENT OF FORESTRY	CDF	ALL
CALIFORNIA DEPT. OF CORRECTIONS	DOC	ALL
CALIFORNIA DEPT. OF JUSTICE	DOJ	ALL
CALIFORNIA HIGHWAY PATROL	CHP	ALL
CALIFORNIA NATIONAL GUARD	CNG	ALL
CALIFORNIA STATE COLLEGES	CSC	ALL
CALIFORNIA STATE MILITIA	SMR	ALL
CALIFORNIA STATE POLICE	SPS	ALL
CALIFORNIA STATE UNIVERSITIES	CSU	ALL
CALISTOGA PD	CAL	2
CAMPBELL PD	CAM	2
CAPITOLA PD	CAP	2
CARLSBAD PD	CBD	6
CARMEL PD	CAR	2
CARPENTERIA PD	CPD	1A
CERES PD	CRS	4
CHICO PD	CCP	3
CHINO PD	CHN	6
CHOWCHILLA PD	CHO	5
CHULA VISTA PD	CHL	6
CLAREMONT PD	CLA	1
CLEARLAKE PD	CLK	2
CLOVERDALE PD	CLO	2
CLOVIS PD	FSC	5
COACHELLA PD	RVG	6
COALINGA PD	FSG	5
COLMA PD	CLM	2
COLTON PD	COL	6
COLUSA CO SD	CLS	3
COMPTON PD	COM	1
CONCORD PD	CON	2
CONTRA COSTA CO SD	MRW	2
CORCORAN PD	CRR	5
CORONA PD	RVC	6
CORONADO PD	CRO	6
COSTA MESA PD	SMP	1
COTATI PD	CTI	2
COVINA PD	COV	1
CULVER CITY PD	CUC	1
CYPRESS PD	CYP	1
DAVIS PD	DPD	4
DEL NORTE CO SD	CRC	2
DELANO PD	DNO	5
DESERT HOT SPRINGS PD	DHS	6
DINUBA PD	DNB	4
DIXON PD	DIX	2
DOWNEY PD	DOW	1
EL CAJON PD	ELD	6
EL CENTRO PD	ECP	6

EL CERRITO PD	ECR	2
EL MONTE PD	ELM	1
EL SEGUNDO PD	ELS	1
EMERYVILLE PD	EPD	2
ESCALON PD	ESP	4
EUREKA PD	EKP	2
EXETER PD	EXT	4
FAIRFAX PD	FAX	2
FAIRFIELD PD	FFP	2
FEDERAL BUREAU OF INVESTIGATION	FBI	ALL
FILLMORE PD	FIL	1A
FIREBAUGH PD	FSF	5
FOLSOM PD	FOS	4
FONTANA PD	FON	6
FORT BRAGG PD	FTB	2
FORTUNA PD	FOR	2
FOSTER CITY PD	FCY	2
FOUNTAIN VALLEY PD	FTV	1
FREMONT PD	FPD	2
FRESNO CO SD	FSO	5
FULLERTON PD	FUL	1
GALT PD	GAL	4
GARDEN GROVE PD	GGP	1
GARDENA PD	GRD	1
GILROY PD	GIL	2
GLENDALE PD	GLN	1
GLENDORA PD	GDA	1
GLENN CO SD	WIL	3
GRASS VALLEY PD	GRS	4
GRIDLEY PD	GPD	3
GROVER CITY PD	GRO	1A
GUADALUPE PD	GUA	1A
GUSTINE PD	GUS	5
HALF MOON BAY PD	HMB	2
HANFORD PD	HNF	5
HAWTHORNE PD	HAW	1
HAYWARD PD	HPD	2
HERALDSBURG PD	HEP	2
HEMET PD	RVU	6
HERCULES PD	XAZ	2
HERMOSA BEACH PD	HRB	1
HILLSBORO PD	HIL	2
HOLTVILLE PD	HVP	6
HUGHSON PD	HUS	4
HUMBOLT CO SD	EKA	2
HUNTINGTON BEACH PD	HTB	1
HURON PD	HUR	5
IMPERIAL CO SD	ECT	6
INDIO PD	RVI	6
INGLEWOOD PD	ING	1
INYO CO SD	IND	6
IRVINE PD	IRV	1
IRWINDALE PD	IRW	1
KERMAN PD	KEM	5
KERN CO SD	BKG	5
KINGS CO SD	HAN	5

KINGSBURG PD	KPD	5
LA HABRA PD	LAH	1
LA MESA PD	LAM	6
LA PALMA PD	LPM	1
LA VERNE PD	LAV	1
LAGUNA BEACH PD	LAG	1
LAKE CO SD	LAK	2
LARKSPU/CORTE MADRE-TWIN CITIES	TWC	2
LASSEN CO SD	SVL	3
LEMORE PD	LEM	5
LINCOLN PD	LDP	4
LIVERMORE PD	LIV	2
LIVINGSTON PD	LIS	5
LODI PD	LPD	4
LOMPOC PD	LOM	1A
LONG BEACH PD	LBQ	1
LOS ALAMITOS PD	LAL	1
LOS ALTOS PD	LSA	2
LOS ANGELES	LOP	1
LOS ANGELES PD	LSH	1
LOS BANOS PD	LSB	5
LOS GATOS PD	LGP	2
MADERA PD	MDB	5
MADERA CO SD	MDA	5
MANHATTAN BEACH PD	MBH	1
MANTECA PD	MAN	4
MARE ISLAND PD	NMI	2
MARIN CO SD	SRF	2
MARIPOSA CO SD	MPA	5
MARTINEZ PD	MRP	2
MARYSVILLE PD	MRV	3
MAYWOOD PD	MWD	1
MCFARLAND PD	MAC	5
MENDOCINO CO SD	UKI	2
MENDOTA PD	MND	5
MENLO PARK PD	MNP	2
MERCED CO SD	MCO	5
MERCED PD	MCD	5
MILL VALLEY PD	MVP	2
MILLBRAE PD	MLB	2
MILPITAS PD	MIL	2
MODESTO PD	MOD	4
MODOC CO SD	ALT	3
MONO COP SD	BPT	6
MONROVIA PD	MOR	1
MONTCLAIR PD	MCP	6
MONTEREY CO SD	MOM	2
MONTEREY PARK PD	MPK	1
MONTEREY PD	MPD	2
MORGAN HILL PD	MGH	2
MORRO BAY PD	MBA	1A
MOUNTAIN VIEW PD	MVW	2
NATIONAL CITY PD	NAC	6
NATIONAL PARK SERVICE	NPS	ALL
NEEDLES PD	NLD	6
NEVADA CO SD	NVC	4

NEWARK PD	NPD	2
NEWMAN PD	NMW	4
NEWPORT BEACH PD	NPB	1
NOVATO PD	NAV	2
OAKDALE PD	ODL	4
OAKLAND PD	OAP	2
OCEANSIDE PD	OCP	6
ONTARIO PD	ONT	6
ORANGE CO SD	OCS	1
OROVILLE PD	OVP	3
OXNARD PD	OXP	1A
PACIFIC GROVE PD	PAC	2
PACIFICA PD	PCF	2
PALM SPRINGS PD	RVP	6
PALO ALTO PD	PAP	2
PALOS VERDES PD	PVE	1
PARADISE PD	PDP	3
PASADENA PD	PAZ	1
PASO ROBLES PD	PRP	1A
PATTERSON PD	PPF	4
PERRIS PD	RVF	6
PETALUMA PD	PET	2
PIEDMONT PD	PPD	2
PINOLE PD	PIN	2
PISMO BEACH PD	PIB	1A
PITTSBURG PD	PIT	2
PLACENTIA PD	PLC	1
PLACER CO SD	AUB	4
PLACERVILLE PD	PLD	4
PLEASANT HILL PD	PHL	2
PLEASANTON PD	PLP	2
PLUMAS CO SD	QCY	3
POMONA PD	POM	1
PORT HUENEME PD	PHE	1A
PORTERVILLE PD	POR	4
RED BLUFF PD	RDP	3
REDDING PD	RDP	3
REDLANDS PD	RDL	5
REDONDO BEACH PD	RBH	1
REDWOOD CITY PD	RCY	2
REEDLEY PD	FSR	5
RIALTO PD	RIA	6
RICHMOND PD	RHD	2
RIDGECREST PD	RIG	5
RIO DELL PD	RIO	2
RIO VISTA PD	ROV	2
RIPON PD	RIP	4
RIVERBANK PD	RBK	4
RIVERSIDE CO SD	RVS	6
RIVERSIDE PD	RVR	6
ROCKLIN PD	RKN	4
ROHNERT PARK PUBLIC SAFETY	ROH	2
ROSEVILLE PD	RSP	4
ROSS PD	ROS	2
SACRAMENTO PD	PDS	4
SALINAS PD	SPD	2

SAN ANSELMO PD	SAN	2
SAN BENITO CO SD	HOL	2
SAN BERNARDINO CO SD	SBO	6
SAN BRUNO PD	SNB	2
SAN CARLOS PD	SNC	2
SAN CLEMENTE PD	SCL	1
SAN DIEGO CO SD	SDG	6
SAN DIEGO PD	SDP	6
SAN FERNANDO PD	SNF	1
SAN FRANCISCO PD	XTP	2
SAN GABRIEL PD	SNG	1
SAN JACINTO PD	RSJ	6
SAN JOSE PD	SJP	2
SAN LEANDRO PD	SLD	2
SAN LUIS OBISPO PD	SLF	1A
SAN LUIS OBISPO CO SD	SLS	1A
SAN MARINO PD	SNM	1
SAN MATEO CO SD	SOS	2
SAN MATEO/FOSTER CITY PD	SMM	2
SAN PABLO PD	SPO	2
SAN RAFAEL PD	SRP	2
SANGER PD	FSS	5
SANTA ANA PD	SAP	1
SANTA BARBARA CO SD	SMU	1A
SANTA BARBARA PD	SBG	1A
SANTA CLARA CO SD	SJK	2
SANTA CLARA PD	SCP	2
SANTA CRUZ CO SD	SCS	2
SANTA CRUZ PD	SCZ	2
SANTA MARIA PD	SMP	1A
SANTA MONICA PD	STM	1
SANTA PAULA PD	STB	1A
SANTA ROSA PD	SRO	2
SAUSALITO PD	SAS	2
SCOTTS VALLEY PD	SCV	2
SEAL BEACH PD	SLB	1
SEASIDE PD	SEA	2
SEBASTOPOL PD	SEP	2
SELMA PD	SLM	5
SHAFTER PD	SHF	5
SHASTA CO SD	RDG	3
SIERRA CO SD	DVL	3
SIERRA MADRE PD	SME	1
SIGNAL HILL PD	SGH	1
SIMI VALLEY PD	SVS	1A
SISKIYOU CO SD	YKA	3
SOLANO CO SD	FFS	2
SONOMA CO SD	SOA	2
SONORA PD	SOP	4
SOUTH LA PD	SLG	1
SOUTH LAKE TAHOE PD	LTP	4
SOUTH PASADENA PD	SPA	1
SOUTH SAN FRANCISCO PD	SSF	2
SOUTHGATE PD	SGT	1
ST HELENA PD	STH	2
STANTON PD	STA	1

STOCKTON PD	SKN	4
SUISUN PD	SUI	2
SUNNYVALE DEPT PUBLIC SAFETY	SUN	2
SUTTER CO SD	YCS	3
TAFT PD	TAF	5
TEHACHAPI PD	TEP	5
TEHAMA PD	RBF	3
TIBURON PD	TIB	2
TORRANCE PD	TOR	1
TRACY BPD	TPD	4
TRINITY CO SD	WRS	3
TULARE CO SD	VSL	4
TULARE PD	TUL	4
TUOLUMNE CO SD	SNR	4
TURLOCK PD	TRP	4
TUSTIN PD	TUS	1
UKIAH PD	UKP	2
UNION CITY PD	UPD	2
UNITED STATES ARMY	USA	ALL
UNIVERSITIES OF CALIFORNIA	UCA	ALL
UPLAND PD	UPL	6
US BORDER PATROL	UBP	ALL
US BUREAU OF LAND MANAGEMENT	BLR	ALL
US FOREST SVC	USF	ALL
US MARSHAL	USM	ALL
US SECRET SVC	USS	ALL
VACAVILLE PD	VAC	2
VALLEJO PD	VLO	2
VAN NUYS PD	HCB	1
VENTURA CO SD	VTA	1A
VENTURA PD	VTP	1A
VERNON PD	VER	1
VISALIA PD	VIP	4
WALNUT CREEK DEPT OF PUBLIC SAFETY	WAC	2
WATERFORD PD	WFD	4
WATSONVILLE PD	WVL	2
WESTMINSTER PD	WST	1
WHITTIER PD	WHI	1
WILLITS PD	WLT	2
WINTERS PD	PDW	4
WOODLAND PD	WPD	4
YOLO CO SD	YOA	4
YREKA PD	YKP	3
YUBA CITY PD	YCP	3
YUBA SO SD	MRS	3

APPENDIX B

RESOURCE CARDS (T-CARDS) COLOR AND USE

Different color resource cards (T-cards) are used to denote kinds of resources. The colors, and the resources they represent are:

KIND OF RESOURCE	CARD COLOR
Patrol Vehicles	Rose
Patrol Vehicles, 4WD	Yellow
Patrolmen	Green
Personnel (Overhead)	White
Helicopters	Blue
Fixed-wing Aircraft	Orange
Misc. Equipment/Task Forces	Tan
Misc. Units/Teams	White/red trace
Location Labels	Grey

APPENDIX C

Air Mission Resources

OBSERVATION HELICOPTER

A helicopter used primarily for visual observation; crewed by a pilot or a pilot and observer. Equipped with a searchlight, public address system, and multi-frequency radio and scanner.

Typical Observation Helicopters include the Bell Model 47, Enstrom, Hughes Model 300, and Robinson Model R-22.

LIGHT HELICOPTER

A helicopter used as an observation helicopter and also capable of transporting 2 to 7 personnel. In an emergency evacuation able to carry either 1 or 2 litter patients. Equipped with multi-frequency radio and scanner.

Typical Light Helicopters include the A-Star AS 350 Ecurevili, Bell Model 206 (Jet Ranger), Bell 206 L3 (Long Ranger), MBB 105 (BO 105), MBB 117 (BK 117), and Hughes Model 500D.

MEDIUM HELICOPTER

A helicopter used primarily for transportation and medical evacuation. Has a crew of 1 or 2 pilots, crew chief, and/or 2 medical personnel. Able to carry 7 to 13 passengers and crew and 1 to 3 litter patients. Normal crewing for medical evacuation is a pilot, crew chief, and 2 medical personnel. Additional equipment of a search light and multi-frequency radio and scanner. May or may not have hoist capabilities.

Typical medium helicopters include the Agusta Model 109, Bell UH1H (Bell 205 A-1 Heuy), Bell UH1B (Bell 204 Huey), Bell UH1N (Bell 212), Bell Model 222, Dauphin Model SA 365C), Sikorsky Model S-58 (H-34), Sikorsky S-76, and Sikorsky UH 60 (Blackhawk).

HEAVY HELICOPTER

A helicopter used mainly for transportation, evacuation, and resupply. Has a crew of 2 pilots, crew chief, and/or 2 medical personnel. Able to carry 26 to 55 passengers and crew and 15 to 24 litter patients. Normal crewing for medical evacuation is 2 pilots, crew chief, and 2 medical personnel. Additional equipment is search light and multi-frequency radio and scanner. Has hoisting capabilities.

Typical heavy helicopters include the Boeing Model 107 (CH-46), Boeing 114 (CH-47), Sikorsky S-61 (H3F), and Sikorsky S-65 (H-53).

PILOT

The individual trained to operate the helicopter on the various types of missions to which it may be assigned; the individual who is the ultimate authority for the operation, conduct, and safety of the helicopter, its crew and passengers. The pilot may be a sworn law enforcement officer or a civilian.

OBSERVER

The individua who coordinates and directs the helicopter in regards to law enforcement activities; a sworn law enforcement officer; equipped with a handgun, additional ammunition, handcuffs, maps, notebook with pen/pencil.

CREW CHIEF

An observer who has been trained to handle specialized helicopter operations, e.g. rappelling, extractions, hoisting, etc.

MEDICAL PERSONNEL

Individuals who are trained to deliver emergency medical care ranging from basic first aid to advanced life support. May be sworn law enforcement personnel or civilians.

AIR RESCUE UNIT

A Reserve law enforcement unit comprised of medical personnel who are cross trained in aircraft operation and rescue techniques.

FLIR (FORWARD LOOKING INFRARED) DEVICE

Forward Looking Infrared (FLIR) is a high resolution imaging system, which produces pictures on a cockpit-mounted video monitor from a remote self-contained heat sensing camera. FLIR images can be rebroadcast to ground monitoring stations with appropirate down link equipment installed. FLIR may be effectively used for:

1. Searches (both criminal and search and rescue).
2. Roof checks (looking for escaping heat).
3. Checking vehicles or other objects for heat (recent use).
4. Locating fires (hot spots).

APPENDIX D

AIR MISSION RESOURCES ORDERING CHECKLIST

This checklist is not intended to make the user an expert in air mission resource designation, operations, or management. It is designed to provide guideline assistance to aid planners, logistic support requestors, as well as operations and command personnel in organizing their needs and transferring those needs in an orderly manner to the final provider of an air mission resource.

TRANSPORTATION CONSIDERATIONS

1. Passengers (PAX): Total number of personnel to be transported. (Base on average PAX weight of 180 pounds).

2. Cargo (pounds): Includes specialized equipment and/or team eqipment plus weight of individual's personal gear. Note unusual dimensions of specialized items of equipment, e.g., scuba tanks, avalanche probes, shoulder weapons, K9, etc.

3. Mission urgency (airspeed): Time constraints of the mission, e.g. ASAP, "today", future, etc.

4. Weather Considerations: Note destination/area of operations weather, e.g., cloudy, rain, ice, etc.

5. Destination Airfield/LZ/Helispot/Helibase: Note length, type of surface, roter clearance/dimensions, etc.

6. Alternate Destination data: see above

7. Aviation Hazard Conditions: Items that may impact on safety of the mission, e.g., powerlines, runaway construction or obstructions, competing air traffic, hostile conditions, etc.

8. Fuel Availability At Remote Sites: Type, hours of operations, pumping capability, etc.

9. Estimated Time Of Release (ETR): The length of time the resource will be utilized.

TACTICAL CONSIDERATIONS

1. Mission Description: What you need the aircraft to do, e.g., command and control, communications relay link, SWAT Team insertion, medical evacuation, etc.

2. Competent Observer: Normally supplied by the requestor - make sure everyone understands the arrangements.

3. Compatible Radio: Available through provider or supplied by requestor. Will ground-to-air radio contact be possible during the mission?

4. Mission Requirements: e.g., high wing, slow airspeed, maneuverable, rappel capability, covering fire, winching, etc.

5. Airborne Time: How long you need the resource in the air.

6. Area of Intended Operations: Where you plan on going, e.g., desert, mountains, urban environment, etc.

7. Estimated Time of Release: The length of time you plan to use the resource.

APPENDIX E

INCIDENT COMMAND SYSTEM FORMS

Currently, forms specific to LEICS exist only in prototype. Forms will be finalized during 1986 and be made available for LEICS user's consideration and utilization as soon as completed. It is suggested that as an interim measure local law enforcement agencies take advantage of the existing, and readily available, forms developed during the FIRESCOPE project.

Existing ICS forms, that with slight modifications, are deemed appropriate to LEICS use are:

Incident Briefing	ICS 201
Incident Objectives	ICS 202
Organization Assignment List	ICS 203
Division Assignment List	ICS 204
Incident Radio Communications Plan	ICS 205
Medical Plan	ICS 206
Incident Organizational Chart	ICS 207
Check-In List	ICS 211
General Message	ICS 213
Unit Log	ICS 214
Support Vehicle Inventory	ICS 218
Demobilization Checkout	ICS 221

Law enforcement agencies intending to utilize these forms should contact their local firefighting agency for the location of the nearest source of supply. These forms, in reasonable amounts, can usually be obtained at little or no cost to the agency.

Local or agency specific forms should be utilized to fill reporting needs not met by these forms.

APPENDIX F

Radio Communication

CLEAR TEXT

Inasmuch as L.E.I.C.S. is specifically designed to be efficient in managing incidents involving multiple agencies and even various disciplines (law enforcement, fire, medical, coroner, etc.) and because without effective communications, no management system can work; it is therefore imperative that incident personnel not communicate in agency-specific codes or terms not generally understood. There are obvious necessary exceptions, i.e., paramedic to hospital, etc.

Examples

WRONG: "Traffic Unit #2 is 10-97."
RIGHT: "Traffic Unit #2 on scene."

WRONG: "11-98 at County Hospital."
RIGHT: "Meet me at County Hospital."

COMMON RADIO FREQUENCIES

The ability to communicate by radio between units of various agencies in multi-agency incidents is critical. The incompatibility of radio equipment and, to a lesser degree, the absence of prearranged agreements between agencies to share frequencies during an emergency are the most serious factors hampering multi-agency responses. The necessity to pre-plan for inter-agency radio communication is essential.

While additional radio frequencies are at a premium and new equipment is expensive, short-term measures must be taken while more thorough and efficient inter-agency communications are planned. Whether considering stopgap measures or sophisticated long-term projects, the basis for successful inter-agency communications in a crisis is prior agreements to share available frequencies and predesignation of those frequencies.

An inexpensive and workable solution to incompatible radios is the purchase of scanners. The use of these receivers has the added advantage of bridging the gap between different frequency bands (multiple band scanners must be obtained if this is a consideration.) With this arrangement, units of one agency transmit on their own frequency and are received by units of another agency on the scanners. Return communication is similarly accomplished.

Of course, a more desirable and reliable arrangement is the ability of units of various agencies in a single geographical region to operate on each other's frequencies with their primary radio equipment. In California, CLEMARS (California Law Enforcement Mutual Aid

Radio System) has helped, although one frequency is absolutely inadequate for large-scale emergencies.

Regardless of how the compatible radio problem is solved, agencies must pre-plan their use of available frequencies.

Example

Four neighboring agencies are licensed for one frequency each, but have the ability to use each other's frequencies. Pre-planning might call for the routine business of all four agencies to be conducted on Agency A's frequency during an emergency. If necessary, traffic can be minimized by handling only essential calls for service for the duration of the situation. Agency B's frequency might be used by command staff of all four agencies to coordinate their collective efforts. Frequencies of Agencies C and D are then available for operations, logistics, etc.