The Big Five

Incident Command Staff Cards



Coalition for Safe Schools & Communities

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San Mateo County

SAN MATEO COUNTY OFFICE OF EDUCATION

SCHOOL INCIDENT COMMANDER

The School Incident Commander has the sole authority to activate the school's Emergency Plan. The Incident Commander must be familiar with the plan and the available resources as well as be able to coordinate and communicate all response actions effectively to others.

- Activates Site Incident Command System
- Assesses the scene and ensures the safety of students, staff and others on campus
- Leads by example: the behavior sets the tone for staff and students
- Coordinates response efforts within the affected area
- Determines the need for and helps facilitate inter-agency coordination
- Remains at or near the Command Post to observe and direct all operations
- Constantly assesses the situation and adapts appropriate strategies as needed
- Delegates tasks as appropriate to other Incident Command Staff roles and relies on strength of the team
- Can work as part of a Unified Command with First Responders

QUALITIES OF A SCHOOL INCIDENT COMMANDER

- **Authority to commit school resources**
- **Ability to:**
  - **Take command**
  - **Balance response actions with safety concerns**
  - **Motivate responders**
  - **Communicate clear directions**
  - **Size up a situation and make rapid decisions**
  - **Assess effectiveness of response strategies**
  - **Be flexible and modify plans as necessary**

SCHOOL SAFETY OFFICER

The School Safety Officer is part of the Incident Command Staff and ensures all activities are conducted safely given existing conditions. The School Safety Officer must be alert to secondary emergencies that may occur within the larger emergency event.

- Monitors drills, exercises, and emergency response activities for safety
- Identifies and mitigates safety hazards and situations
- Stops or modifies all unsafe operations
- Anticipates situations and problems before they occur
- Oversees traffic, utilities, and access for emergency vehicles
- Keeps the School Incident Commander advised of status and activity

QUALITIES OF A SCHOOL SAFETY OFFICER

- Authority to commit school resources
- Ability to:
  - Prioritize worker safety
  - Use caution around hazardous materials
  - Assess risk and develop safety measures
  - Give directives

SCHOOL PUBLIC INFORMATION OFFICER

The School Public Information Officer is a member of the Incident Command Staff who manages the media in collaboration with the district-level Public Information Officer. The site-level Public Information Officer ensures the media sets up in the designated media staging area and communicates the timeline for release of information.

- Provides periodic informational updates to School Incident Commander
- In collaboration with district or county Public Information Officer, sends out communication to staff and students about the current emergency
- Ensures announcements and other information are translated into community's home languages as needed
- Prepares ongoing communication for parents and community
- Establishes appropriate location for media staging area (away from Command Post and students) and escorts all media to area
- Advises media of scheduled press releases

QUALITIES OF A SCHOOL PUBLIC INFORMATION OFFICER

- **Authority to communicate as designated spokesperson**
- **Ability to:**
  - **Effectively communicate**
  - **Manage and direct the media**
  - **Obtain and refresh media relations training**
  - **Maintain grace under pressure**

SCHOOL LIAISON OFFICER

The School Liaison Officer is part of the Incident Command Staff who serves as the point of contact with community representatives and agencies and assists in coordinating effective distribution of resources.

- Maintains contact between the District and County Office (if needed) and the School Incident Command
- Ensures coordination of efforts by keeping School Incident Command informed of agencies' action plans
- Briefs agency representatives on current situation, priorities, and incident action plan
- Collaborates with Fire Department to track transport and location of injured students and staff
- Works as assistant to School Incident Commander

QUALITIES OF A SCHOOL LIAISON OFFICER

- Ability to:
  - Organize people and coordinate resources
  - Effectively communicate
  - Represent the concerns and needs of all involved parties
  - Multitask

EXPANDED INCIDENT COMMAND

For larger school sites or districts, it may be helpful to assign the additional roles included in the following sections. For small schools and districts, the San Mateo County Office of Education can provide assistance with the duties associated with these sections.

Expanded Incident Command

OPERATIONS SECTION

The Operations Section is responsible for managing all incident-specific operations of an emergency response. The team is managed by the Operations Section Leader and guided by the written or agreed Incident Action Plan, developed in coordination with the Incident Command and Section Leaders.

OPERATIONS SECTION LEADER:

- Deploys the Operations Section Team and communicates concerns with Incident Command Team, especially Liaison Officer
- Develops Incident Action Plan with Incident Commander
- Supports/Directs on-scene response at the school site
- Supervises Operations Section Team ensuring safety and welfare of all personnel
- Reviews suggested list of resources to be released and initiates recommendation for release of resources
- Determines needs and requests additional resources
- Coordinates the After-Action Report with other team leaders and Incident Commander

OPERATIONS SECTION TEAM:

Security, Search and Rescue (Only if sufficiently trained to do so)

- Conducts initial damage assessment
- Provides light fire suppression and addresses secondary emergencies
- Secures facility/building after an **EVACUATION**
- Searches for missing students and staff
- Coordinates security needs and establishes traffic and crowd control

Medical

- Establishes onsite medical triage
- Provides and/or oversees the triage and medical care of students and staff
- Requests and distributes medical supplies
- Establishes morgue, if needed

Student Care

- Monitors and cares for students and staff at **EVACUATION** location prior to student release
- Distributes food and water to students as needed
- Monitors students and staff for referrals to crisis care or medical care

Student Release

- Sets-up reunification area according to Student Release Plan
- Maintains records of students released/ reunified
- Provides list of missing students/staff
- Identifies need for law enforcement or security assistance
- Identifies need for crisis support

Crisis Intervention & Response

- Provides onsite counseling as needed
- Determines need for outside mental health support
- Provides support during family notification of missing, injured or detained students

Expanded Incident Command

LOGISTICS SECTION

The Logistics Section is responsible for procuring supplies, personnel and material support necessary to conduct the emergency response.

LOGISTICS SECTION LEADER:

The Logistics Section Leader oversees resource and logistical support, including facilities, services, personnel, equipment, and supplies for the Operations and Planning sections.

- Participates in preparation of Incident Action Plan
- Identifies service and support requirements for planned and expected operations and estimates future service and support requirements
- Provides input to and reviews Communications Plan, Medical Plan and Traffic Plan
- Organizes the Logistics Section, assigning work locations and tasks
- Coordinates and processes requests for additional resources and advises on current service and support capabilities
- Reviews Incident Action Plan and estimates section needs for next operational period and prepare service and support elements of the Incident Action Plan
- Recommends release of unit resources in alignment with Demobilization Plan

LOGISTICS SECTION TEAM:

Food/Supplies/Staffing

- Assesses resource supply at site, including food and water
- Determines food and water requirements to best fit each facility or situation
- Orders and maintains sufficient food and potable water supplies, including necessary equipment and supplies, and establishes cooking facilities
- Maintains food service areas, ensuring that all appropriate health and safety measures are followed

Transportation

- Arranges transportation for staff, students, and supplies
- Communicates with transportation agencies, as needed
- Creates and implements Transportation Plan to relocate students and staff if needed
- Coordinates with agencies on campus in need of transportation (after-school programs, pre- schools, etc.)
- Monitors Transportation Plan and movement of students and staff
- Documents departure and arrival times, accounting for all transportation units (buses, vans, etc.)

Facilities

- Coordinates use of school facilities
- Arranges for site repairs and debris removal and ensures facilities are maintained in a safe condition
- Establishes and maintain proper sleeping and sanitation facilities
- Maintains lights and other electrical equipment
- Maintains the Incident Command Post facilities in a clean and orderly manner
- Obtains supplies, tools, and equipment needed to establish and maintain facilities

  Disassembles temporary facilities when no longer required and restore the area to pre-incident condition

Communications/IT

- Maintains all communication equipment, including radios
- Establishes Incident Communications Center and Message Center
- Ensures communications systems are installed, tested and maintained
- Distributes communication equipment as needed, and collects equipment when incident is complete
- Maintains records on communications equipment, as appropriate

Expanded Incident Command

PLANNING SECTION

The Planning Section is responsible for collecting, monitoring, evaluating and disseminating information relating to the response effort.

PLANNING SECTION LEADER:

The Planning Section Leader is responsible for the collection, evaluation, dissemination, and use of information about an incident and the status of resources. This includes damage or impacts on school systems, properties, facilities, and the capability to occupy buildings.

- Provides input to the Incident Commander and the Operations Section Leader during the incident regarding available resources in preparing the Incident Action Plan
- Sets information requirements and reporting schedules for Planning Section Team Leads and establishes information collection activities
- Determines the need for any specialized resources in support of the incident
- Provides periodic predictions on incident potential and assembles information on alternative strategies
- Communicates incident status information and reports incident changes

PLANNING SECTION TEAM:

Situation

- Begins collection and analysis of incident data as soon as possible
- Processes and organizes all incident information, including staff, student, and facility status; Maintains ICS status boards and school site map

Documentation

- Collects and archives all incident documents
- Files all official forms and reports and store files for post-incident use
- Provides copies of documents as needed
- Reviews records for accuracy and completeness; informs appropriate teams of errors or omissions

Resources

- Tracks equipment and personnel assigned to the incident; checks in all resources (incoming equipment, personnel, and volunteers)
- Maintains and posts the current status and location of all resources
- Prepares and maintains Incident Command Post display chart to include organization chart, resource allocation activities, and deployment activities

Demobilization

- Monitors ongoing Operations Section resource needs
- Identifies surplus resources and probable release time
- Evaluates logistics and transportation capabilities to support demobilization
- Establishes communications with off-incident facilities, as necessary
- Prepares appropriate directories (e.g. maps, instructions, etc.) for inclusion in the Demobilization Plan
- Develops and coordinates an Incident Demobilization Plan detailing specific responsibilities and safe release of assigned resources and deactivation of incident response at the site

Expanded Incident Command

FINANCE/ADMIN SECTION

The Finance and Administration Section is responsible for purchasing and cost accountability. This section documents expenditures, purchase authorizations, damage to property, equipment usage and vendor contracting, and develops documentation for reimbursement from FEMA.

FINANCE/ADMINISTRATION SECTION LEADER:

The Finance and Administration Section Leader is responsible for tracking all incident costs and providing guidance to the Incident Commander on financial issues that may have an impact on incident operations.

- Provides financial and cost analysis information as requested
- Develops an operating plan for the Finance and Administration Section
- Ensures supply and support needs are met
- Ensures all personnel time records are accurately completed and transmitted to home agencies, according to policy
- Ensures all obligation documents initiated at the incident are properly prepared and completed
- Provides financial input to demobilization planning

FINANCE/ADMIN SECTION

FINANCE/ADMINISTRATION SECTION TEAM:

Time

- Determines incident requirements for time recording function.
- Maintains incident time logs for all personnel
- Ensures daily personnel time recording documents are prepared and in compliance with policy.
- Maintains separate logs for overtime hours
- Maintains records security and ensures all records are current and complete prior to demobilization

Procurement

- Develops an Incident Procurement Plan
- Coordinates with local jurisdiction on plan and supply sources
- Prepares and authorizes contracts and land use agreements and drafts memoranda of understanding
- Establishes contracts and agreements with supply vendors

  Provides for coordination between the ordering manager, agency dispatch, and procurement organizations supporting the incident
- Coordinates the processing of claims

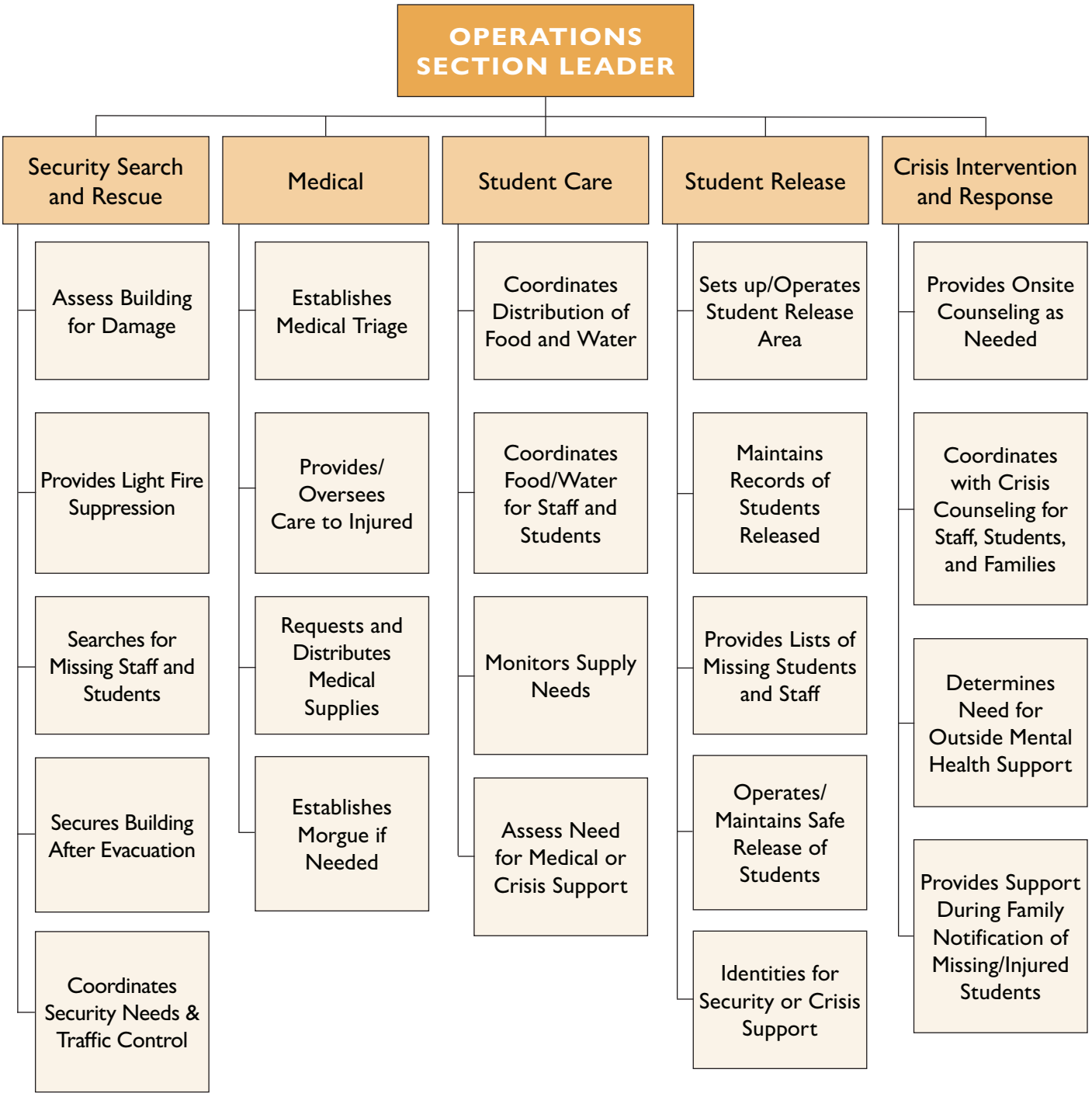
Cost

- Provides cost estimates, analysis and recommendations for cost savings
- Collects all cost data, performing cost effectiveness analysis and providing cost estimates and cost- saving recommendations for the incident
- Coordinates with teams on cost reporting procedures
- Completes all records after demobilization

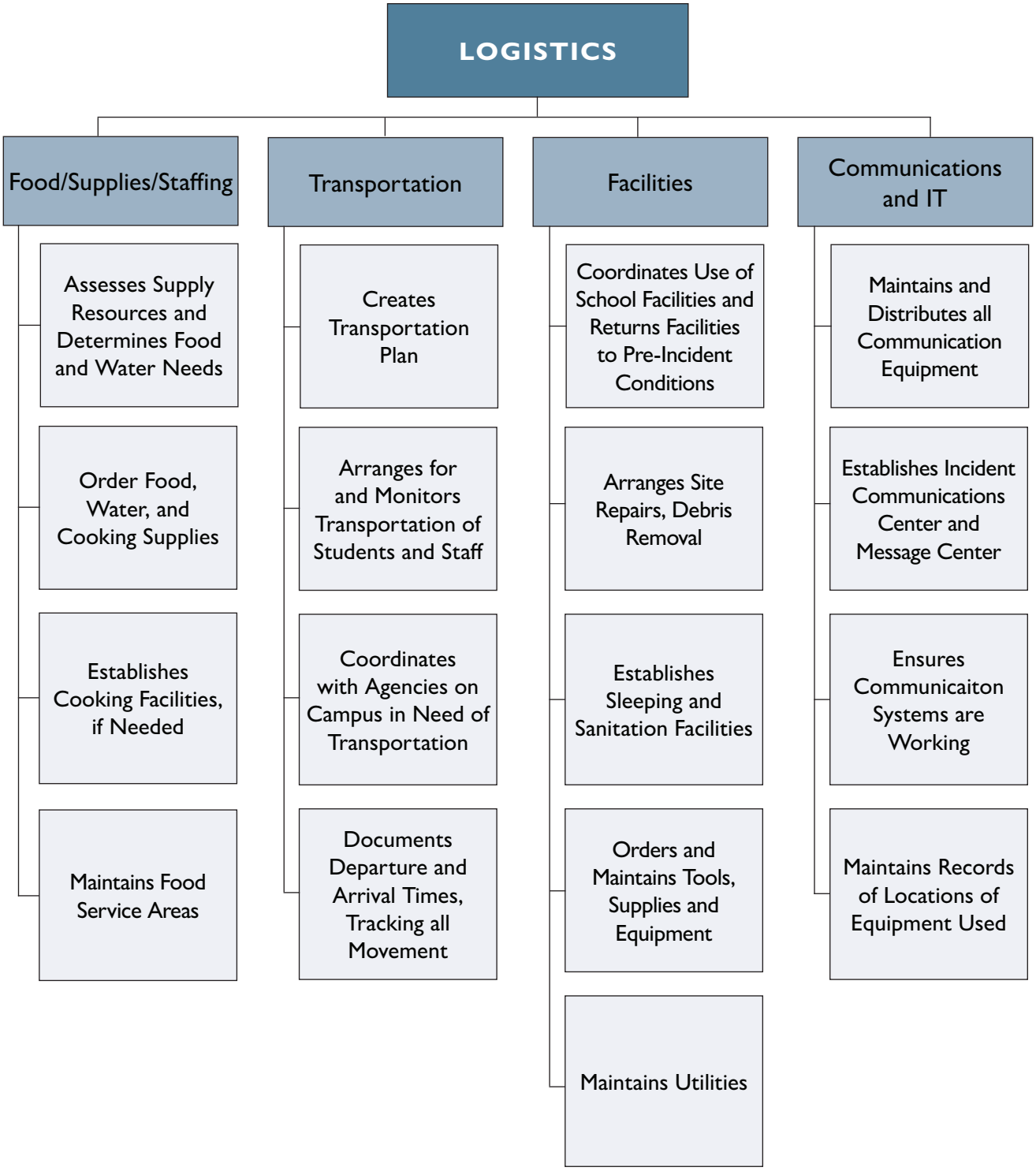
Compensation/Claims

- Reviews procedures for handling claims
- Gathers evidence and prepare claims documentation for any events involving injury and/or damage
- Determines the need for injury specialists and claims specialists
- Ensures compensation for injury and claims logs and forms are completed correctly and routed to the appropriate agency for post-incident processing prior to demobilization

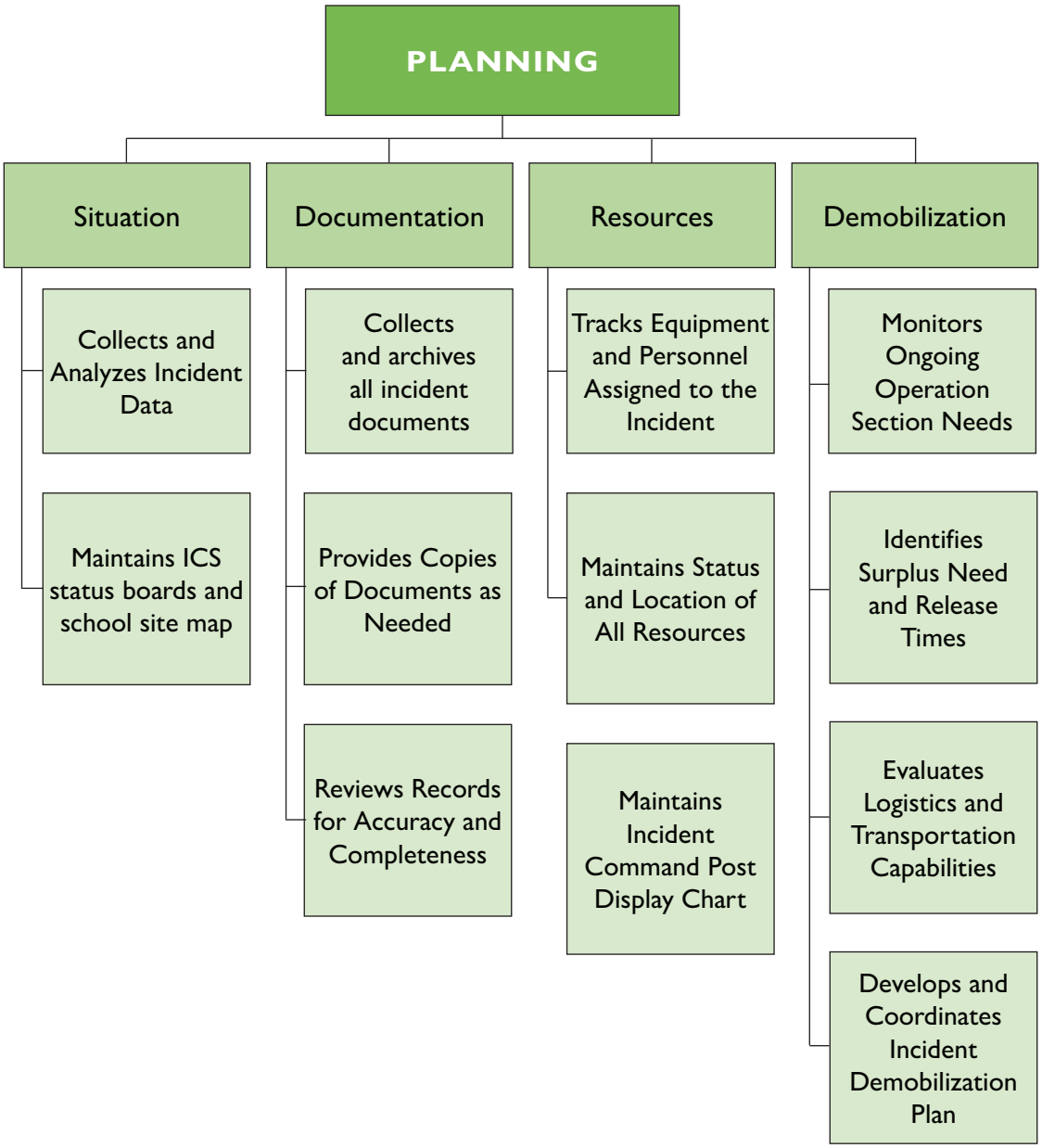
OPERATIONS TEAM



LOGISTICS TEAM



PLANNING TEAM



FINANCE/ ADMINISTRATION TEAM

