

APPENDIX B

INCIDENT COMMAND SYSTEM GENERAL GUIDANCE AND POSITION MISSION STATEMENTS

General Guidance for ICS Personnel

1. On receiving your incident assignment, be certain you clearly understand the location you are to report to and the time you are expected to begin in the incident assignment.
2. On your arrival, check in with the appropriate supervisor or “check-in” location if you have been given a telephone number to call upon arrival.
3. In the event you are working in the EOC, request a copy of the EOC Activation SOP if you are not furnished one. Ask questions if you are not certain what your duties are. Request a briefing.
4. Use clear “open text” when communicating on the telephone or in written memoranda, such as multi-part message forms or Situation Reports. This means that you should not use codes, signals or jargon.
5. Acquire any office materials you may need, such as multi-part message forms or note pads.
6. Accountability of personnel is critical. Remember the principal of Unity of Command that each person is reportable to only one supervisor. Each supervisor is responsible for the accountability of those they supervise.
7. Continuously brief subordinates relative to new information you have received which pertains to their activities.
8. Advise the Incident Commander, Section Chief, or your supervisor, when personnel have accomplished their last mission and are available for new tasking.
9. Complete, maintain, or forward forms and reports as necessary.
10. Brief your subordinates about potential demobilization so they can prepare to conclude their necessary reports and activities in a timely manner.
11. Notify your subordinates when they can demobilize. Receive a final accountability report for all personnel, and advise the Incident Commander or your supervisors when you subordinates have demobilized and the status of personnel.

POSITION MISSION STATEMENT FOR Incident Commander

- Location:** On scene of the Incident or at North Port EOC.
- Recommended Staffing:** First arriving officer-in-charge (OIC) until relieved by Higher Authority
- North Port City Manager or his designated representative which may include the North Port Emergency Management Director.
- Activation:** Any situation which in the judgment of the on-scene ranking OIC requires the utilization of the ICS due to the concern for public safety, the safety of response personnel at the scene, and effective management of the incident.
- Responsibilities:** The Incident Commander is ultimately responsible for all incident activities including the development and implementation of strategic decisions and the utilization of extended resources. This individual must process information to and from the primary Section Chiefs and Staff operating within their span of control.
- General Procedures:**
- Arrive at the scene, or EOC, and establish command. Obtain an incident briefing from the OIC or previous incident commander.
 - Assess the incident and conduct an initial strategy briefing with the current operation command personnel.
 - Select and activate ICS elements as needed.
 - Brief the Command Staff and Section Chiefs
 - Participate in the preparation and authorize implementation of the *Incident Action Plan*.
 - Determine needs, make command decisions, and related the needs/decisions to the Command Staff and Section Chiefs.
 - Coordinate primary staff activities.
 - Manage overall incident.
 - Approve requests for and utilization of extended resources.
 - Brief the City Manager, or their designated representative, relative to on-going operations and significant changes in the situation.
 - Authorize release of information to the news media.
 - Obtain briefings from the Section Chiefs, Command Staff and other representatives as appropriate.
 - Ensure that the *Incident Status Form* (work sheet) is utilized and completed.
 - Obtain information on environmental concerns.

- Review the progress of the incident and channel organizational efforts toward the highest priority tasks.
- Insure that safety procedures and disciplines are practiced and maintained by all personnel.
- Approve the demobilization plan and oversee the return to normal operations.
- Participate in and approve a final incident summary, media briefing, reports and other documentation.
- Assure that historical records are transferred to the City Clerk for final custody.
- Accumulates after actions reports from those involved in the incident and develops a list of Lessons Learned, and transmits to all involved City departments, and external agencies. If appropriate make recommended changes to the North Port Comprehensive Emergency Management Plan.

**POSITION MISSION STATEMENT FOR
Incident Command Aide**

Location:	Command Post or North Port EOC
Recommended Staffing:	Any qualified individual appointed by the Incident Commander
Reports to:	Incident Commander
Activation:	When deemed necessary by the Incident Commander to assist with maintaining paperwork, records or communications or to assist the incident commander.
Purpose:	The Aide provides administrative and operational assistance to the IC, manages the command area and processes information that does not require the attention of the IC. This position requires a person with knowledge of the City's various departmental operating responsibilities and procedures, applicable ICS tactics and strategy and command terminology. This position may formulate decisions and issue directives to a level that has been designated by the IC.

General Procedures:

- Establish and secure the EOC area. If necessary, obtain assistance from the City of North Port Police Department.
- Obtain initial briefing and assignments from the IC.
- Initiate and maintain the IC worksheet. Log all pertinent information, or if a Historian is present, direct such information to the Historian for appropriate entries.
- Assist with the research and analysis of resource and reference materials as necessary to assist the IC or Command Staff.
- Operate various communications systems as needed. Relay command directives from the Incident Commander to the Command Staff and Section Chiefs as needed.
- Disseminate and assist in the processing of information both upward and downward as needed.
- Anticipate the needs of the IC and be prepared to respond accordingly.
- Assist the PIO by relating current incident information.
- Assist the liaison officer with management of representatives from other agencies.
- Observe operations and make suggestions and recommendations to the IC.
- Contributes to the development of an After-Action Report with Lessons Learned.

**POSITION MISSION STATEMENT FOR
Liaison Officer**

Location:	On the Scene at the Command Post or the North Port EOC
Recommended Staffing:	Any Qualified Individual Appointed by the Incident Commander
Reports to:	Incident Commander
Activation:	When a separate point of contact is needed due to the number of agencies represented on an incident. A liaison may also be furnished to the Sarasota County EOC for coordination during a county-wide or multiple county incident.
Purpose:	The Liaison Officer is a member of the Command Staff selected to serve as point of contact for other agencies to assist in communications and coordination with such.
Responsibilities:	The coordination of inter-agency activities and to assure communications exists between the City of North Port and other levels of emergency response, such as: Sarasota County, the State of Florida, Florida National Guard and/or Federal government.

General Procedures:

- Obtain initial in-briefing from the Incident Commander.
- Serve as a Point of Contact for assisting, coordinating and communicating with other agency representatives.
- Identify agency representatives for each response organization and establishing a means of communications with them.
- Attempt to limit communications with other agencies to one point of contact per agency to avoid confusion and unnecessary duplication of effort.
- Respond to all requests for agencies for special needs assistance.
- Respond to requests from North Port Incident Commander for any inter-agency contacts.
- Monitor the incident operations to identify current or potential inter-agency needs or problems.
- Maintain an on-going list of response involvement, such as personnel, equipment and mutual aid supplies from other agencies involved in the response effort. Maintain a list of activities which other agencies are currently involved in.
- Participate in planning meetings by providing status, limitations and capabilities of other agencies involved in the response effort.
- Upon agency request, provide specific information about the incident relative to: Operational Activities Anticipated During of Activities.
- Status of agency personnel involved in the operations Expected demobilization schedule

- If required to do so, be prepared to serve as a liaison from the City of North Port to other organizational EOCs.
- Serve a point of contact from North Port to the other organization Communicate information and requests between the organizations.
- Coordinate actions with the other agency on behalf of the North Port Incident Commander
- Contributes to the development of an After-Action Report with Lessons Learned.

**POSITION MISSION STATEMENT FOR
Public Information Officer**

Location:	At the Scene or in the North Port EOC
Recommended Staffing:	Any individual appointed by the Incident Commander
Reports to:	Incident Commander
Activation:	At the discretion of the IC for any incident of such significance that news media attention is attracted and assistance is required.
Purpose:	The PIO is the focal point for the official release of information to the news media.
Responsibilities:	The PIO is the contact person for media representatives. Coordinates release of all incident information.

General Procedures:

- Establishes and maintains a media gathering area, schedules regular news briefings and news conferences if deemed necessary and helpful.
- Issues news releases and gathers factual background information for the news media.
- Ensures the accuracy of information and shall remain knowledgeable of current incident information, operations and status.
- Is sensitive to misinformation or rumors developing within the media or public, and develops plans to correct the misinformation or rumors.
- Obtains initial in-briefing from the IC.
- Begins to log and track incident information.
- Establishes a media area which offers safety to the media from hazards created by the incident. Requests law enforcement assistance as needed.
- Meets with arriving media to give them an initial in-briefing. Provides on-going updates based on information from the IC.
- Seeks photo opportunities for the news media and facilitates their ability to take pictures.
- Serves as escort as needed.
- Conducts briefings and news conferences for the media, releasing only information and does not speculate in response to media inquiries.
- Responds to media requests for background information and updates.
- Updates the IC on information released to the news media and request which have been received by the media.
- Files all media news releases with reports.
- Corrects misinformation and/or rumors developing within the media or public at large.
- Seeks media support in furnishing correct information to the public when rumors have

- been identified.
- Arranges and organizes adequate staff, equipment and facilities to support the PIO functions
 - Contributes to the development of an After-Action Report with Lessons Learned.

**POSITION MISSION STATEMENT FOR
Safety Officer**

Location:	On Scene or the North Port EOC
Recommended Staffing:	Any trained Individual Appointed by the Incident Commander
Reports to:	Incident Commander
Activation:	When in the opinion of the Incident Commander personnel may be operating in any type of hazardous environment or when potentially dangerous operation.
Purpose:	To ensure that all personnel at the scene are operating in as safe a manner as possible, consistent with current standards and practices.
Responsibilities:	The Safety Officer is the member of the Command Staff with the foremost responsibility for the safety of personnel operating at the scene. The Safety Officer will continuously monitor and assess situations for unsafe or hazardous conditions and will develop countermeasures for assuring the safety of personnel.

General Procedures:

- Obtain an in-briefing from the IC relative their duties, responsibilities and current situation.
- Identify hazardous situation associated with the incident.
- Participate in planning meetings to advise the IC and operations Chief relative to personnel safety.
- Exercise emergency authority to halt and/or prevent unsafe acts.
- Conduct initial accident investigations that have occurred within the incident area.
- Establish safety assistants or seek specialized input as needed.
- Contributes to the development of an After-Action Report with Lessons Learned.

**POSITION MISSION STATEMENT FOR
Logistics Section Chief**

Location:	Incident Scene or North Port EOC
Recommended Staffing:	Ranking Qualified Officer Available
Reports To:	Incident Commander
Activation:	Any incident requiring resource move-ups or mutual aid
Purpose:	To provide management of facilities, services, equipment and supplies. Coordinates move-ups or mutual aid support.
Responsibilities:	Acquires, secures and maintains adequate inventories to support incident response activities. Will provide for the personal service needs of all personnel operating at the incident.

General Procedures:

- Obtain initial in-briefing from the Incident Commander.
- Plan for the organization of the Logistics Section and determines the need for additional personnel and resources.
- Assigns tasks and locations to Logistical Section personnel.
- Participates in the preparation of the incident action plan.
- Identifies current and anticipated future service and support requirements for the planned and expected operations.
- Coordinates with the Planning Chief regarding anticipated future resource needs.
- Reviews and provides input for the Communications Plan, Traffic Plan and Medical Plan, if needed.
- Identifies and provides support requirements for the personnel operating at the incident.
- Coordinates and processes requests for additional resources.
- Ensures move-ups or mutual aid requests are made when needed.
- Establishes secondary staging areas as needed.
- Prepares for the return of mutual aid equipment during demobilization.
- Develops a Logistics Section Demobilization Plan.
- Contributes to the development of an After-Action Report with Lessons Learned.

POSITION MISSION STATEMENT FOR Operations Section Chief

On the Scene in Forward Area, the Command Post, or the North Port EOC

- Recommended Staffing:** Ranking Qualified Officer Available, designated by Command
- Reports to:** Incident Commander
- Activation:** On any incident which taxes the span of control of the Incident Commander
- Purpose:** Encompasses most incident mitigation activities. This includes all task oriented Divisions/Groups participating in the incident scene.
- Responsibilities:** Is a member of the General Staff, organizes the initial incident control activities and subsequent implementation of the incident action plan.

General Procedures:

- Obtains an initial in-brief from the Incident Commander
- Establishes Branches and Divisions/Groups as needed to initiate operation control measures
- Begins development work on the incident action plan needed for initial and immediate control of the incident
- Supervises operational aspects of the incident and the Branches or Divisions/Groups associated with that function
- Determines the need for and requests additional resources
- Advises the Incident Commander of special concerns or requirements that may impact the development of an extended incident action plan
- Makes tactical decisions and changes to the operation on an immediate basis if needed.
- Assembles and disassembles Strike Teams/Task Forces
- Assigns a Rehabilitation Officer and ensures that a remote area is established for this activity
- Establishes and maintains Staging Areas as needed and assigns a staging officer to maintain the staging area.
- Prepares a final summary of activity and demobilization report to be submitted to the Incident Commander
- Contributes to the development of an After-Action Report with Lessons Learned.

**POSITION MISSION STATEMENT FOR
Planning Section Chief**

Location:	On the incident scene or the North Port EOC
Recommended Staffing:	Ranking Qualified Officer Available
Reports to:	Incident Commander
Activation:	When the incident has reached a magnitude in which the Incident Commander cannot effectively forecast the future action plan due to the incident size, constraints on the IC, or complexity.
Purpose:	To coordinate the preparation of the incident action plan, advises the command of potential operational impacts, and maintains alternative strategies for potential and possible incident developments. The Planning Section serves as the clearing house for analysis of incoming information.
Responsibilities:	Develops and maintains the incident action plan. Collects and obtains information relative to the incident, identifies special resources as indicated by need, and provides vital information such as weather data, environmental data, special equipment needs to the Incident Commander.

General Procedures:

- Obtains initial in-briefing from the Incident Commander.
- Identifies additional staffing, equipment and supply needs.
- Identifies requirements for documentation.
- Identifies specific environmental issues.
- Continuously receives new or updated information for analysis regarding resources, weather and other incident related matters.
- Prepares and coordinates Command Staff meetings to outline the incident action plan.
- Prepares a written Incident Action Plan for the Incident Commander.
- Monitors the incident progress, updates and modifies the Incident Action Plan as needed.
- Assists with evacuation and sheltering plans as needed, or assumes this responsibility in the absence of a Relocation Officer.
- Provides the Incident Commander with special interest information such as weather predictions, weather changes, environmental concerns and critical resource shortages.
- Provides plans for demobilization and incident termination.
- Writes the final Incident Summary for approval by Incident Commander
- Contributes to the development of an After-Action Report with Lessons Learned.

**POSITION MISSION STATEMENT FOR
Administration/Finance Section Chief**

- Location:** As designated by the Incident Commander
- Recommended Staffing:** Any qualified individual designated by the Incident Commander
- Reports to:** Incident Commander
- Activation:** When in the judgment of the Incident Commander the position is required to manage financial and administrative issues due to the magnitude or complexity of the incident.
- Purpose:** To assure that financial documentation is maintained in compliance with municipal state and Federal requirements. To maximize the opportunities for financial reimbursement and to perform necessary administrative services to allow the Incident Commander and the Command and general Staffs to focus on incident management.
- Responsibilities:** Tracks the use of reserve personnel and internal resources for overtime costs. Coordinates all extraneous costs incurred relative to the incident involving personnel, equipment, supplies and contract services. Documents line of duty injury reports, damage to or destruction of equipment. Assuring that appropriate Federal guidelines are followed to seek reimbursement.
- General Policies:**
- Obtains initial in-briefing from the IC.
 - Plans the Administration/Finance Section organization and determines the need for staffing.
 - Assigns work locations and preliminary work tasks to section personnel
 - Participates in the preparation of the Incident Action Plan.
 - Identifies any special financial needs for the incident.
 - Coordinates personnel-hours tracking and recall of off-duty personnel.
 - Ensures prompt financial payment and insurance claims processing relative to personal injuries.
 - Maintains daily contact with County, State and Federal agencies involved in the incident management relative to administrative and financial matters.
 - Contributes to the development of an After-Action Report with Lessons Learned.

**POSITION MISSION STATEMENT FOR
Branch Director**

Location:	On Scene or any prescribed location by Command
Recommended Staffing:	Ranking Qualified Officer Available
Reports To:	Operations or Logistics Section Chief or Incident Commander, as appropriate
Activation:	When multiple City departments are working the same general incident location and coordination is needed, or when the span of control requires that Section Chiefs need to establish a level of management between themselves and response personnel.
Purpose:	Provide coordination, direction and control to operational staff activities within a specific function or geographic location. Functional areas may include: Operations Section - Public Safety, Human Services, and Infrastructure; Logistics Section - Services and Supply.
Responsibilities:	Directs and maintains the continuity of functions occurring within the prescribed functional or geographic area of responsibility. Maintains communications with the Operations Section Chief/Incident Commander concerning specific needs and on-going activities at their site.

General Procedures:

- Obtains initial in-briefing from the Incident Commander or Operations Section Chief
- Coordinates the activities of personnel assigned to the Branch in carrying out the incident control activities.
- Reviews assignments with field personnel as necessary.
- Updates the Operations Chief or Incident Commander on changes in conditions that will affect the plan of action in their sector.
- Coordinates activities with other Branch Directors or Group Supervisors through the Operations Section Chief or Incident Commander.
- Determines the need for and requests additional personnel, supplies, equipment, contract services or other resources as needed to accomplish the mission.
- Makes recommendations to the Operations Section Chief or Incident Commander relative to changes in the action plan and initiates critical decisions relative to immediate actions as needed.
- Contributes to the development of an After-Action Report with Lessons Learned.

**POSITION MISSION STATEMENT FOR
Group / Division Supervisor**

Location:	As Needed for Task Completion
Recommended Staffing:	Ranking Qualified Officer Available
Reports to:	Operations Section Chief, Branch Director, or Incident Commander
Activation:	When a need exists to assign multiple departmental units to a specific task.
Purpose:	To provide supervisory support to the Unit-level resources regardless of the functional area or geographic location of the response personnel involved. Group/Division may be located within a Branch in the Operations Section.
Responsibilities:	Provides direction and control to resources assigned to the Group to coordinate their operations with other Groups or Divisions. Assures the work unit is efficient and effective in the performance of its mission by maximizing the use of resources.

General Procedures:

- Receives initial in-brief from the Operations Section Chief or the Incident Commander to determine the action plan and identify the companies which are to be assigned to the Group.
- Determines the safety of the work area and assures that crews have appropriate safety or protective equipment, and that such equipment is properly used.
- Conduct on-going analysis of the current situation, develop an operating plan, and make appropriate assignments to accomplish the mission. Adjusts the operating plan as needed.
- Coordinate with other Division or Group Supervisors to ensure that a mutually supporting effort is being conducted.
- Requests additional personnel and other resources as needed to accomplish the mission.
- Ensure scene integrity so that evidence is preserved for subsequent investigation should such be required.
- Contributes to the development of an After-Action Report with Lessons Learned.

**POSITION MISSION STATEMENT FOR
Staging Area Manager**

Location:	As designated near the scene or a remote location
Recommended Staffing:	Any Qualified and Trained Individual Appointed by Command
Reports To:	Incident Commander or Operations Section Chief
Activation:	When Command determines that a staging area must be established to provide adequate resources to the incident operations or when resources are being assembled in a resource pool for a special or future need.
Purpose:	To manage the personnel, vehicular and equipment resources in a manner which will help prevent congestion at the incident scene; to create a pool of resources and manage resource distribution.
Responsibilities:	Locate and maintain an area that allows for an effective retrieval of personnel, equipment, and supplies. Fulfill resource requests from the Operations Section Chief or Incident Commander. Maintain a sufficient pool of resources to support operations.

General Procedures:

- Obtains an initial in-briefing from the Incident Commander or Operations Section Chief.
- Functions as a member of the Operations Staff advising the Operations Section Chief or Incident Commander of potential resource requirements and shortages.
- Fulfills resource requests from the Operations Section Chief or Incident Commander. Directs units of where to report, who to report to, and their anticipated assignment.
- Ensures that resources are pre-positioned in such a way as to expedite their response to the incident scene.
- Coordinates with law enforcement to ensure access from the staging area to the incident scene.
- Maintains accountability for the dispatching of mutual aid resources.
- Positions resources to coordinate team/task force later use
- Prepares a demobilization plan for the Staging Area and directs demobilization activities when appropriate.
- Contributes to the development of an After-Action Report with Lessons Learned.