ACKNOWLEDGMENT:

The California Emergency Management Agency (CalEMA) gratefully acknowledges the valuable input and collective expertise from the following members of the Law Enforcement Division Redbook Revision Committee who reviewed and approved the contents of this guide. Portions of this document are based on the original work by the California Commission on Peace Officer Standards and Training Law Enforcement Incident Command System Project, and the 1995-99/2003 Special Revision Committee of law enforcement professionals appointed by CalEMA.

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NOTES

FOREWORD

This document, the California Law Enforcement Mutual Aid Plan, is intended to be a companion guide to the state emergency plan. It is intended to be used as a guide for law enforcement and emergency management planning, training, and response operations. Law Enforcement agencies can enhance their readiness capability and strategies utilizing the well established statewide mutual aid system. As the leader in Mutual Aid, California continually reviews and refines each disciplines plan.

This 2009 edition is the culmination of our continued refinement and compliance with SEMS/NIMS. At this juncture, the law enforcement community has come to agreement on the use of one field-level emergency management system. The major law enforcement associations in California, as well as numerous law enforcement professionals were consulted during the revision process of this guide. It is through consensus and collaboration that this guide is presented for use.

I would like to express my sincere appreciation to all the law enforcement professionals, departments and agencies who contributed to the development and enhancement of this guide.

Tom Maruyama
Director, Office of Statewide Operations
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NOTES

INTRODUCTION/PURPOSE

The California Emergency Management Agency's original *Law Enforcement Guide for Emergency Operations* was developed in response to the need for standardization and uniformity of organization and response on the part of law enforcement agencies involved in major multi-jurisdictional and multi-agency incidents such as a civil disorder, technological disaster, or natural disaster.

The revised and expanded *2009 Law Enforcement Guide for Emergency Operations* is designed to be a practical field-oriented guide to assist law enforcement personnel throughout the State of California with *implementation* of the *Field Level* Incident Command System. The intended primary users of this guide are watch commanders and field supervisors. The guide can also be an excellent emergency response tool for law enforcement managers, as well as line officers and deputies.

This updated edition incorporates the concept and statutory requirement of the Standardized Emergency Management System (SEMS). Additionally, the Law Enforcement Incident Command System (LEICS), as approved by the SEMS Law Enforcement Specialist Committee, is presented in this publication. **Please disregard earlier editions of this guide.**

The *Law Enforcement Guide for Emergency Operations* is organized in a user-friendly format consisting of overview text, diagrams, organization charts, checklists, forms, and a glossary. Several sections are suitable for photocopying and distribution to field personnel.

Our ultimate goal is to provide practical guidance for California law enforcement agencies in using the SEMS and LEICS organizational framework for efficient and safe response, management, and coordination of major emergencies and disasters.

Paul E. Walters, Acting Chief
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SECTION I

OVERVIEW OF THE STANDARDIZED EMERGENCY MANAGEMENT SYSTEM

The Standardized Emergency Management System (SEMS**)** is the emergency management organization required by California statute, Government Code 8607(a) for emergency response and disaster management in multi-agency and multi-jurisdiction emergencies. California local governments ***must*** use SEMS in emergency response and disaster management to be eligible for any available disaster reimbursement funding for its personnel related costs provided through state disaster assistance programs. SEMS incorporates the use of:

The Incident Command System (ICS): Field level emergency management response system and organization.

Multi/Inter-Agency Coordination: The participation of agencies and disciplines involved at any level of the SEMS organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

Mutual Aid Systems: Voluntarily provided local government services, resources and facilities when emergency impacted jurisdiction resources are exhausted or inadequate.

The Operational Area Concept: The management and application of resources of all political subdivisions (cities and special districts) of a county.

PURPOSE OF SEMS:

SEMS was established to provide an effective and coordinated response to multi-agency and multi-jurisdictional emergencies in California. By standardizing key components of the emergency management system, SEMS is intended to:

- Facilitate the flow of information within and between all levels of the system.
- Facilitate interaction and coordination among all responding agencies.

The use of SEMS will improve the processes of mobilization, deployment, tracking, and demobilization of needed mutual aid resources.

The use of SEMS will reduce the incidence of ineffective coordination and communications, and avoid duplication of resource ordering in multi-agency and multi-jurisdiction response actions.

SEMS is designed to be flexible and adaptable to the varied types of disasters that occur in California and to meet the needs of all emergency responders.

LEVELS OF SEMS:

SEMS provides for five distinct organizational levels of emergency response and disaster management, which may be activated as necessary:

- Field Response
- Local Government
- Operational Area
- Regional
- State

Field Response Level: Emergency response level where personnel and resources carry out tactical decisions and activities under the command of an appropriate authority in direct response to an incident or threat.

Local Government Level: The level that includes cities, counties, and special districts. Local governments manage and coordinate the overall emergency response and recovery activities within their jurisdiction.

Operational Area Level: An intermediate level of the state's emergency services organization, which includes the county and all political subdivisions situated within the county. The operational area manages and/or coordinates information, resources, and priorities among local governments within the Operational Area and serves as the coordination and communication link between the local government level and the regional level.

Regional Level: The level that manages and coordinates information and resources among operational areas within the mutual aid region and between the operational areas and the state level. This level also coordinates overall state agency support for emergency response activities within the region.

State Level: The level that manages state resources in response to emergency needs of the other levels, and manages and coordinates mutual aid among the mutual aid regions and between the regional level and the state level. State level also serves as the initial coordination and communication link with the federal response system.

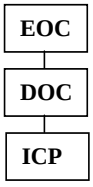
COMMUNICATIONS BETWEEN EMERGENCY OPERATIONS CENTERS (EOC), DEPARTMENT OPERATIONS CENTERS (DOC) AND INCIDENT COMMANDER (IC):

SEMS regulations require that upon activation of a Local Government Emergency Operations Center (EOC), communications and coordination will be established between the Incident Commander and the response Department's Operations Center (DOC) to the EOC, or directly between the Incident Commander and the Local Government EOC.

The regulations further require that communications and coordination be established between an activated Local Government EOC and any state or local emergency response agency having responsibilities at an incident occurring within that local government's jurisdictional boundary.

ICS field response organizations must establish communications with the local government level. The jurisdiction's dispatching procedures, communication capabilities, and local policies, will determine how the field level is linked to the local government level.

In many instances, the ICS field response units will be linked primarily to its DOC having jurisdictional responsibility for the incident. In such cases, the DOC retains agency-level authority over their assigned Incident Commander(s). The DOC is then responsible for coordinating with the Local Government EOC.



In some incidents, ICS field response organizations may have a direct communications link with the Local Government EOC when it is activated. The ICS field unit may receive policy direction from the Local Government EOC in certain circumstances. Whether or not this direct linkage occurs will depend upon the size of the emergency event, existing policies of the jurisdiction and the available lines of communication.

ESSENTIAL MANAGEMENT FUNCTIONS:

SEMS has five essential functions adopted from the Incident Command System. The field response level uses the five primary ICS functions:

- Command
- Operations
- Planning/Intelligence
- Logistics
- Finance/Administration

At the Local Government, Operational Area, Regional and State levels, the term *management* is appropriately substituted for the term *command*. The titles given the other functions remain the same at all levels.

The concept of using this structure within the SEMS Field Response organization is based on the following:

- Develop the form of the organization to match the function or task to be performed.
- Staff only those functional elements that are required to perform the task.
- Observe the recommended span-of-control guidelines.
- Perform the function of any non-activated organizational element at the next highest level.
- Deactivate elements no longer required by the incident.

COMMON FEATURES OF ALL ORGANIZATIONAL/RESPONSE LEVELS:

SEMS has several features based on ICS. The field response level uses functions, principles, and components of ICS as required in SEMS regulations.

Many of these field response level features also are applicable at local government, operational area, regional and state levels. In addition, there are other ICS features that have application to all SEMS levels.

Listed below are the features of ICS, which are applicable to all SEMS levels:

- Organizational Flexibility/Modular Organization
- Organizational Unity and Hierarchy of Command/Management
- Manageable Span of Control
- Personnel Accountability
- Common Terminology
- Compressive Resource Management
- Integrated Communications
- Action Planning

SEMS Functions and The Incident Command System

Field Level Response

PRIMARY SEMS/ICS FUNCTION	FIELD RESPONSE LEVEL	EOC LEVELS
Command/ Management	Command is responsible for directing, ordering, and/or controlling of resources by virtue of explicit legal, agency or delegated authority.	Management is responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations.
Operations	Responsible for the coordinated tactical response of all field operations directly applicable to, or in support of, the missions(s) in accordance with the Incident Action Plan.	Responsible for coordinating all jurisdictional operations in support of the response to the emergency through implementation of the organizational level's action plan.
Planning/ Intelligence	Responsible for the collection, evaluation, documentation, and use of information about the evaluation of the incident, and the status of resources.	Responsible for collecting, evaluating, and disseminating information; developing the organizational level's action plan in coordination with the other functions, and maintaining documentation.
Logistics	Responsible for providing facilities, services, personnel, equipment, and materials in support of the incident.	Responsible for providing facilities, services, personnel, equipment, and materials.
Finance/ Administration	Responsible for all financial and cost analysis aspects of the incident, and for any administrative aspects not handled by the other functions.	Responsible for financial activities and administrative aspects not assigned to the other functions.

LOCAL GOVERNMENT OR OPERATIONAL AREA EOC

FUNCTION	STAFFING CONSIDERATIONS
Management	City/County administrative personnel, emergency management, fire, law enforcement is recommended for use in initial EOC activations.
Operations	Fire, and/or law enforcement, or emergency management generally will coordinate these activities within the EOC during initial activations.
Planning/ Intelligence	Emergency Management, CAO, fire, law enforcement, planning department, and other departments can contribute personnel depending upon the nature of the emergency.
Logistics	Departments of General Services, or Public Works are good candidates to provide personnel for this EOC function. Other departments also may have the background to manage or assist in this function.
Finance/ Administration	City/County CAO, finance departments are candidates for managing this function within an EOC.

REGIONAL/STATE EOC

FUNCTION	STAFFING CONSIDERATIONS
Management	SOC Director – CalEMA Director, Assistant Director. REOC Director - Regional Administrators
Operations	To fill Section/Branch Positions: CalEMA, CalFire, Fire Marshall, CalEPA, DHS, CHP, CNG, EMSA, DMH, DSS, ARC, OSHPD, PUC, etc.
Planning/ Intelligence	CalEMA Staff, DOJ, CalFire, CNG, Caltrans, plus Technical advisors as necessary from CDMG, DHS, etc.
Logistics	To fill Section/Branch Positions: CalEMA, CNG, DPA, EDD, and DGS
Finance/ Administration	CalEMA, DOF

SECTION II

Appyling the Incident Command System

REQUIREMENT TO USE ICS:

SEMS regulations state that where an agency has jurisdictional authority over a *multiple-agency incident,* it shall organize the field response using ICS. An incident is defined as an occurrence or event, human-caused or by natural phenomena, which requires action by emergency response personnel to prevent or minimize loss of life or damage to property, including natural resources.

In the most rigid sense, ICS within the SEMS Regulations need only be used in incidents, which require multiple agencies, or multiple jurisdictional involvement whether they are single discipline (e.g., all fire services or all law enforcement) or multi-discipline. Establishing the ICS would be required therefore,whenever an emergency incident involves more than one response agency.

LEICS TRAINING STANDARDS:

As use of the ICS in the law enforcement profession matures, new training standards may be developed to meet specific needs. At the present time there are two principle training reference documents that outline the acceptable SEMS/ICS curriculum approved by the Commission on Peace Officer Standards and Training (POST).

POST requires that a law enforcement agency train its personnel according to the curriculum set forth in the *SEMS Approved Course of Instruction* (which provides a generic, multi-discipline SEMS overview) and the *Cal EMA Law Enforcement Guide for Emergency Operations* (which provides a law enforcement-specific field level LEICS guidance). Together these documents will provide an agency with enough information to train and implement ICS for emergency response with the added benefit of focusing on law enforcement organizational concerns.

Will it be necessary to establish minimum qualifications and certifications for law enforcement ICS practitioners? No; not at the present time. ICS certification and qualifications are found in the fire service where ICS has developed over time and this has worked well for them. Within law enforcement, where training time is in constant competition with response time and calls for service, the certification and qualification of ICS practitioners will not be imposed. For now, it will be sufficient for an Agency, to *self-certify* that its personnel have received the appropriate level of SEMS/ICS proficiency training for law enforcement and *to effectively implement that training in an actual incident* requiring the use of ICS.

To obtain information on SEMS/LEICS training, the following websites are provided for your convenience:

- For POST Training Curriculum Guidelines:
  http://www.post.ca.gov
- For a copy of the of the *Cal EMA Law Enforcement Guide for Emergency Operations:*
  http://www.calema.ca.gov

Click, Response drop-down
Click, Law Enforcement Division
Click, Related links LEMA Plan
Click, Law Enforcement Guide Redbook

- For copies of the SEMS guidelines and approved courses of instruction: contact the California Specialized Training Institute (CSTI) from the Cal EMA web site: **http://www.calema.ca.gov**

ICS IS RECOMMENDED FOR USE IN ANY INCIDENT:
As a matter of practice and training, it is of great benefit for agencies to utilize ICS for managing routinely occurring incidents. This practice provides a seamless integration of ICS into larger emergency operations as they evolve.

Typically, incidents begin with a single response discipline but may expand rapidly to multi-discipline incidents requiring additional resources. One of the dilemmas often confronting field response agencies has been a "gray area" of when exactly to establish ICS or to continue using an existing agency emergency response system that does not incorporate ICS principles.

There may be reluctance or hesitancy for an emergency response agency engaged in emergency operations using its own department's emergency configuration to attempt a transition to form the Incident Command System. *This dilemma may be avoided entirely by adopting ICS as the agency's sole emergency management organization. ICS is a management system, which can be used virtually in any emergency or incident.*

A basic premise of ICS use is that in each emergency or incident, regardless of its size, the principles of ICS apply. The first on-scene emergency responder has single-discipline management responsibility. If the responder is aware of and follows the primary ICS functions, then that person and that department are actually using ICS in day-to-day performance.

Initial response to an emerging situation may consist of one or two officers in a patrol car. Generally, the senior officer assumes the role of the Incident Commander (IC). As IC, this officer is responsible for the accomplishment of all the applicable functions under the ICS organization. In a small incident the officer (as IC) may gather information (intelligence), formulate a plan (planning), request one or two units (logistics), deploy the officers, and resolve the problem (operations), release the requested units (demobilize), complete required reports (administration), and perhaps submit a request for overtime (finance).

In a rapidly expanding emergency, the need may increase to hundreds of officers. In such a scenario, the IC is still responsible for the accomplishment of all applicable ICS functions. Clearly, the IC cannot do all the functions alone as in a small incident. So, to spread the workload into manageable components, the IC appoints individual Officers-in-Charge (OIC) to oversee specific areas of the ICS to ensure effective task completion.

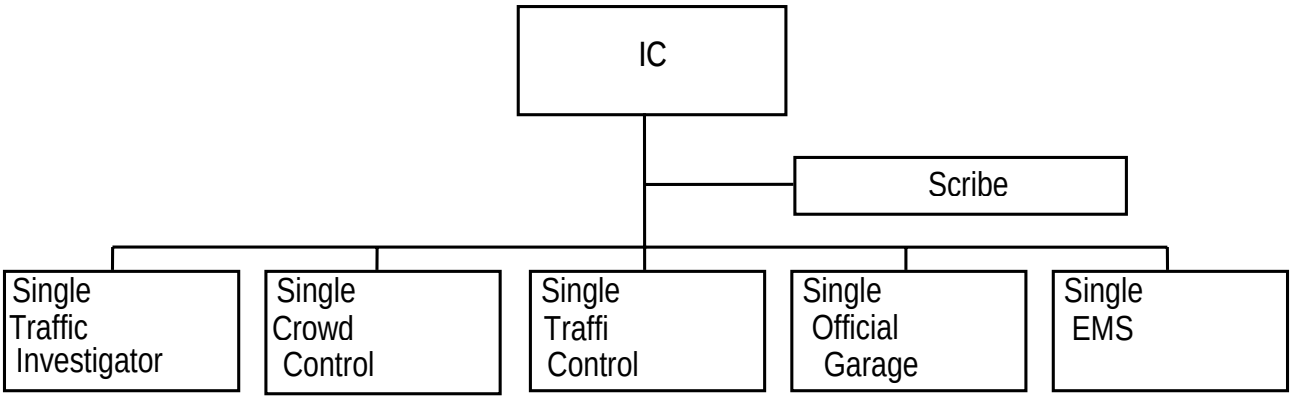
ICS provides numerous functional elements to assist operational and organizational needs. The organizational levels and ICS elements activated for any particular incident should be limited to that necessary to mitigate the emergency. The theory is that *form* (ICS structure) follows *function* (getting the job done). A basic ICS concept is any ICS element that is not staffed is the functional responsibility of the next higher supervising OIC, or ultimately rests with the IC.

For example, in an incident requiring aircraft coordination, the Operations OIC would be responsible for that coordinating function in the absence of an Air Operations Branch OIC. In a smaller incident without an Operations OIC, all functions would be assumed by the IC, including aircraft coordination. *The key to ICS is remembering to focus on the functions* and,

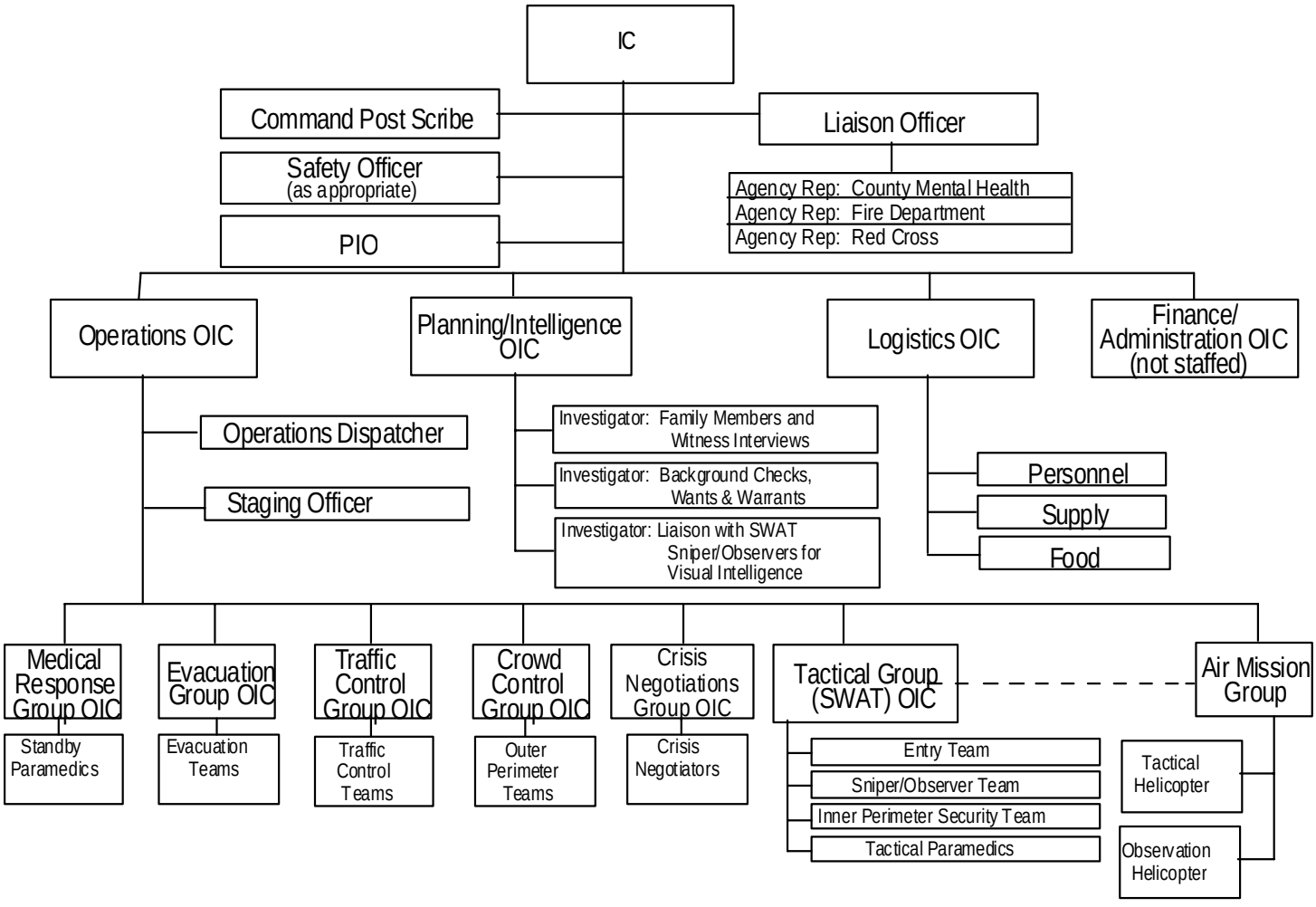
where possible, delegate authority to staff essential functions to distribute the workload. ICS provides a built-in capability for modular development so that the form or shape of the ICS organization always meets the functional need.

Examples When ICS Should Be Used: The Incident Command System is applicable easily to the following small and large incidents and events:

Small: ***INCIDENT ORGANIZATION*** **(e.g., Fatal Traffic Collision)**



Larger: ***INCIDENT ORGANIZATION*** **(e.g., Barricaded Suspect with Hostages)**



Incidents: (Unplanned)

- Major Traffic Collision
- Hostage Situation
- Bomb Incident
- Air Crash
- Hazardous Materials Spill
- Officer Involved Shooting
- Civil Disorder/Riot
- Terrorist Incident
- Fires and Explosions
- Landslide

Events: (Planned)

- Dignitary Visit
- Large Sporting/Concert Event
- Parades or Marches

Disasters: (Major Emergencies Generating Several Incident Sites)

- Earthquake
- Flood
- Severe Winter Storms
- Wildfires

SOLUTIONS TO COMMON PITFALLS IN EMERGENCY RESPONSE:

- Use the Critical Incident Response Plan and initiate ICS from the onset of the incident.
- Identify key jurisdictional agencies and collocate – utilizing the principles of Unified Command.
- Establish common communications channels for all incident personnel.
- Utilize the most competent people in key roles, regardless of rank, and let them do their job.
- Know **your** role.
- Keep all non-essential personnel away from the Command Post.
- Control the information flow.
- Assign a scribe as soon as practical.
- Critically re-examine assumptions that are part of the decision-making process.
- Return to normal operations as soon as practical.

TRANSITIONAL STEPS:

Some of the important "transitional" steps that are necessary in applying ICS in a field incident environment include:

- Recognize and anticipate the requirement that organizational elements will be activated and take the necessary steps to delegate the authority to others.
- Establish incident facilities as needed, strategically located, to support operations.
- Establish the use of common terminology for organizational functional elements, position titles, facilities and resources.
- Rapidly evolve from providing oral orders and instructions to the development of a written Incident Action Plan.

DISTINCTIONS BETWEEN LAW ENFORCEMENT ICS AND OTHER DISCIPLINES' ICS:

The Law Enforcement Incident Command System *(LEICS)* is essentially identical to the "generic" SEMS Incident Command System. However, minor modifications have been made to enhance the needs of law enforcement. Some of the significant distinctions are:

- The term "Officer-In-Charge" (OIC) is used in the law enforcement model to describe positions of leadership at the Section, Branch, Group and Unit levels. Under LEICS, the emphasis is on identifying an individual in charge of a function rather than confusing rank designations with position titles that infer specific meanings and expectations within different organizations ("Chief," "Director," or "Manager"). In disciplines other than law enforcement, the term OIC, also may be referred to as *Section Chief, Branch Director, Group Supervisor, Unit Leader, or Team Leader.*

- Traditional FIRESCOPE ICS places the staging function under the Operations Section. The 1999 edition of The Redbook presented a model in which staging was organized under Logistics. The committee tasked with producing this edition has returned Staging to Operations, in accordance with the FIRESCOPE model. There are sizeable California law enforcement agencies that have a history of successful use of ICS in both configurations. However, with the need for joint, multi-disciplinary operations and common terminology on a national scale, California law enforcement has seen the need to present a model ICS structure that more closely conforms with FIRESCOPE, which is not only the original ICS, but is also the system used and advocated by many federal agencies, as well as the model for the National Incident Management System (NIMS).

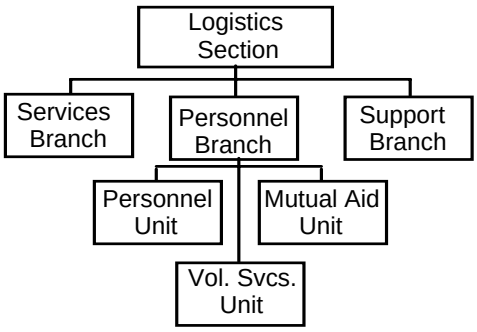
- An incident commander may choose to establish the staging function under the Logistics Section, based on the incident and the needs of the agency. Regardless of which model is used by an agency, it is essential to ensure that officers are properly checked-in, equipped (particularly with appropriate radio communications) and available to be deployed by the Operations Section. This is accomplished by a mandatory check-in procedure, a comprehensive resource status function, and a Staging Area Manager. The flexibility of ICS allows an agency to build an organization that fits a specific incident, utilizing the various organizational components as needed, within the general framework of ICS.

Staging areas under LEICS are locations set up at an incident where resources can be placed while awaiting assignment; *not necessarily ready for immediate deployment.*

In some law enforcement agencies, staging areas are managed by the Logistics Section OIC. Under the traditional FIRESCOPE ICS, a staging area is where resources are placed *for deployment* within three minutes at the direction of the Operations Chief. In this traditional configuration, the Staging Area Manager reports to the Operations Section Chief

- The "Incident Scribe" (also referred to as the Command Post Scribe) is a position that may be activated to assist the Incident Commander.
- The "Mutual Aid Response Mobile Field Force" is an example of *resource typing* in ordering law enforcement mutual aid resources.
- "Personnel" as a resource category in law enforcement emergency operations is singularly the most crucial and important. Therefore, it is necessary to provide oversight within the Logistics Section commensurate with the anticipated need for personnel ordering, coordination and preparation for deployment.

The following organizational illustration appropriately depicts the Logistics/Personnel relationship in LEICS:



Note: In traditional or generic ICS, ordering personnel is handled by the Supply Unit.

INTEGRATING LEICS WITH OTHER DISCIPLINES:

Today, with the variety of disasters and emergencies, ICS is seldom purely a fire suppression or law enforcement activity. Rather, it is more likely a mix of fire service, law enforcement, public works, emergency medical, building and safety, school personnel and a host of other possible disciplines. SEMS/ICS provides a system that is adaptable by all disciplines.

The inherent requirement to implement SEMS/ICS is the need to facilitate emergency response among varying disciplines by way of a coordinated management system which successfully integrates law enforcement with fire service, emergency services, public works, and other response organizations. When considering an ICS response that is exclusively fire or exclusively law enforcement, the organization works reasonably well because of the consistent make-up of the responding organizations.

In many cases the Incident Commander will be from the fire fighting discipline. If law enforcement is collocated with fire service, it is reasonable to assume that the ICS organization will reflect the distinctions discussed earlier and will not reflect a purely LEICS organization. When working within a fire-oriented ICS, officers should be mindful of the differences and make allowances so that the law enforcement function can perform as expeditiously as possible.

Usually law enforcement participation in a fire-oriented ICS will consist of an *Agency Representative* with the authority to commit law enforcement resources, or this individual may become elevated to *Deputy Incident Commander* under a Unified Command structure. There also may be other law enforcement personnel assigned to a *Law Division* with groups assigned to crowd control, traffic, security, and evacuation functions.

Law enforcement personnel assigned as an Agency Representative or collocated with personnel from other disciplines should, as necessary, relay mission-tasking requests to the appropriate law enforcement function (such requests may be directed to a Police or Sheriff's Department Operations Center). The circumstances may be reversed if there is a law enforcement Incident Commander. The ICS organization should be flexible enough to absorb discipline-related idiosyncrasies without causing delays in emergency response operations.

Flexibility by law enforcement personnel also is required to accommodate members of other disciplines whose day-to-day activities are not geared to emergency response. Although it is their responsibility to fit into the ICS environment, any assistance and courtesy shown will ease tensions and facilitate future cooperation.

Under some conditions, there will be representatives of the federal government participating at the Incident Command Post. In some cases federal agents will be providing federal resources in a support mode and in other cases involving terrorism, weapons of mass destruction, or national security, a federal agency (e.g., FBI) becomes the lead Federal Agency, locals remain the lead local agency.

Refer to the Glossary of this guide for formal definitions of "Terrorism" and "Weapons of Mass Destruction."

Usually local government provides the first response. If a federal agency becomes involved, typically there will be policy level discussions to determine jurisdictional imperatives and an orderly transition of authority, if necessary. If such a transition occurs, levels of continued local involvement will be clearly communicated. The federal government does respect the SEMS/ICS system; therefore, state and local agencies will continue to function within that structure.

Should an emergency or incident occur where a local agency would like guidance in implementing LEICS, the Law Enforcement Division of the California Emergency Management Agency will maintain a roster of personnel who are proficient in the use of LEICS and will respond under mutual aid to provide consultation and make recommendations to facilitate the use of LEICS principles.

Contact the Law Enforcement Duty officer at **(916) 845-8700 or (916) 845-8911**

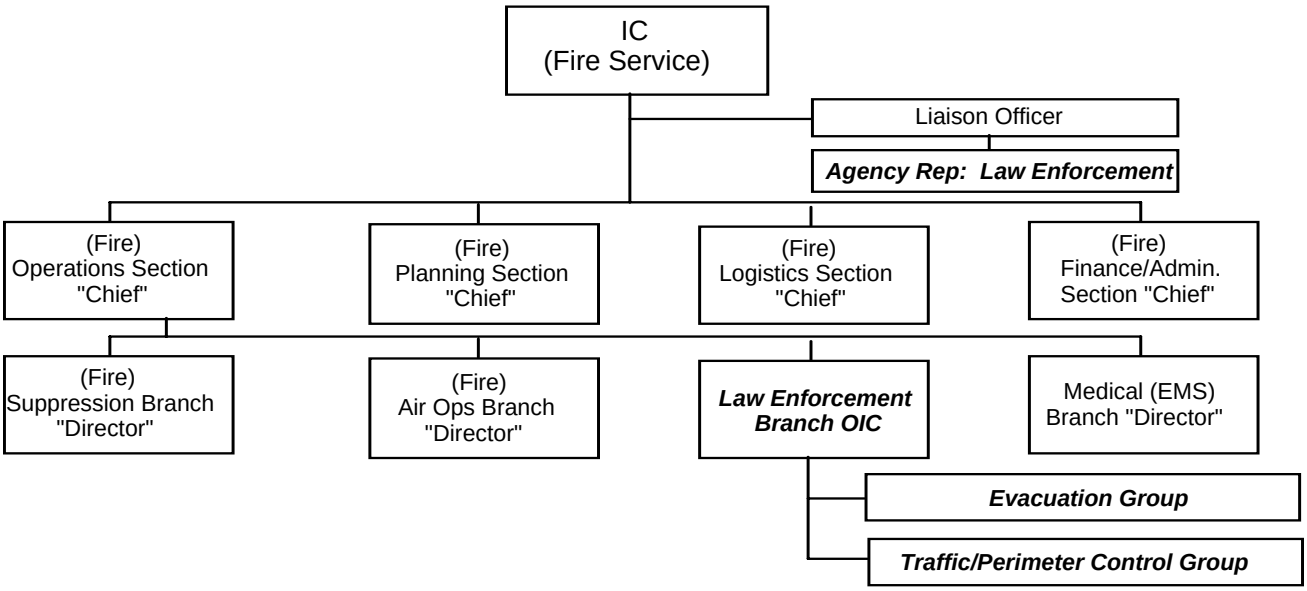
REIMBURSEMENT INFORMATION:

Law Enforcement Mutual Aid (LEMA) is typically provided voluntarily as agreed to statewide in the California Master Mutual Aid Agreement. The California Emergency Services Act, Article 11, Sections 8615 through 8619, outlines circumstances under which mutual aid provisions are implemented.

For some incidents, extraordinary emergency or disaster response costs may be incurred. California Emergency Services Act, Section 8690.6 establishes parameters and provides financial assistance for LEMA cost recovery when the incident or disaster results in a Governor's State of Emergency Proclamation.

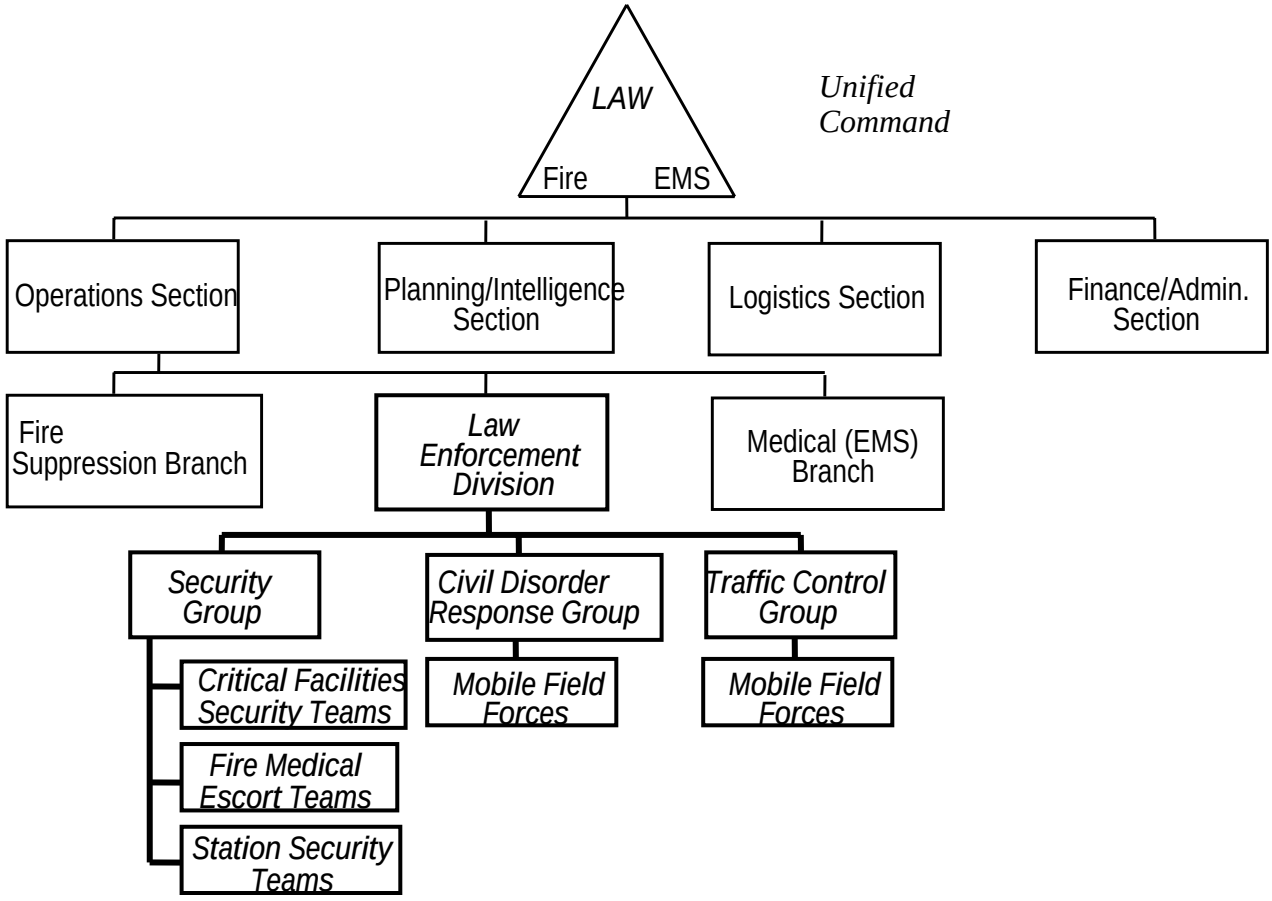
Although financial assistance may not be available in every case, the California Emergency Management Agency Law Enforcement Division will respond to inquiries from local law enforcement to facilitate the reimbursement process. Please contact the Law Enforcement Division at **(916) 845-8700** to obtain reimbursement advice and application documents.

***EXAMPLE 1: Limited Law Enforcement Involvement* (Wildland Fire)**



EXAMPLE 2: Extensive Law Enforcement Involvement
(Major Civil Disorder with Numerous Fires and Injuries)

LEICS ADVISORS



SECTION III

Law Enforcement Incident Command System:

In 1970, Southern California experienced a fire season of disastrous proportion. In a 13 day period, 16 lives were lost, 772 structures were destroyed and 600,000 acres were burned. The disaster of Southern California provided the impetus for the subsequent development of the *Incident Command System (ICS).*

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

The five-year design effort led to a program named FIRESCOPE (Firefighting Resources of Southern California Organized for Potential Emergencies), who's main product turned out to be the Incident Command System. The origins of the Incident Command System actually can be traced back to the Military Re-Organization Act of 1920 that brought the entire United States military under the G-1, G-2, G-3, G-4 organizational system for the management of our total military efforts.

Today, ICS forms the basis of the National Incident Management System (NIMS) that has been mandated under the February 28, 2003 Homeland Security Presidential Directive – 5, *Management of Domestic Incidents*. In his September 8, 2004, letter to all the U.S. Governors, Homeland Security Secretary Tom Ridge stated: *"The 9/11 Commission Report recommended national adoption of the Incident Command System (ICS) to enhance command, control, and communications capabilities. All federal, state, territory, tribal, and local jurisdictions will be required to adopt ICS in order to be compliant with the NIMS. In order to receive fiscal year 2006 preparedness funding, the minimum fiscal year 2005 compliance requirements must be met."*

Because of our efforts here in California with SEMS, we are significantly ahead of this requirement. Please see: www.fema.gov/nims. ICS has been tried, proven, and highly refined since its conception. Its effectiveness as an emergency management system is now mandated throughout the United States.

The *Law Enforcement Incident Command System (LEICS)* provides a management structure and system for conducting on-site emergency operations. It is applicable to small-scale daily operational activities as well as major mobilizations. Because of its standardized operational structure and common terminology, ICS provides a useful and flexible management system that is particularly adaptable to incidents involving multi-jurisdictional or multi-discipline responses.

ICS provides the flexibility needed to rapidly activate and establish an organizational format around those functions that need to be performed.

ICS Operating Requirements:

The following are operating requirements of the Incident Command System (ICS):

The system provides for the following types of operations:

- Single jurisdiction responsibility with single agency involvement.
- Single jurisdiction responsibility with multi-agency involvement.
- Multi-jurisdiction responsibility with multi-agency involvement.

The system's organizational structure is able to adapt to any emergency to which public safety would be expected to respond.

- The system is applicable and acceptable to all user agencies.
- The system is able to expand in a rapid manner from an initial response to a major incident. It is able to reduce its size just as rapidly as the organizational needs of the situation decrease.
- The system has common elements in organization terminology and procedure, which allows maximum application. Implementation of the ICS system should cause the least disruption to existing systems.
- The system is effective in fulfilling all the above requirements and is simple enough to insure ease of understanding.

The Law Enforcement Incident Command System (LEICS):

Management Concepts:
- Common Terminology
- Modular Organization
- Unified Command Structure
- Action Planning
- Manageable Span of Control
- Pre-designated Incident Facilities
- Comprehensive Resource Management
- Integrated Communications
- Area Command

Common Terminology:
It is essential for any management system that common terminology be established for the following components: organizational functions, resources, and facilities.

Organizational Functions:
Refers to a standard set of five major pre-designated functions:
- Command
- Operations
- Planning/Intelligence
- Logistics
- Finance/Administration

Resources:
This refers to the combination of personnel and equipment used in tactical operations.

Facilities:
Refers to common identifiers 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 on the nature, size, and anticipated duration of an incident. The intent of this modular feature is that at each level: 1) only those functional elements that are required to meet current objectives need to be activated, and 2) that all elements of the organization can be arranged in various ways within or under the five SEMS essential functions.

The functions of any non-activated element will be the responsibility of the next highest element in the organization. Each activated element must have a person in charge of it that is based on job expertise and qualifications. Rank is not necessarily the sole determinant when filling ICS positions. It is also possible that one OIC may be in charge of more than one functional element.

The concept of using this structure within the SEMS Field Response organization is based on the following:

- Develop the form of the organization to match the function(s) to be performed.
- Fill only those organizational elements that are required.
- Stay within recommended span of control guidelines.
- Perform the function of any non-activated organizational element at the next highest level.
- De-activate elements no longer required by the incident.

The designated organizational elements established for use in the Incident Command System are listed below. How these are applied in ICS will vary slightly from section to section within the organization.

- Command
- Section
- Branches
- Divisions or Groups
- Units
- Teams, Task Forces (e.g., Mobile Field Force), single resources or other elements are defined by agency policy.

Within the ICS the first management assignments will be made by the Incident Commander and will normally be a Section Officer-In-Charge (OIC). The purpose of the Section OIC is to manage specific functional areas. Section OICs may delegate further management authority for their areas as required. If the Section OIC realizes the need, other functional branches may be added within the section. Similarly, each functional Branch OIC will assign further individual tasks within the branch as needed.

Most law enforcement operations remain at a level that the organization does not expand. It remains small in most instances, so only activate what is actually needed!

Unified Command Structure:

Unified Command is a procedure that allows all agencies with significant geographical, legal or functional responsibility over an incident to avoid operational conflicts, economize resources by collocating at a single Incident Command Post and communicate their operational goals and strategies to each other during structured planning meetings.

The value of establishing a single Unified Incident Command Post during the initial response to a multi-jurisdictional or multi-disciplinary incident cannot be over-emphasized. It is essential to an effective response.

Unified Command is not a committee process. Rather, it is a cooperative process by which agencies share their objectives and operational plans in a structured process, thereby facilitating timely communication of accurate information and avoiding operational conflicts. Agencies do not relinquish their lawful authority, responsibility or jurisdiction and retain appropriate accountability.

Ideally, for incidents of long duration, a collective set of incident objectives is established and an integrated Incident Action Plan is developed.

Unified Command is highly flexible. As the incident changes over time with different disciplines moving into primary roles; the Unified Command structure and personnel assignments change to meet the need.

Primary Features of a Unified Command:

- A single unified Incident Command Post.
- An integrated planning process and Incident Action Plan.
- Shared operations, planning, logistical and finance/administration functions.
- Coordinated resource ordering.
- Coordinated information released to the news media, community, and others.

Advantages of a Unified Command:

- One set of objectives is developed for the entire incident.
- A collective approach is used to develop strategies to achieve incident goals.
- Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident have an understanding of joint priorities and restrictions.
- No agency's authority or legal requirements will be compromised or neglected.
- Each agency is fully aware of the plans, actions and constraints of all others.
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.
- Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

Collective goals and strategies on major multi-jurisdictional incidents should be in written format. The goals and strategies will then guide development of the action plan. Under the Unified Command structure of ICS, the implementation of the action plan is still accomplished under the direction of the designated Operations OIC.

The Operations OIC will usually be selected from the agency having the most jurisdictional involvement. All agencies involved with functional responsibilities in the incident and represented in the Unified Command structure will agree on the selection and designation of the Operations OIC. Other jurisdictional agencies may be represented as deputies to the Operations OIC.

Action Planning:

An Action Plan is also referred to as "Incident Action Plan, Consolidated Action Plan, or Operations Plan."

Every incident requires an action plan. Though not always accomplished in a documented format for small incidents of short duration, a *written* action plan should be developed and implemented when:

- Resources from multiple agencies are used.
- Multiple jurisdictions are involved.
- The incident will require a change in shifts of personnel and/or equipment.

The plan should cover all tactical and support activities. The Incident Commander (or Unified Command) will establish goals and determine strategies for the incident based upon the requirements of the jurisdiction. Within the Unified Command, the incident objectives must adequately reflect the policy needs of participating agencies.

Manageable Span of Control:
Safety factors, as well as sound management principles, will dictate span of control considerations. The span of control should range from three to seven subordinates with a span of control of five being established as optimal and acceptable, generally.

The type of incident, nature of tasks to be performed, and safety factors are all important management considerations in determining OIC/subordinate ratio. The changes that occur during a rapidly developing situation are another consideration in determining span of control. Planning for change is essential at such times to avoid indiscriminate resources ordering, which will directly affect span of control effectiveness.

Pre-Designated Incident Facilities:
Certain facilities and locations should be designated in the pre-emergency phase for use during emergency events. The determination of these facilities and their locations will be based upon the requirements of the incident and at the direction of the Incident Commander. The Incident Commander will cause the activation of these facilities as needed at the outbreak of the emergency event. These facilities may be used as:

- Staging Areas
- Command Posts
- Mass Care Centers
- Evacuation Centers

Comprehensive Resource Management:
Resources may be organized as either single resources or as task forces (e.g., mobile field force). Strict accountability is absolutely essential and can be accomplished by:

- Establishing mandatory initial check-in procedures.
- Assigning a current status condition.
- Ensuring all changes to resources, locations and status conditions are reported promptly to the appropriate functional unit.

Check-In Procedures:
LEICS has a simple and effective check-in process for personnel, supplies, and equipment.

Personnel: Most personnel responding to an incident should report to the Staging Area and check-in with the Staging Manager (or the Check-In Recorder assigned to the Staging Area from the Personnel Unit, if activated). However, when it is not practical to report directly to the Staging Area, such as the case when units respond directly to field assignments, then it is the responsibility of the single units or the appropriate OIC to report (usually via radio) all checked-in personnel under his/her command to the Personnel Unit in the Logistics Section.

Supplies and Equipment: Most supplies and equipment assigned to an incident should be delivered to the Staging Area and checked-in with the Staging Area Manager (or the Receiving/Distribution Officer assigned to the Staging Area from the Supply Unit if activated). However, when it is not practical to report directly to the Staging Area, such as the case when

supplies are delivered directly to field assignments, and then it is the responsibility of the single units or the appropriate OIC receiving the supplies or equipment to report receipt of supplies and equipment to the Supply Unit in the Logistics Section.

To summarize, personnel check-in with the Personnel Unit (Check-In Recorder) at the Staging Area and *supplies and equipment* check-in with the Supply Unit (Receiving/Distribution Officer). If neither of these positions are activated (or if in doubt), then simply report to the Staging Area Manager for direction.

LEICS Form 211 (Check-In List) is designed to assist OICs with recording checked-in personnel, equipment, and supplies.

Integrated Communications:
Communication systems require advanced planning. This planning should include the development of frequency inventories, which will support tactical and support resources, frequency sharing agreements, use of synthesized mobile/portable radio equipment, cellular phones, and the use of available state and federal communications equipment.

Communications should be established at an incident based communications center.

Note: All radio communications should be transmitted in *clear text*, agency specific codes should not be used.

Area Command:
As a part of the general guidance related to the SEMS Field Response, it may be appropriate to consider the use of Area Command.

In ICS, Area Command is an organization that is established primarily to oversee the management of multiple incidents that are each being handled by an Incident Command System organization. An Area Command also may be conducted as a Unified Area Command.

The Purpose of an Area Command is to:
- Set overall priorities within the geographical area covered by the Area Command.
- Determine appropriate strategies for use in achieving the priorities.
- Allocate critical resources based on priorities.
- Ensure that incidents are properly managed.
- Ensure that objectives are met, and strategies followed.

Area Command Reporting Relationships: When Area Command is established, Incident Commander(s) for the incidents under the authority of the Area Command will report to the Area Commander. The Area Commander is accountable to his/her agency or jurisdictional executive or administrator. This could be the DOC, EOC, or another location. It is important to note that Area Command is a command function of *field* response and not an EOC function.

At a minimum, this would include:
- Collect and review incident action plans for all incidents within the area.
- Coordinate priorities and objectives for all incidents within the established area.
- Ensure communication and coordination between all incident commands within the area.
- Collect, review and coordinate incident communication plans.
- Ensure effective span of control.
- Use common terminology as appropriate to the situation.

- Delegate authority and activate organizational elements within the ICS structure as needed or anticipated.
- Provide for personnel accountability and a safe environment.

Advantages of Using Area Command:
Much of the inter-incident coordination normally required of each IC will be accomplished at the Area Command level. Using an Area Command allows the Incident Commanders and their incident management teams to focus attention on their assigned incident.

Area Command sets priorities between incidents and allocates critical resources according to priorities established by the Agency Executive.

Area Command helps the agency executive by ensuring that agency policies, priorities, constraints and guidance are being made known to the respective Incident Commanders.

Area Command also reduces the workload of the agency executive, especially if there are multiple incidents occurring at the same time.

Requirements in Establishing Area Command:
The following requirements apply to either an Area Command or a Unified Area Command:

Incident Commanders covered by the Area Command must be notified that an Area Command is being established.

The Area Command team should consist of the best qualified personnel with respect to their functional areas. The functions of Area Command require personnel that have experience in, and are qualified to oversee, complex incident situations.

The Area Command organization operates under the same basic principles as does the Incident Command System.

The Area Command organization should always be kept as small as possible.

Area Command organizational positions could consist of:
- Area Commander and, only as necessary:
- Area Command Logistics OIC (Section Chief)
- Area Command Planning/Intelligence OIC (Section Chief)
- Area Command Critical Resources Unit OIC (Leader)
- Area Command Situation Unit OIC (Leader)
- Area Command Public Information Officer
- Area Command Liaison Officer

It is important to remember that Area Command does not in any way replace the incident level ICS organizations or functions. The above positions, if established, are strictly related to Area Command operations. Specific duties and responsibilities will be established by the Area Commander.

Incident Commanders under the designated Area Commander are responsible to, and should be considered as part of, the overall Area Command organization. They must be provided adequate and clear delegation of authority.

An Area Command or Unified Area Command should develop an action plan concerning the priorities, objectives and needs of the Area Command.

The plan should:

- Clearly state agency policy, objectives, and priorities, including priorities for critical resource allocations.
- Provide an organization with clear lines of authority and communications.
- Identify specific functions to be performed at the Area Command versus those incidents such as in the area of public information.

Area Command facilities may be co-located at department operations centers, EOCs, or other locations. It is recommended that they not be established in conjunction with an existing Incident Command Post (ICP).

A training module dedicated to Area Command is included in the SEMS Field Level course of instruction.

ICS Position Assignment and Responsibilities:

Command Staff:
The Command Staff consists of the Incident Commander, Deputy Incident Commander, Public Information Officer, Incident Scribe, Safety Officer (when activated), and Liaison Officer.
See organization chart on page 47.

Incident Commander (IC):
The Incident Commander is responsible for all incident activities including the development of strategies and tactics and the ordering of and the release of resources. The Incident Commander has complete authority and responsibility for the conduct of overall operations.

It is operationally imperative that the Incident Commander delegate authority and assignments to qualified subordinates. This is best accomplished through "mission tasking." Mission tasking allows the IC to give direction to subordinate OICs in broad parameters without suppressing initiative of those responsible for the detailed execution of action plans. The authority of the Incident Commander is exercised to direct and control the work effort of subordinates and influence the outcome of the coordinated actions.

Duties and Responsibilities:

- Establish incident command post.
- Assess the evolving emergency situation and establish priorities of action.
- Assign necessary staff.
- Activate needed ICS elements and selected Section OICs.
- Conduct initial briefing and begin planning and intelligence process.
- Approve all plans, incident action plan, resources orders, media releases, and the demobilization plan.
- Ensure coordination of staff actions and activities.
- Manage incident operations through the use of an Operations Section OIC.

Deputy Incident Commander:
In large incidents, the Deputy Incident Commander position may be activated. The Deputy Incident Commander is the principal assistant to the IC and possesses the qualifications and authority to act on the IC's behalf in his/her absence. The Deputy Incident Commander receives duty assignments and staff direction from the IC.

Duties and Responsibilities:
- Assume interim command of all operational functions in the absence of the IC.
- Verify task completion by functional areas.
- Appoint agency representatives to outside agencies' EOCs.
- Request liaison personnel from outside agencies involved in the emergency.
- Review and ensure completion of all administrative duties, situation reports, logs, journals, section activities reports.
- Assist the IC as directed.

Public Information Officer (PIO):
The Public Information Officer, a member of the Command Staff, is the sole person responsible for the formulation and release of information to the media as directed by the IC. In the Unified Command, though many agencies represented may have a PIO, a single Public Information Officer for the Unified Command is appointed. All releases are approved by the Incident Commander or Unified Command Structure.

Duties and Responsibilities:
- Establish an information center separate from all other activities when possible.
- Arrange for work space, materials and staffing.
- Prepare initial information summary and maintain file of all subsequent summaries.
- Obtain IC approval for all press releases.
- Releases approved current information to the media and post the releases at the incident command post promptly.
- Arrange meetings between incident personnel and the media.
- Provide media escort services for media and VIPs.
- Observe all constraints on news releases imposed by the IC.
- Maintain a unit log.

Incident Scribe:
The activation of this position is at the discretion of the Incident Commander. The functions of this position generally are conducted by the Planning/Intelligence Section when activated. At the direction of the Incident Commander, the Incident Scribe shall record information from all incident message forms with reference to time, message, and action taken.

Duties and Responsibilities:
- Maintain and periodically distribute a situation report.
- Gather incident-related information from other sections for entry into the Command Post Log.
- Refer newsworthy information to the Public Information Officer.
- Ensure all messages are appropriately routed.

Safety Officer:
The Safety Officer reports directly to the IC. This position is *mandated* by CalOSHA for all hazardous materials incidents. For other incidents, when activated, the Safety Officer is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety Officer has the authority to stop all unsafe activity on an incident that is deemed to be *outside the scope of the incident action plan.*

At major disasters or at particularly traumatic events, the Safety Officer typically coordinates the response and deployment of Critical Incident Stress Management (CISM) personnel. It should be noted that CISM is a professional psychological function and should not be attempted at a layperson level without professional guidance. Nevertheless, CISM is an important health issue for response personnel and planning efforts should include provisions for its implementation.

Liaison Officer:
The Liaison Officer is a member of the Command Staff and is the point of contact for assisting agency representatives. This may include representatives from other law enforcement agencies, fire services, emergency medical providers, Red Cross, Public Works, Coroner's Office, Health Services, etc. The Liaison Officer will be from the agency having jurisdictional responsibility for the emergency.

Duties and Responsibilities:
- Obtain a briefing from the Incident Commander.
- Provide a point of contact for assisting mutual aid agency representatives.
- Identify agency representatives from each agency including the Communications link and their location.
- Respond to requests from incident personnel for their inter-organizational contacts.
- Monitor the incident operations to identify what might be potential inter- organizational problems.
- Provide information and maintain a liaison with other Government and Law Enforcement agencies.
- Maintain a unit log.

Agency Representatives:
An individual is assigned from an assisting agency that has the delegated authority to make decisions affecting that agency's participation in emergency operations. Upon arriving at the designated staging area, the Agency Representative reports to the Liaison Officer. Each responding agency should assign only one representative to the incident.

Duties and Responsibilities:
- Ensure that all agency resources have checked-in.
- Obtain situation briefing from the Liaison Officer.
- Establish a working location and advise agency personnel that the Agency Representative position has been filled.
- Attend planning meetings as required.
- Provide input regarding the use of agency resources.

Operations Section:
The Operations Section holds the responsibility for the coordinated tactical response of the incident. This may include, but is not limited to, the deployment of personnel in response to a civil disorder, coordinated response to an evacuation, support of fire services, coordinated response to rescue operations, etc.

Operations Section OIC:
The Operations Officer, also identified as the Operations Officer-In-Charge (OIC), is responsible for the implementation and management of all operational plans and supervises the Operations Section. The Operations Section OIC activates and supervises the organizational elements of the response in accordance with the Incident Action Plan and directs its implementation. The Operations Section OIC also coordinates unit tactics with other staff members, requests or releases resources, makes situational changes to the plan as necessary and reports such changes to the Incident Commander.

Duties and Responsibilities:
- Obtain a briefing from the IC.
- Exercise direction and control over on-going operational activities in accordance with the incident action plan.
- Supervise and direct section personnel.
- Coordinate Operations Section activities with all other staff sections.
- Recommend a location for a Staging Area to the Incident Commander.
- Recommend the site locations for support activities.
- Assist in determining additional needed resources.
- Ensure that all resources in the field have been reported to the Logistics Section for proper check-in accounting and to secure proper support for food, lodging, supplies, etc.
- Advise the IC on all developments and changes in the tactical situation.
- Maintain a unit log.

Operations Dispatcher:
The Operations Dispatcher functions under the control of the Operations OIC. The dispatcher manages and controls all tactical radio and data frequencies used in support of the emergency incident. In major disasters or complex emergency events, a supervising dispatcher may be activated.

Duties and responsibilities:
- Dispatch field units as directed by the Operations OIC.
- Maintain unit designation board depicting status and availability of field operations staff.
- Coordinate activities of the unit and with other agency dispatchers.
- Maintain a unit log.

Branch:
The Branch OIC functions within the Operations Section. The Operations Section OIC will assign specific portions of the incident action plan to the Branch OIC for implementation. The Branch OIC retains authority and control of resources assigned to accomplish tasks. Routine status on conditions and progress are provided to the Operations OIC.

Duties and Responsibilities:

- Review assignments with subordinate staff and modify where appropriate.
- Attend planning meetings when requested.
- Assign specific tasks to mission group OICs.
- Provide timely information to the Field Operations OIC on situation changes, rescues, plans modifications and hazards.
- Maintain a unit log.

Group/Division:

The Group (or Division) OIC functions within the Operations Section. "Groups" are activated upon identified need in the incident action plan for a specific *function* (i.e., Perimeter Control Group, Security Group, Traffic Control Group, and Evacuation Group). "Divisions" are activated to coordinate operations in a specific *geographic* area.

Duties and Responsibilities:

- Implementation of assigned portions of the action plan.
- Task assignments within the group or division.
- Progress and situation reports to the Branch OIC or the Operations Section OIC.
- Maintain a unit log.

Mobile Field Force:

The Mobile Field Force is a type of specialized "Task Force." It is similar to the concept of a "Strike Team" in the fire service. The Mobile Field Force OIC functions within the Operations Section. When activated it is responsible for specific tactical assignments. Assignments may include: traffic/crowd control, site evacuations and security; reports progress on mission assignments to the next higher OIC level.

Duties and Responsibilities:

- Reviews assignment with subordinates.
- Makes essential changes to plans.
- Coordinates with adjacent task forces and units.
- Reports situation and resources status to next higher level.
- Maintains a unit log.

Staging Officer:

The Staging Officer, also referred to as the Staging Area Manager, under the direction of the Operations OIC is responsible for maintaining a location where personnel and equipment can be staged to support an incident.

Duties and Responsibilities:

- Obtain a briefing from the Operations OIC.
- Establish a staging area layout.
- Determine any support needs for equipment, feeding, sanitation and security.
- Coordinate with the Personnel Unit (Check-In Recorder) and the Supply Unit (Receiving/Distribution Officer) so that arriving resources (personnel, supplies, and equipment) can easily find the check-in and stand-by locations. If these positions are not staffed, then the Staging Officer is responsible for the check-in process at the Staging Area and making resource status reports to the Resources Unit.
- Request maintenance service for equipment at the staging area as appropriate.
- Arrange for storage facilities for impounded vehicles.

- Supervise the parking and safeguarding of law enforcement personnel's private vehicles, which may be parked at or near the staging area.
- Demobilize the staging area in accordance with incident demobilization plan:
- Ensure a clean up of the staging area.
- Assess any damage to the staging area property/facilities.
- Remove all equipment and supplies from within the staging area.
- Maintain a unit log.

Air Operations Branch:

Decision to Activate: *The Air Operations Branch may be activated whenever aircraft are deployed on an incident requiring mission assignment coordination, establishment of helispots or a helibase, or to address any aviation safety concerns requiring full time attention. Only persons knowledgeable in aircraft operations and aviation procedures should be assigned to the leadership positions within the Air Operations Branch. Refer to "Air Operations Checklist" in the Annex Section of this guide.*

The Air Operations Branch OIC reports to the Operations Section 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 operation on the incident.

Air Mission Group:
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.

Aviation Support Group:
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.

Planning/Intelligence Section:
The Planning/Intelligence Section collects, evaluates, processes, and disseminates information for use at the incident. Additionally, the Planning/Intelligence Section reviews and develops incident intelligence information to assist in development of contingency plans for the Incident Commander. The section also prepares briefings for the Incident Commander and the Emergency Operations Center's staff related to new or updated intelligence information.

Planning/Intelligence Section OIC:
The Planning/Intelligence Officer, also identified as the Planning/Intelligence Section OIC, is a member of the General Staff and is responsible for the operation of the Planning/Intelligence Section. This position provides information needed to understand the current situation, predicts probable course of incident events, assists in preparing alternative strategies and control operations for the incident, and coordinates with other staff members.

Duties and Responsibilities:
- Collect and process situation information about the incident.
- Provide input to the Incident Commander (IC) and Operations Section OIC in preparing the Incident Action Plan.
- Supervise preparation of the Incident Action Plan.
- Establish information requirements and reporting schedules for Planning Section units (e.g., Resources, Situation Units).
- Determine need for any specialized resources in support of the incident and serve as liaison to all technical specialists.
- If requested, assemble and disassemble task forces not assigned to operations.
- Establish special information collection activities as necessary. Examples: weather, toxic hazards, suspect profiles.
- Assemble information on alternative strategies.
- Provide periodic predictions on incident potential.
- Report any significant changes in incident status.
- Compile and display incident status information.
- Inform the IC of termination trends in the incident and oversee preparation of Incident demobilization plan.
- Incorporate the incident traffic plan (from Ground Support) and other supporting plans into the Incident Action Plan.
- Obtain briefings from the IC and the Operations Officer.
- Activate and supervise the needed Planning/Intelligence Branches/Groups.
- Schedule and conduct intelligence briefings and debriefings.
- Deploy intelligence group(s) as needed to gather information.
- Maintain a unit log.

Resources Unit (RESTAT):
The Resource Unit OIC, also referred to as the RESTAT Unit OIC, functions within the Planning/Intelligence Section. The Resource Unit is responsible for the preparation, processing and reporting of resource *status change* information. The Resources Unit tracks personnel and equipment status relating to the incident.

Duties and Responsibilities:
- Obtain briefings and special instructions from Planning/Intelligence Section OIC.
- Maintain liaison between Operations and Logistics Sections concerning needed and acquired resource movement.
- Prepare and maintain command post displays.
- Assign duties to Resource Unit personnel.
- Participate in Planning/Intelligence Section meetings.
- Maintain incident tactical resource status log.
- Prepare Organizational Assignment List and the Organizational Chart.

- Prepare appropriate parts of Division Assignment Lists.
- Provide resources summary information to Situation Status Unit as required.

Situation Unit (SITSTAT):
The Situation Unit OIC, also known as the SITSTAT Unit OIC, functions within the Planning/Intelligence Section. The OIC is responsible for the collection and organization of incident situation and status information. The OIC performs analysis, evaluations and displays that information for use by ICS staff and agency personnel.

Duties and Responsibilities:
- Obtain a briefing and special instructions from Planning/Intelligence Section OIC.
- Supervise the preparation and maintaining of command post displays of incident information.
- Assign duties to Situation Unit personnel.
- Collect incident data for duration of incident.
- Monitor media broadcasts.
- Obtain sound and video recordings, photographs, of the incident when feasible.
- Prepare estimates at periodic intervals or upon request.
- Post data on unit work displays and command post displays at scheduled intervals.
- Participate in incident planning meetings as required.
- Prepare Incident Status Summaries.
- Prepare Traffic Plan (external and internal to the incident).
- Provide photographic services and maps.
- Provide resource and situation status information in response to specific requests.
- Maintain Situation Unit records.

Field Observers:
Field Observers are a part of the Situation Status Unit. When activated they are responsible for the collection of information by personal observations at the incident (e.g., law enforcement officers working plain clothes as part of a large demonstration). They provide information to the Situation Unit OIC.

Duties and Responsibilities:
- Obtain a briefing from the Situation Unit OIC.
- Make a determination of the assignment, type of information, and priorities.
- Set time limits for completion, method of communication, and method of transportation.
- Obtain the necessary equipment and supplies for field duties.
- Perform field observations.
- Report information to Situation Unit by established procedure.

Casualty Information:
Casualty Information is a part of the Situation Status Unit and establishes a centralized location for recording all incident-related casualties. Information sources for casualty information may include, but are not limited to, the County Coroner's or Medical Examiner's Office, Emergency Medical Services, Fire Services, Red Cross, etc.

Casualty Information shall ensure that there is accurate reporting of information concerning deaths, injuries, missing and returned persons and that Casualty Information is not released to the media or public without authorization of the Incident Commander.

NOTE: Information regarding casualties of law enforcement, fire services, and other involved response agencies shall remain separate from other casualty information.

Duties and Responsibilities:

- Liaison is established with the American Red Cross and others to obtain information regarding evacuation centers and evacuees.
- Liaison is established with the Coroner for the flow of information regarding incident-related deaths.
- Liaison is established with medical providers to obtain casualty information.
- Personnel are assigned and deployed to hospitals, first-aid stations, and morgues to acquire casualty information.
- A listing of designated hospitals, evacuation centers, temporary first-aid stations and morgue facilities is compiled and available to the Operations Section.
- A unit log is maintained.

Display Processor:

The Display Processor is a part of the Situation Status Unit, and is responsible for the display of incident status information obtained from field observers, casualty information, resource status reports, aerial and other photos, and other informational data.

Duties and Responsibilities:

- Obtain a briefing and assignment from the SITSTAT Unit OIC.
- Make a determination of:
  - Numbers, types and locations of displays required and priorities.
  - Map requirements for incident action plan and time limits for completion.
- Obtain the necessary equipment and supplies.
- Obtain a copy of the incident action plan for each operational period.
- Assist the SITSTAT OIC in analyzing and evaluating field reports.
- Develop required displays in accordance with the time limits for completion.

Weather Observer:

The Weather Observer functions within the Situation Status Unit and is responsible for collecting incident-related weather information - past, present, and forecasted. Providing weather information is especially critical during fires, a hazardous materials incident, or during times of heavy rains.

Duties and Responsibilities:

- Obtain a briefing from the SITSTAT OIC.
- Make a determination of:
  - Nature and location of weather systems.
  - Weather data collection methods to be used and priorities for collection;
  - Frequency of reports and method of reporting.
- Record and report weather observations.

Documentation Unit:
The Documentation Unit OIC functions within the Planning/Intelligence Section and is responsible for maintaining accurate and complete incident files. The unit also provides duplication services to incident staff personnel and at the termination of the emergency incident packs and stores incident files for legal and historical purposes.

Duties and Responsibilities:
- Establish and organize incident files.
- Establish duplication services.
- Retain and file copies of official forms and reports.
- Collect and file reports and forms submitted by other incident organizational units.
- Check accuracy and completeness of records submitted for files.
- Contact appropriate units regarding errors or omissions.
- Provide copies of forms and reports to authorized personnel.
- Prepare incident documentation for the Planning/Intelligence Section OIC.
- Store and maintain incident files for after incident use.
- Collect other section/unit logs for historical record purposes.
- Maintain a unit log.

Demobilization Unit
The Demobilization Unit OIC functions within the Planning/Intelligence Section and is responsible for the preparation of the demobilization plan and assisting incident sections/units to ensure that an orderly, safe and cost effective movement of personnel and equipment is accomplished following the emergency incident.

Duties and Responsibilities:
- Review incident resources records to determine probable size of demobilization effort.
- Assess and fill Unit's Demobilization needs for additional staff personnel.
- Confirm the Incident Command objectives, priorities, and constraints on demobilization.
- Meet with Agency Representatives to determine those agencies not requiring formal demobilization; personnel rest and safety considerations; coordination procedures with cooperating/assisting agencies.
- Be aware of ongoing Operations Section resource needs.
- Identify surplus resources and probable release times.
- Determine finance, supply and other incident check-out procedures.
- Evaluate incident logistics and transportation capabilities to support the demobilization effort.
- Establish communications links with appropriate off-incident facilities.
- Prepare demobilization plan - plan to include the following sections:
  - General - Discussion of demobilization procedures.
  - Responsibilities - Specific implementation responsibility and activity.
  - Release Priority - According to agency, kind, and type of resources.
  - Release Procedures - Detailed steps and process to be followed.
  - Directories - Maps, telephone numbers, instructions, etc.
- Confirm approval of Demobilization Plan. Distribute plan to all processing points (on and off incident).
- Ensure that all section/units understand their responsibilities within the plan.
- Assist in the implementation and coordination of the Demobilization Plan.

- Brief Planning/Intelligence Section OIC on progress of demobilization.
- Complete all records prior to departure.
- Maintain unit log.

Technical Specialists:
Technical Specialists are advisors with special skills, which may be needed to support incident operations. When activated they usually function within the Planning/Intelligence Section, but could be assigned to other sections as appropriate.

Technical Specialists may function within an existing branch or form a separate branch, if required, or be reassigned to other sections of the organization (e.g., a chemist may be assigned to the Operations Section to advise the OIC on the technical aspects of probable health hazards or extent of an evacuation for a hazardous materials incident).

A type of technical specialist referred to as a **"Legal Officer"** (usually staffed by a government attorney) can be assigned to the Command Staff to advise the Incident Commander on such legal matters as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access.

Duties and Responsibilities:
- Report to the Planning/Intelligence Section OIC to obtain a briefing and special instructions.
- Participate in the development of an incident action plan and review the general control objectives, including alternative strategies as requested.
- Respond to requests for information about the limitations and capabilities of resources.
- Collect and transmit records and logs to the Documentation Unit at the end of each operational period.

Logistics Section:
All incident support needs (e.g., personnel, equipment, supplies) are provided by the Logistics Section, with the exception of aviation support. Aviation support is handled by the Air Support Group in the Air Operations Branch.

An additional responsibility of the Logistics Section is to develop sources for obtaining materiel support from resources outside of the jurisdiction involved. The Logistics Section will anticipate the staffing needs for the duration of the incident, as well as the acquisition of equipment and supplies, to facilitate an immediate response to a request for logistical support.

This Section will maintain a liaison with stations, facilities, EOCs, Counties and Cities that can provide logistical and personnel support.

The responsibility for maintaining a list of private vendors that can provide logistical support, which includes the DOC/EOC or Command Post operation, is held by the Logistics Section as well as the Security staffing for the DOC/EOC or Command Post.

Logistics Section OIC:
The Logistics Section Officer, also referred to as the Logistics OIC, is responsible for providing facilities, services, staffing and material in support of the incident. In smaller incidents, the Logistics OIC may also be responsible for all financial and cost analysis aspects

of the incident. The Logistics OIC will participate in the development and implementation of the incident action plan as well as activating and supervising the Branches and Groups within the Logistics Section.

Duties and Responsibilities:

- Obtain a briefing from the Incident Commander.
- Plan and coordinate the activities of the Logistics Section and supervising assigned personnel.
- Recommend a location for a staging area to the Incident Commander after consulting with the Operations OIC.
- Assign personnel to staff the Logistics Section as needed.
- Determine the extent of current and anticipated field operations and planning for necessary logistical support.
- Establish contact with OES Mutual Aid Regional Coordinator and other potential resource agencies if applicable.
- Provide, maintain and control selected equipment, supplies, facilities, and commercial services required by the Operations Section.
- Provide security for the Incident Command Post and staging area, and other areas as required.
- Participate in the preparation of an incident action plan.
- Coordinate and process requests for additional resources.
- Provide and advise on current services, support and personnel capabilities.
- Estimate future services, support and personnel requirements.
- Ensure that incident communications equipment requirements are met.
- Recommend the release of resources in conformity with a demobilization plan.

Security Officer:

The Security Officer shall coordinate activities of the Security Unit and supervise assigned personnel under the direction of the Logistics OIC. Additionally, they shall provide security for Incident Command Posts, staging areas, and any location being staffed for the incident. This would also include the security at a DOC/EOC.

Duties and Responsibilities:

- Preparing and submitting a security plan for the Incident Command Post, staging area and other facilities to the Logistics Officer.
- Provide necessary security for the staging area to safeguard equipment and personnel.
- Provide escorts for dignitaries admitted to the Field Command Post or staging area.
- Ensure that security posts are staffed as required.
- Issue various passes to authorized personnel, as needed.
- Deny entrance to unauthorized officers and other persons.
- Notify the Incident Commander of City/County officials and dignitaries requesting to visit the Command Post.
- Maintain a unit log.

Service Branch:

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 Service Branch provides and maintains communication equipment (radio technician may fill this spot), provides medical support to incident personnel, and makes provisions so that assigned personnel can be fed.

Duties and Responsibilities:

- Obtain a briefing from Logistics Section OIC.
- Obtain working materials (e.g., radio equipment, order forms, food ordering procedures).
- Determine the level of service required to support operations (e.g., the number of portable radios needed).
- Participate in planning meetings of the Logistics Section personnel to assist in developing information on service activities (e.g., the amount of food needed, the location personnel can be fed).
- Maintain a unit log.

Communications Unit:

This unit, under the direction of the Service Branch OIC or Logistics Section OIC, is responsible for developing plans for the effective use of incident communications and equipment such as available frequencies or communication capabilities, distribution of communication equipment to incident personnel, and the maintenance and repair of communications equipment.

Duties and Responsibilities:

- Obtain a briefing from the Service Branch OIC or Logistics Section OIC.
- Determine the Communications Unit personnel.
- Advise the Logistics Section OIC regarding communications capabilities/limitations.
- Prepare and implement the incident radio communications plan, if appropriate.
- Ensure that the incident communications and message systems are established.
- Set-up telephone and public address systems.
- Establish appropriate communications distribution/maintenance locations.
- Ensure that communications systems are installed and tested.
- Ensure that an equipment accountability system is established.
- Ensure that radio equipment is distributed, per radio plan, giving special attention to battery re-supply and/or recharging.
- Supervise the Communications Unit activities.
- Maintain records on all communications equipment.
- Recover equipment from relieved or released units.
- Provide technical information as required on he the adequacy of communications systems currently in operation and the geographic limitations on communications systems, equipment capabilities, the amount and types of equipment available, and the anticipated problems in the use of communications equipment.
- Maintain a unit log.

Medical Unit:

This unit is responsible for the development of the Medical Plan to support ICS personnel under the direction of the Service Branch OIC. The plan will include information regarding obtaining medical aid, transportation for injured personnel, and preparation of reports and records.

Duties and Responsibilities:

- Obtain a briefing from the Service Branch OIC or the Logistics Section OIC.
- Determine the level of medical activities prior to activation of the medical group. Prepare a Medical Plan, if appropriate.

- Prepare procedures for major medical emergencies with the appropriate health or medical authorities.
- Arrange for medical aid (e.g., paramedics).
- Arrange for medical transportation.
- Arrange for medical supplies.
- Prepare medical reports.
- Maintain a log of all serious injuries/deaths occurring to incident personnel.
- Advise compensation/claims unit of all serious injuries/deaths occurring to incident personnel.
- Maintain a unit log.

Food Unit:
The Food Unit, under the direction of the Service Branch OIC (when activated) or the 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 for food preparation, serving requirements, providing potable water, and general maintenance of the food service areas.

Duties and Responsibilities:
- Obtain a briefing from the Service Branch OIC or the Logistics Section OIC.
- Determine a method of feeding, which is most appropriate to the situation, and coordinate with the Logistics and Finance Sections.
- Obtain the necessary equipment and supplies to operate the food service facilities.
- Set-up food equipment.
- Ensure that appropriate health and safety measures are taken.
- Ensure that sufficient potable water is available to meet the incident needs.
- Provide a supply unit with food supply orders in advance of feeding time.
- Demobilize the Food Unit in accordance with incident demobilization plan.
- Maintain a unit log.

Support Branch:
When activated, the Support Branch OIC is under the direction of the Logistics Section OIC and is responsible for the development and implementation of logistics plans in support of the incident action plan. This may vary from the ordering of expendable supplies to providing and maintaining vehicular support. The Support Branch OIC supervises the operations of the Facilities, Maintenance, Ground Support, and Supply units.

Duties and Responsibilities:
- Obtain a briefing from the Logistics Section OIC.
- Identify Support Branch Personnel.
- Determine the initial support operations in coordination with the Logistics Officer and the Service Branch.
- Prepare initial organization and assignment for support operations.
- Assemble and brief the Support Branch Personnel.
- Determine if assigned branch resources are sufficient.
- Resolve any problems associated with requests from the Operations Section.
- Maintain a unit log.

Facilities Unit:
The Facilities Unit OIC reports to the Support Branch OIC and is responsible primarily for the layout and activation of support facilities such as sanitation, eating, resting, etc. These types of facilities are especially important for long-term operations.

Duties and Responsibilities:
- Obtain a briefing from the Support Branch OIC, or if appropriate, the Staging Officer.
- Receive a copy of the incident action plan.
- Participate in the Logistics Section planning activities.
- Determine the requirements for each facility to be established.
- Ensure that all facilities are set up and properly functioning.
- Notify group OICs of the facility layout.
- Obtain personnel to operate facilities.
- Provide rest facilities.
- Provide facility maintenance services (e.g., sanitation, lighting, clean-up).
- Participate in the demobilization of the staging area.
- Report any damage to the Support Branch OIC, or if appropriate, the Staging Officer.
- Report the amount of supplies used to the Support Branch OIC, or if appropriate, the Staging Officer.
- Maintain a record of all units using facilities.
- Maintain a unit log.

Maintenance Unit:
The Maintenance Unit OIC, who reports to the Support Branch OIC, is tasked with the facilities and equipment maintenance.

Duties and Responsibilities:
- Obtain a briefing from the Support Branch OIC, or if appropriate, the Logistics Section OIC.
- Participate in the Support Branch/Logistics Section Planning activities.
- Fuel, maintain, and repair ground support vehicles.
- Requisition maintenance and repair supplies.
- Maintain reports of damage/loss, and maintenance of department equipment.
- Maintain a unit log.

Ground Support Unit:
The Ground Support Unit is responsible primarily for the transportation of personnel, supplies, food and other ground support equipment.

Duties and Responsibilities:
- Obtain a briefing from Support Branch or Logistics Section OIC.
- Participate in Support Branch/Logistics Section planning activities.
- Maintain out-of-service resources.
- Notify the Support Branch of all status changes on support and transportation vehicles.
- Maintain an inventory of support and transportation vehicles.
- Provide transportation services.
- Collect information on rented equipment (e.g., number of hours on a generator, mileage, etc.).

- Receive and assign vehicles that have arrived at the staging area.
- When required, establish and maintain a helicopter landing site.
- Maintain a unit log.

Supply Unit:
The Supply Unit OIC is responsible primarily for ordering equipment and supplies; receiving and storing all supplies for incident; maintaining an inventory of supplies; and serving non-expendable supplies and equipment. The unit is under the direction of the Support Branch OIC (when activated) or the Logistics Section OIC.

Duties and Responsibilities:
- Obtain briefing from Support Branch OIC or Logistics Section OIC.
- Participate in Logistics Section/Support Branch planning activities.
- Activate and supervise Ordering Officers and Receiving/Distribution Officers to coordinate material acquisition and distribution.
- Provide Resources Unit with periodic updates on status of equipment and supplies received and distributed.
- Provide Command, Operations, Planning/Intelligence, Logistics, and Finance/Administration with work materials.
- Determine the type and amount of supplies en route.
- Review Incident Action Plan for information on operations of the Supply Unit.
- Develop and implement safety and security requirements for supplies and equipment.
- Order, receive, distribute, and store supplies and equipment.
- Receive and respond to requests for supplies and equipment.
- Maintain inventory of supplies and equipment.
- Service reusable equipment.
- Demobilize Supply Unit.
- Submit reports to the Support Branch OIC.
- Maintain unit log.

Armorer:
The Armorer is responsible for the repair and/or replacement of appropriate authorized weapons. The Armorer reports to the Supply Unit OIC.

Duties and Responsibilities:
- Obtain briefing from Supply Unit OIC.
- Determine location of work station, identify weapons and total number of weapons deployed to the incident.
- Set-up secure storage/work area.
- Establish inventory and accountability system.
- Obtain spare parts and/or replacement weapons as necessary.
- Receive, replace, or repair all weapons as required.
- Ensure that all appropriate safety measures are taken in work/testing area.

Personnel Branch:
When activated, the Personnel Branch OIC is under the direction of the Logistics Section OIC and is responsible for providing the staffing needed to respond to the incident (e.g., law enforcement personnel and volunteers). The Personnel Branch OIC supervises the staffing for the operation and coordinates with the Operations Section, Plans Section and Logistics Section to provide the required personnel.

Duties and Responsibilities:
- Obtain a briefing from the Logistics OIC.
- Attend planning meetings to gather information on all overall strategy and personnel requirements.
- Identify Personnel Branch staff.
- Prepare initial organization and assignment for personnel support operations.
- Assemble and brief the Personnel Branch staff.
- Determine if assigned branch resources are sufficient.
- Resolve any problems associated with requests from the Operations Section.
- Maintain a unit log.

Note: The Personnel Branch OIC oversees the functions of the Personnel Unit, Volunteer Services Unit, and Mutual Aid Unit. If any of these units are not activated, then the Personnel Branch OIC is responsible for directly implementing the duties and responsibilities of the appropriate unit(s).

Personnel Unit:
When activated, this unit is under the direction of the Personnel Branch OIC and is responsible for providing the staffing needed to respond to the incident. The Personnel Unit also is responsible for establishing the personnel check-in function at the incident.

Duties and Responsibilities:
- Obtain a briefing from the Personnel Branch OIC.
- Establish a check-in function in coordination with Staging Officer.
- Establish contacts with incident facilities by telephone or through communications center and initiate a status of personnel resource availability record (a visual display of personnel status may be helpful).
- As directed, identify and maintain a ready reserve of personnel.
- Make recommendations to the Logistics OIC regarding suitable locations for the feeding of personnel, and a ready reserve personnel pool (this is to be coordinated with the Service Branch).
- Maintain time keeping and assignment records of all volunteer, liaison, and outside agency personnel assigned to the incident and coordinate with the Time Unit in the Finance/Administration Section.
- Confirm the dispatch of and estimate arrival times of ordered personnel.
- Transmit check-in information to the Resource Unit.
- Receive and assign responding officers to appropriate sections as requested by the Operations Section.
- Periodically brief ready reserve personnel to ensure they are aware of the field situation.
- Provide a means for rest and recuperation for the personnel pool in conjunction with the Facilities Unit.
- Maintain a unit log.

Check-In Recorder:

The Check-In Recorder functions as a part of the Personnel Unit. The Recorder responds to check-in locations to ensure accountability of all resources assigned to an emergency incident.

Duties and Responsibilities:

- Receive briefings from the Personnel Unit OIC.
- Establish communications with the Communication Center.
- Record check-in information on appropriate lists.
- Transmit check-in information to Personnel Unit on determined schedule.
- Forward completed check-in lists and all status changes to the Personnel Unit.

Volunteer Services Unit:

Volunteer Services Unit will be utilized when authorized by the Incident Commander. This will be accomplished under the direction of the Personnel Branch OIC.

Duties and Responsibilities:

- Coordinate all aid offered to the incident by volunteer personnel.
- Select a suitable location for volunteers to assemble, and ensure that incident personnel are advised of this location.
- Ensure that all volunteers who will be deployed are registered as disaster services workers.
- Maintain time cards for all volunteers and indicate group affiliation on the cards, if applicable.
- Coordinate the assignments, meal breaks, and relief of volunteer personnel.
- Refer to the appropriate charitable organization or agency all offers of aid and volunteer sources not consistent with law enforcement requirements.
- Debrief volunteer personnel after the incident or tour of duty.
- Maintain a unit log.

Mutual Aid Unit:

This function is under the direction of the Personnel Branch OIC and is responsible for the coordination and preparation of mutual aid requests adhering to established law enforcement mutual aid practices.

Duties and Responsibilities:

- Request mutual aid forces to report to the staging area.
- Arrange for the briefing of mutual aid forces.
- Make provisions for mutual aid liaison personnel to be at the Incident Command Post.
- Ensure that these units are released as soon as possible, consistent with proper incident management.
- Debrief mutual aid forces after the incident or tour of duty.
- Coordinate with the Services Branch and the Support Branch to ensure that mutual aid personnel are provided with all necessary support services, equipment and supplies to ensure deployment. Such services and supplies could include radios (to ensure compatible communications at the incident), local maps, and subsistence items such as food and shelter in the event of prolonged incidents.

Finance/Administration Section:

The Finance/Administration Section is responsible for the compilation of all information related to the cost of the emergency operation. This may include, but is not limited to, equipment and its usage, personnel hours, supplies, etc.

At the conclusion of the emergency operation, the Finance/Administration Section may have the responsibility for presenting the accumulated emergency response cost information to the appropriate authority (e.g., Division OIC, CAO, etc.).

Finance/Administration Section OIC:
The Finance Officer, also referred to as the Finance/Administration Section OIC, is responsible for all financial and cost requirements of the incident. This position coordinates with other section OICs and supervises the members of the Finance/Administration Section. The Finance/Administration Officer should be thoroughly familiar with all procedures and financial record-keeping requirements of agencies responsible for reimbursements.

Duties and Responsibilities:
- Obtain a briefing from IC.
- Provide input in all planning sessions on financial and cost analysis matters.
- Maintain daily contact with agency administrative departments on response cost matters.
- Ensure that supplies and other support needs for the Finance/Administration Section are identified and ordered.
- Ensure that personnel time records are transmitted to home agencies according to agreement or policy.
- Participate in all demobilization planning.
- Ensure all obligation documents initiated at the incident are properly prepared and completed.
- Brief agency administration personnel on all incident-related business management issues, which require follow-up prior to departing the incident.
- Maintain a section log.

Procurement Unit:
The Procurement Unit OIC functions within the Finance/Administration Section and is responsible for administering all financial matters pertaining to commercial vendors.

Duties and Responsibilities:
- Obtain a briefing from the Financial/Administration Section OIC.
- Contact appropriate unit OICs to determine incident needs.
- Coordinate with local jurisdictions on plans and supply sources.
- Obtain and understand the incident logistics plan.
- Prepare contracts and land use agreements, as needed.
- Establish and interpret contracts/agreements.
- Resolve all purchasing issues or disputes.
- Complete final processing forwarding invoice documents for payment.
- Receive and retain copies of all purchase orders and invoices of supplies/equipment ordered and/or received by Logistics/Support Branch.
- Maintain a unit log.

Compensation/Claims Unit:
The Compensation/Claims Unit OIC functions within the Finance/Administration Section and is responsible for the overall management and direction of all Compensation/Claims Specialists assigned to the emergency incident.

Duties and Responsibilities:

- Obtain a briefing from the Financial/Administration Section OIC.
- Determine the need for Compensation/Claims Specialist and request necessary personnel.
- Brief Compensation Claims Specialist on emergency incident activity.
- Coordinate and process incoming claims for ICS personnel-related injuries and property loss or damages relating to the emergency incident.
- Ensure that compensation/claims, logs, and forms are current and routed to the proper agency for post-incident processing.
- Establish procedures with the appropriate authority to ensure prompt notification of injuries or deaths to emergency response personnel.
- Provide billing forms for transmittal to vendors and other providers.
- Maintain listing of all injuries occurring on the emergency incident.
- Arrange for investigation of claims (e.g., personal injury and property damage claims), where necessary.
- Maintain a unit log.

Compensation/Claims Specialists:

Compensation/Claims Specialist, within the Finance/Administration Section, is responsible for administering financial matters arising from serious injuries, deaths, and other claims related to the emergency incident.

Duties and Responsibilities:

- Obtain a briefing from the Compensations/Claims Unit OIC.
- Develop and maintain a log of potential claims.
- Coordinate claims prevention plan with applicable incident functions.
- Initiate investigation on all claims.
- Ensure that site and property involved in investigation are protected.
- Obtain witness statements pertaining to claims.
- Establish procedure with Medical Unit OIC on prompt notification of injuries or deaths.
- Obtain copy of Incident Medical Plan.
- Remain informed on status of hospitalized personnel.
- Coordinate and handle all administrative paperwork on serious injuries or deaths.
- Advise the Compensation/Claims Unit OIC on nature and status of all existing and potential claims.
- Obtain Demobilization Plan and ensure that necessary follow-up action is completed.
- Coordinate with appropriate agencies having responsibility for hospitalized personnel following demobilization.

Time Unit:

The Time Unit OIC is responsible for equipment and personnel time recording.

Duties and Responsibilities:

- Obtain a briefing from the Financial/Administration Section OIC.
- Determine the incident requirements for the time recording function.
- Establish contact with appropriate agency personnel/representatives.
- Organize and establish the Time Unit.
- Ensure all records are current or completed prior to demobilization.
- Ensure time reports for assisting agencies are released to the respective agency representatives prior to demobilization.

- Brief the Finance/Administration Section OIC on current problems and make recommendations.
- Maintain a unit log.

Personnel Time Recorder:
The personnel time recorder ensures that proper recording of hours worked by emergency incident response personnel is accurately accomplished.

Duties and Responsibilities:
- Obtain a briefing from the Time Unit OIC.
- In coordination with the Personnel Branch, establish and maintain a file for employee time reports. ***This must be done within the first operational period***.
- Initiate time reports for all response personnel assigned to the emergency incident for each operational period.
- Ensure that employee identification information is verified correct on time reports.
- Ensure time reports are signed.
- Close time documents prior to personnel departure from the emergency incident.
- Distribute time documents according to agency policy.
- Ensure all records, personnel time recording forms, and other finance documents are in order and submitted for processing prior to incident demobilization.

Equipment Time Recorder:
The Equipment Time Recorder ensures that an accurate record of equipment usage is accomplished.

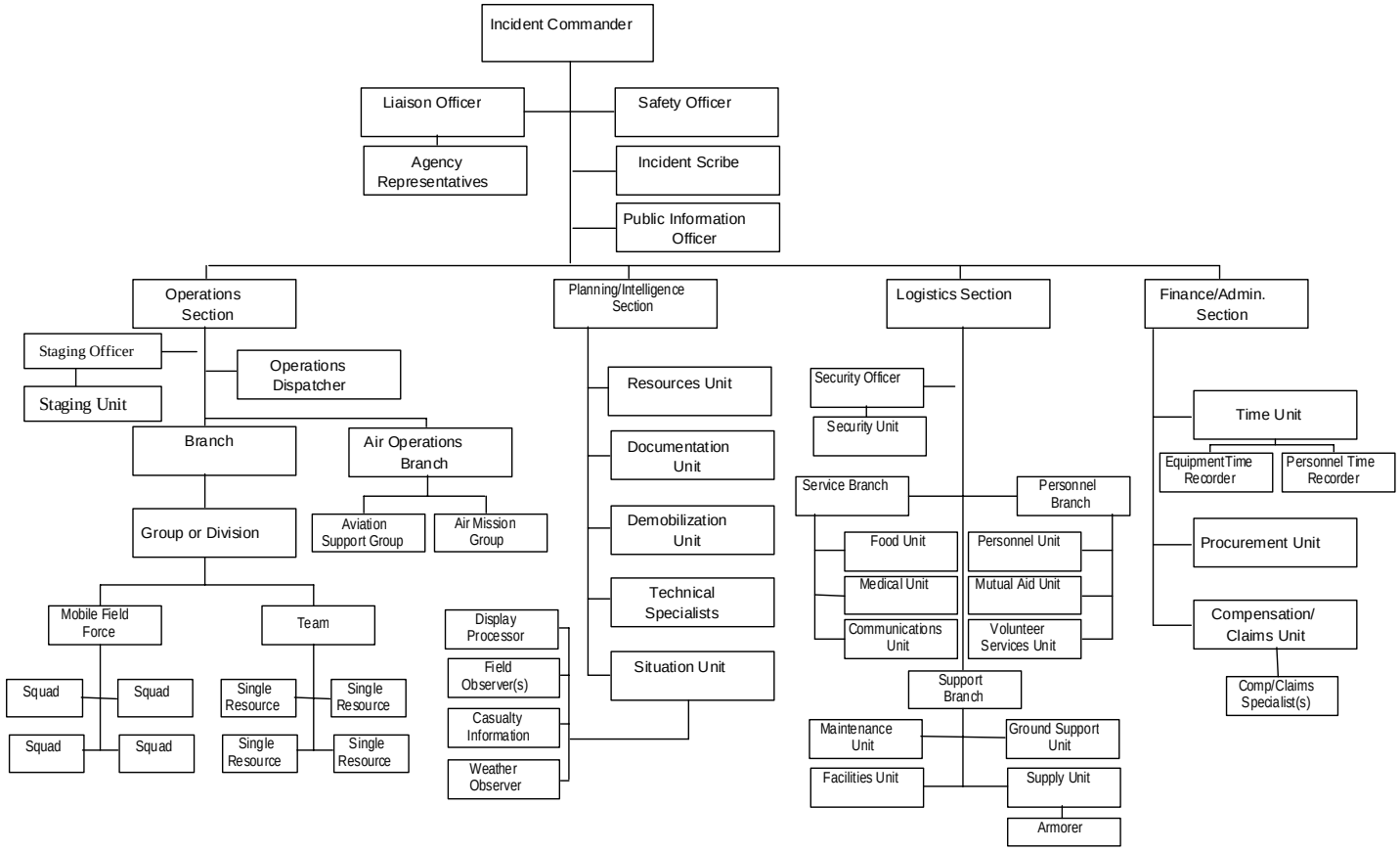
Duties and Responsibilities:
- Obtain a briefing from the Time Unit OIC.
- Establish equipment time recording function in locations designated by the Time Unit OIC.
- Advise the appropriate groups/branches of the requirement to establish and maintain files for daily record of equipment time (e.g., ground support).
- Assist units in establishing a system for collecting equipment time reports.
- Submit data to the Time Unit OIC for cost analysis.
- Maintain current postings on all charges or credits for fuel, parts, services, etc.
- Complete forms according to agency specifications.
- Close forms prior to demobilization.
- Maintain list of any damaged or lost equipment for after incident billing or claim.
- Distribute lists of any damaged or lost equipment to each agency and provide information regarding damage/claims policy.

LAW ENFORCEMENT
INCIDENT COMMAND SYSTEM

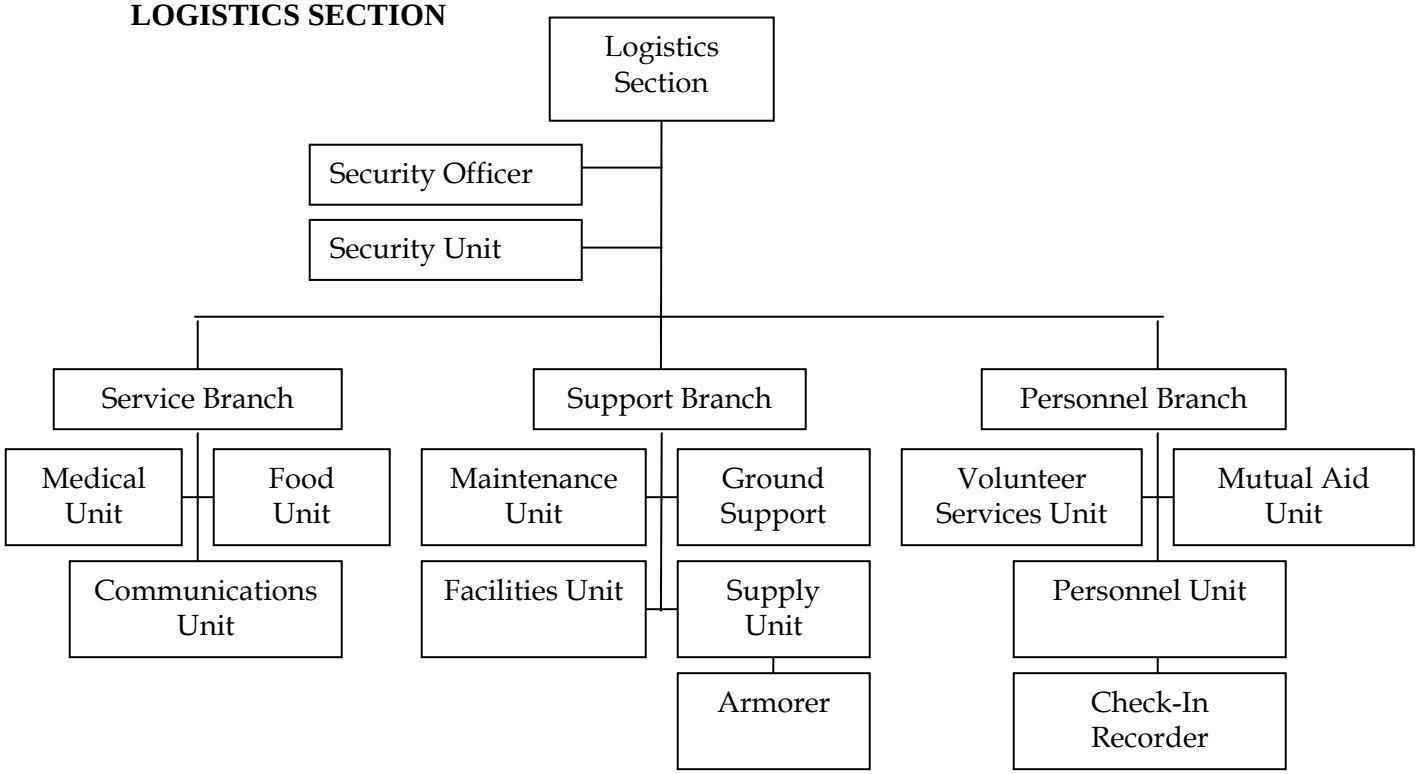
ORGANIZATION CHARTS:

LEICS Overview 64
Logistics Section 65
Finance/Administration Section 66
Planning/Intelligence Section 67
Operations Section 68
Command and General Staff 69

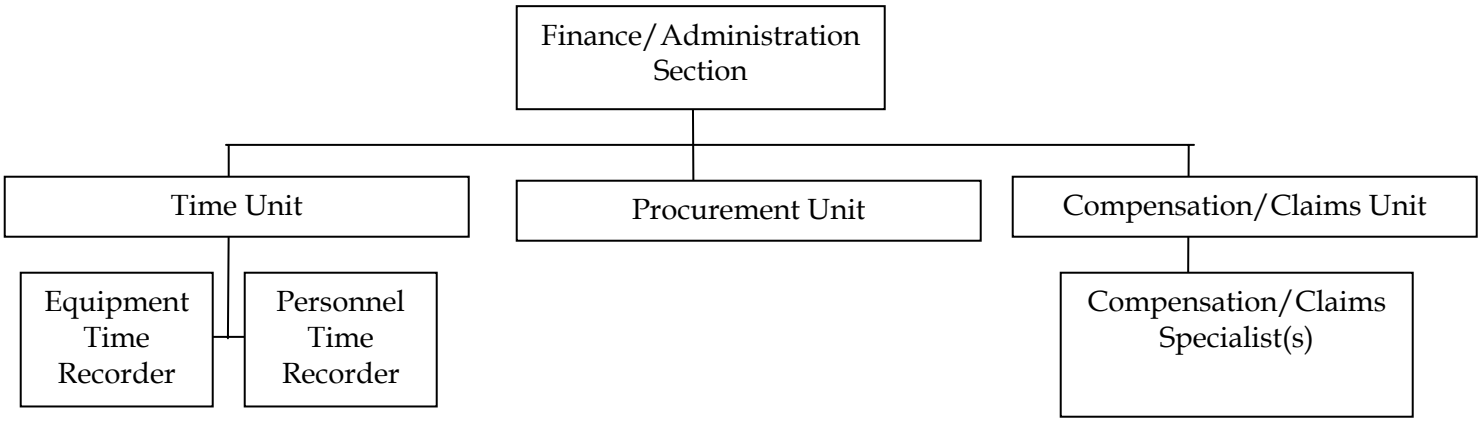
THE LAW ENFORCEMENT INCIDENT COMMAND SYSTEM: Overview



LOGISTICS SECTION



FINANCE/ADMINISTRATION SECTION



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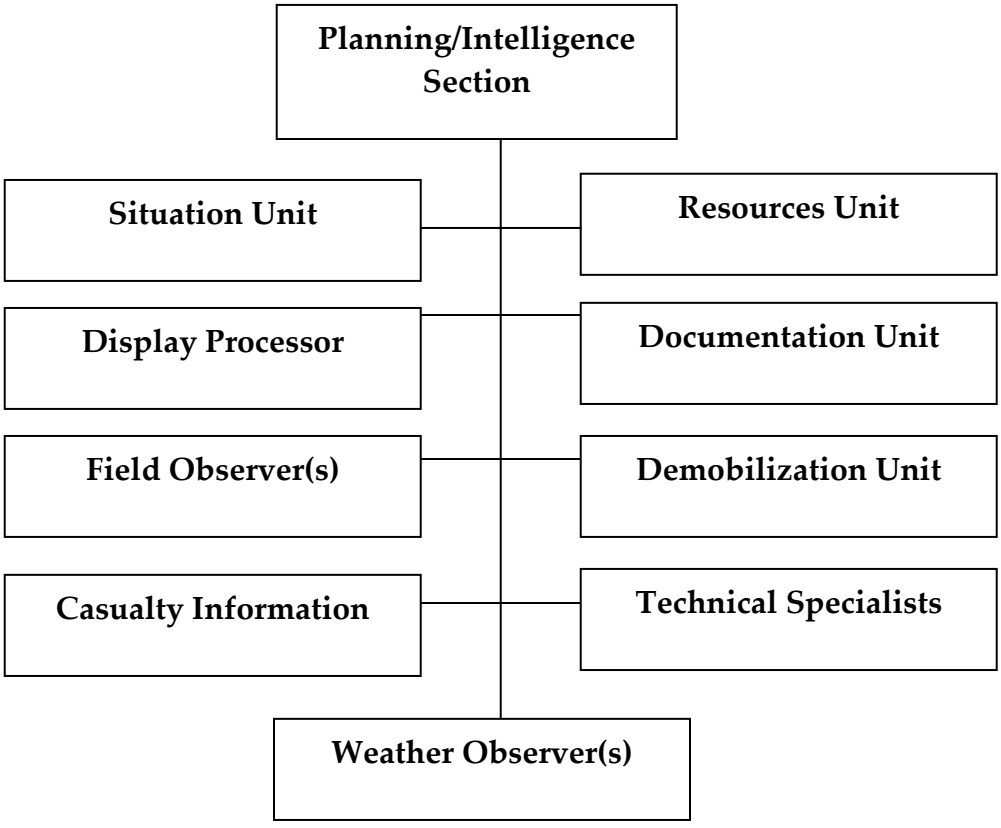
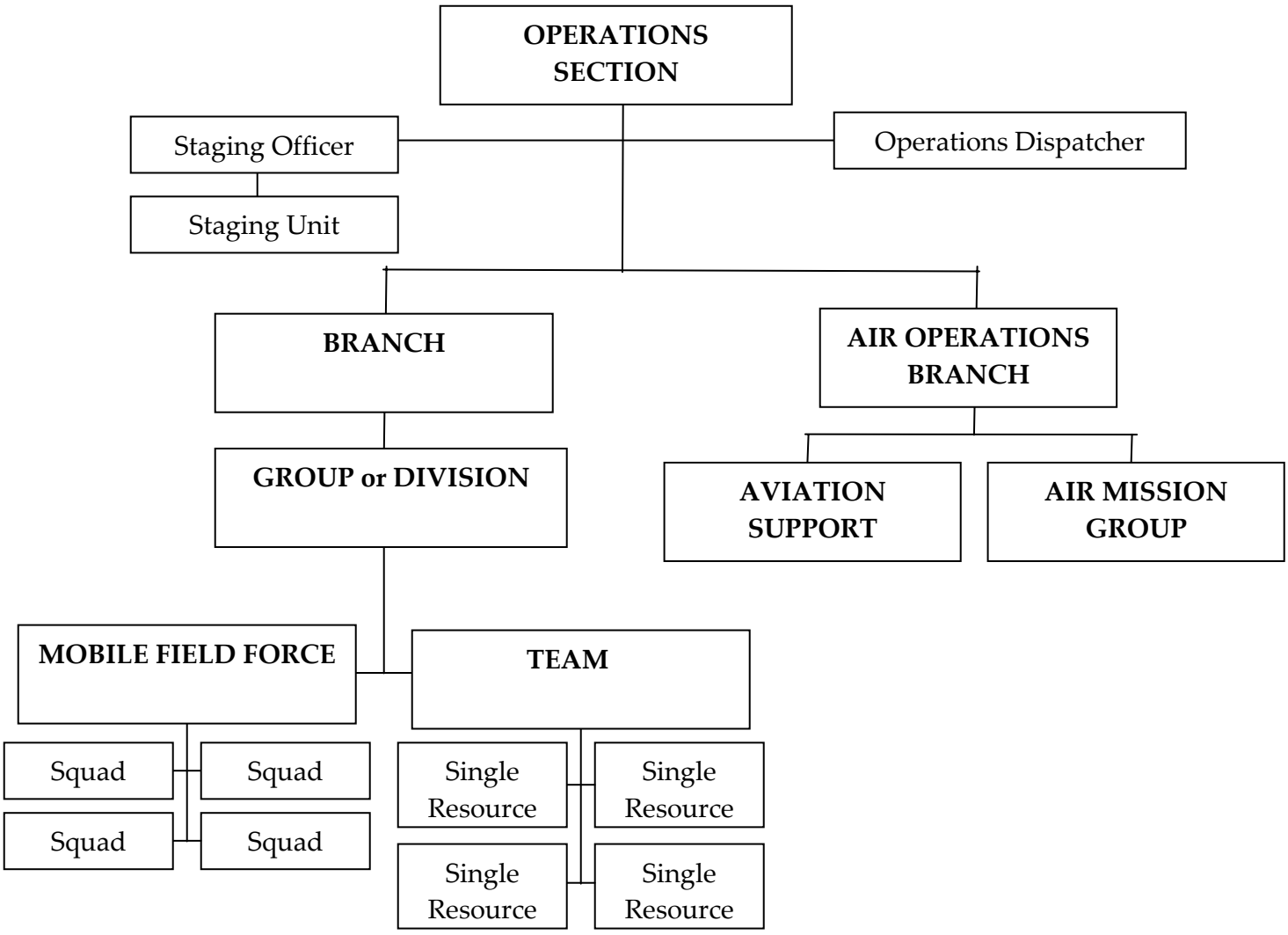
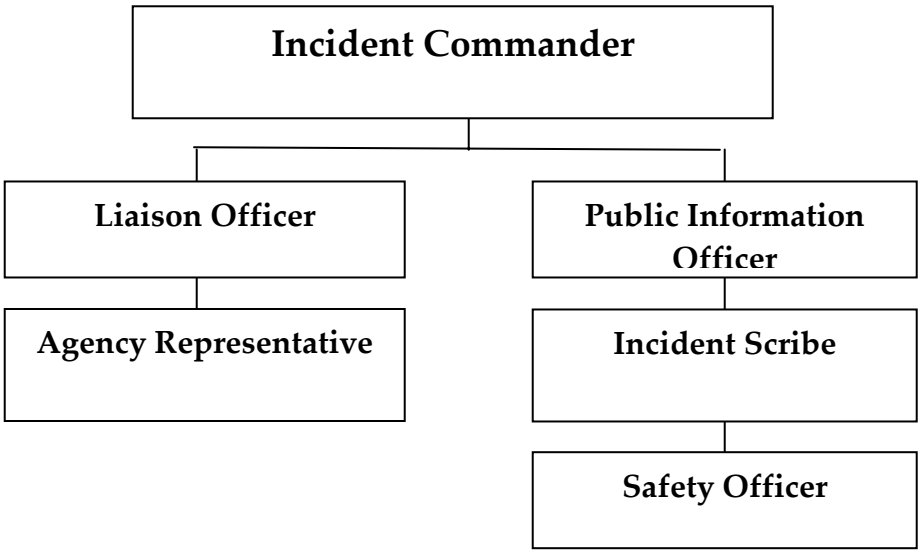


OPERATIONS SECTION



COMMAND AND GENERAL STAFF



SECTION IV

MUTUAL AID RESPONSE MOBILE FIELD FORCE

Law Enforcement Mutual Aid Response
Mutual Aid is the backbone of assistance between law enforcement agencies in time of emergency. The entire program is outlined in the document "Law Enforcement Mutual Aid Plan," but the following critical excerpts are provided for reference.

Levels of Mutual Aid

Local Mutual Aid
When an unusual occurrence may become, or is already beyond the control of local law enforcement resources, the chief of police (or duly authorized representative) may request assistance from the Operational Area Mutual Aid Coordinator (Sheriff).

Operational Area Mutual Aid
In response to a request for mutual aid by a chief of police, the sheriff will coordinate law enforcement resources from within the Operational Area. This includes the response of law enforcement resources from unaffected municipalities, local CHP and other state agencies, as well as his/her own resources, to assist the affected chief of police.

Regional Mutual Aid
Should the emergency situation be of such magnitude as to require resources of more than one Operational Area, the Regional Law Enforcement Mutual Aid Coordinator will summon resources from other Operational Areas within the region.

Statewide Mutual Aid
If the combined resources of a region are insufficient to cope with the emergency situation, the Regional Coordinator may request additional assistance through the State Law Enforcement Mutual Aid Coordinator. Assistance from regions statewide will then be mobilized.

Day-to-Day Mutual Aid
During the course of normal, everyday law enforcement, smaller incidents occur that may require immediate assistance from adjoining or nearby agencies. Officers from nearby jurisdictions may respond to emergency broadcasts on their own initiative (department policy permitting) without a formal mutual aid request.

Planned Events
Planned or permitted events are not mutual aid incidents for planning purposes. As a matter of responsible planning, the event planners should meet with local law enforcement to ensure the public safety is protected. Policing costs are frequently recovered through event revenues and this should be considered during the planning process. The mutual aid system is not intended to provide reimbursement to various law enforcement agencies that may provide services under contract.

Even with adequate planning, an unforeseen emergency may occur at a planned event that results in a mutual aid response.

Fifty Percent Guideline
No jurisdiction is required to unnecessarily deplete its own personnel, equipment and service capabilities to furnish mutual aid resources. When requested to provide mutual aid, it is generally accepted that a reasonable response will consist of up to 50% of available on-duty uniformed personnel.

Mission Numbers
When mutual aid resources are assigned from beyond the boundaries of the requesting Operational Area, the Law Enforcement Branch of the California Emergency Management Agency will issue a Mission Number to track resource movement. Mission Numbers do not assure reimbursement of response costs; they track and document the mutual aid response.

Mutual Aid Response Mobile Field Force, Defined
Emergency operations planning is best achieved in advance, anticipating needs that may arise during emergencies. One of the tools that has proven successful is the formation of the Mutual Aid Response Mobile Field Force. A Mutual Aid Response Mobile Field Force is a regionally-organized, trained and equipped group of officers and supervisors, from a coalition of independent agencies that may be deployed, as needed, to mitigate potential or real problems.

Development
The Mutual Aid Response Mobile Field Force concept has been developed to provide an efficient and effective method for assembling and deploying a platoon-size, tactical force for mutual aid missions within the state of California. Similar to the development of the fire service's concept of a *Strike Team*, the Mutual Aid Response Mobile Field Force is a specified combination of single resources assembled for a particular tactical need, with common communications and a leader.

The Mutual Aid Response Mobile Field Force concept is based upon the initial work of several law enforcement agencies within California. In 1993, considerable effort toward improving the Law Enforcement Mutual Aid Response Plan was undertaken. The recommendation of the plan was that municipal law enforcement agencies within specified geographical areas form mutual aid response mobile field forces for law enforcement mutual aid situations affecting areas both within and outside the impacted jurisdiction.

As a result of that suggestion, consensus was reached to commit participating departments' staff resources to develop the concept of and proposal for multi-agency Mobile Field Forces (MFF).

This law enforcement emergency response coalition formally established the joint-agency Mobile Field Force configuration, protocols, and standards. Since its inception, mobile field forces have been deployed successfully on numerous major incidents.

In 1997, the SEMS Law Enforcement Specialist Committee, under the guidance of the California Emergency Management Agency, refined and adopted the Mobile Field Force Concept for statewide application. The operating, administrative, and fiscal guidelines presented in this text are provided as the *recommended State guidance* for the formation and operation of a Mutual Aid Response Mobile Field Force.

Operating Guidelines

Call-Outs/Activation:
The Mutual Aid Response Mobile Field Force should be made available for response pursuant to mutual aid agreements in the event of a natural disaster, civil unrest, or other major incidents, when:

All available resources in the affected jurisdiction have been *reasonably* depleted; and,

The normal delivery of police services has been significantly disrupted.

Utilizing the law enforcement mutual aid system, the request should be made to the Mobile Field Force OIC who should have the rank and commensurate authority to activate the Mobile Field Force.

Responses to regions outside the area of contributing agencies should be coordinated by the regional mutual aid coordinator identified by the California Emergency Management Agency.

Member agency participation in the Mutual Aid Response Mobile Field Force is a cooperative agreement and is not bound by any contractual considerations.

Activation Protocol:
In the event of a Mobile Field Force activation request, contact should be made in the following order:

Notification to the Operational Area Mutual Aid Coordinator.

Concerned agency Incident Commander, or Department Executive, who will notify their agency Mobile Field Force commander.

- The Mobile Field Force OIC will contact the Watch Commander at each of the participating agencies and advise of the Mobile Field Force activation. The Watch Commander should be advised of the assembly point for the Mobile Field Force, the expected duration of the activation, and any other pertinent information.
- The Watch Commander of every participating agency will contact and provide the agreed number of personnel. Efforts should be made to assign personnel who have trained with the Mobile Field Force. If that is not possible, the Watch Commander will assign other personnel to meet that agency commitment.

After Action Reports:
After Action Reports should be completed by the Mobile Field Force OIC and forwarded to the Incident Commander as soon as possible following an event for which the Mobile Field Force was activated. After action reports, should be forwarded to the Chief Executive Officer of the contributing agency and the Regional Mutual Aid Coordinator. The contents of the After Action Report will typically include:

- Synopsis of Events
- Personnel Deployed and Hours Worked
- Arrests (if any)
- Expenditures/Reimbursements
- Significant Problems Encountered
- Recommendations for Improvements

Communications:
Some member agencies may not have compatible radio frequencies. A workable communications plan will be necessary at the time of the formation of the Mutual Aid Response Mobile Field Force. Common communication ability is essential to the tactical success of a Mobile Field Force.

Mobile Field Force Kits:
Pursuant to the Mobile Field Force Concept, participating agencies should collectively assemble mobile field force kits, which will be basic to all responses. The kits will contain sufficient and appropriate equipment for each Mobile Field Force. Mobile Field Force OICs will facilitate the assembly and warehousing of the field force kits. ***See the standardized equipment lists in this section.***

Training:
Appropriate training is crucial to the maintenance of an effective Mobile Field Force. Training should be provided prior to activation of the Mobile Field Force and should be conducted on a regular and frequent basis.

Every effort should be made to schedule training in conjunction with the normal working hours of personnel assigned to the Mobile Field Force. This training can be POST certified.

Administrative Guidelines

Use of Force:
Individual officers are bound by use of force policies of their employing agency. However, use of less-lethal devices (e.g., chemical agents, Tasers, ARWEN, Sting balls, or Stun bags) should be used decisively when the situation dictates.

Firearms:
Every officer assigned to a Mutual Aid Response Mobile Field Force shall carry a firearm in accordance with their employing agency's policies and procedures. Minimum departmental standards for qualification must be met.

Officer-Involved Shootings:
The investigation of officer-involved shootings should be the primary responsibility of the jurisdiction in which the incident occurred. Appropriate staff personnel from the involved officer(s) department may assist or conduct cooperative independent and/or joint investigations.

On-Duty Motor Vehicle Accidents:
If an officer assigned to a Mutual Aid Response Mobile Field Force is involved in a traffic collision while on duty, a detailed report will be completed by the jurisdictional agency. Copies will be forwarded to the officer's agency and the Mobile Field Force OIC for further review and necessary action.

Injuries Sustained On-Duty:
When an officer assigned to a Mutual Aid Mobile Field Force is injured on duty, the respective agency policy for on-duty injuries should be followed. To expedite immediate medical attention, every officer assigned to a Mutual Aid Response Mobile Field Force should supply his/her Mobile Field Force OIC with a packet containing the applicable forms and processing instructions.

Citizen Complaints:

Any complaint from an individual alleging misconduct by personnel assigned to a Mutual Aid Response Mobile Field Force will be directed to the Mobile Field Force OIC for immediate assignment and investigation. All complaints will be reviewed by the Mobile Field Force OIC. The Mobile Field Force OIC should immediately notify the involved officer's respective agency and facilitate any subsequent investigation thoroughly.

It should be the policy of the Mutual Aid Response Mobile Field Forces to receive, record, and properly investigate all citizen complaints against assigned personnel without exception. All findings should be forwarded to the involved officer's respective agency head.

Fiscal Guidelines

Payroll:

All officers, when assigned to a Mutual Aid Response Mobile Field Force, will be paid by their respective agency. It is the responsibility of the Mobile Field Force OIC to ensure that personnel record keeping has been coordinated with the Logistics Section (Personnel Branch) and the Finance/Administration Section (Time Unit).

Illness:

If an officer becomes ill while assigned to a Mutual Aid Response Mobile Field Force, sick time will be utilized in accordance with the respective agency's policy and procedure. Reporting of sick time will be made to the Mobile Field Force OIC who will notify the involved officer's agency.

Overtime:

If necessary, all overtime beyond normal shift hours should be approved in advance by the Mobile Field Force OIC. All assigned personnel should respond to call-outs as deemed necessary by the Mobile Field Force OIC.

Mutual Aid Response Mobile Field Force Organization

Configuration (State Standard):

The Mutual Aid Response Mobile Field Force (Platoon) consists of four 12-person squads, with an OIC (minimum rank of Lieutenant) and Deputy OIC (minimum rank of Sergeant), each with a driver. ***The minimum total personnel is 52.***

Rarely can one department staff an entire Mutual Aid Response Mobile Field Force. Most often, the Mobile Field Force will consist of a coalition of personnel from several law enforcement agencies within an operational area.

The Mutual Aid Response Mobile Field Force can be augmented with additional personnel, vehicles, or equipment depending on the mission.

The Mutual Aid Response Mobile Field Force configuration described here is considered to be the *State standard for mutual aid ordering purposes.* This configuration has been established to create a reference or "baseline" standard for ordering, providing, and/or receiving law enforcement personnel in a mutual aid situation.

Although law enforcement agencies are not required to configure or define their daily operations utilizing the State standard configuration, it is recommended that agencies use the agreed upon standard terminology and organizational structure for requesting or providing mutual aid. *Any deviation from the established standards should be identified at the time of ordering so as to facilitate efficient planning, logistical support, and deployment of resources.*

For example, if a jurisdiction needs a Mobile Field Force for civil unrest purposes, the requesting agency needs to identify that purpose at the time of ordering. This will help to ensure that the Mutual Aid Response Mobile Field Force is properly configured, and brings with it appropriate resources such as prisoner vans, counter-snipers, and less-lethal munitions.

In another instance, a requesting jurisdiction may need a Mobile Field Force for perimeter and traffic control around a huge wildland fire. In this case, it would be more advantageous to have two officers per vehicle in order to cover the largest possible area. Since the standard configuration is four officers per vehicle, the requesting agency should identify the need for deviation in the standard configuration at time of the initial request.

By establishing a standard Mobile Field Force configuration, LEICS overhead teams can accurately plan for deploy, and support the logistical needs of mutual aid resources (i.e., how many people to feed and how many vehicles to stage and fuel).

Mobile Field Force Capability:
The Mutual Aid Response Mobile Field Force can be configured for a variety of mutual aid response needs, including civil unrest and large scale natural or human-caused disasters.

The Mutual Aid Response Mobile Field Force is capable of performing the following functions:
- Provide 12 4-person mobile patrols within an assigned area of responsibility.
- Provide approximately 20 traffic control posts.
- Provide approximately 12 roadblocks under civil disturbance conditions.
- Provide security for critical facilities.
- Provide 4 squad-sized crowd control elements with the ability to deploy chemical agents while not maintaining security of its own vehicles.
- Provide 3 squad-sized crowd control elements with the ability to deploy chemical agents while maintaining security of its own vehicles.
- Civil disturbance control.
- Limited first-aid capability.
- If implemented, mass arrest capability.
- If implemented, limited counter-sniper capability.

In order to be fully effective in civil disturbance operations, a Mobile Field Force may be augmented with two prisoner transportation vans. A male/female deputy/officer team assigned to each van would be beneficial for prisoner search and transportation.

NOTE: The Incident Commander should describe the Mobile Field Force's intended mission at the time it is requested, so that appropriate logistical support may be supplied at the time of deployment.

Personnel Commitment:
The personnel commitment from contributing agencies will need to be agreed upon in advance of the formation of the Mobile Field Force.

Duration of Deployment:
Duration of initial deployment may vary. Typically during extended operations, 12-hour shifts (on-station) would be implemented. Therefore, travel time should be taken into account in all cases. Fatigue, both mental and physical, is a critical factor and should be considered by the Incident Commander when developing deployment schedules.

MUTUAL AID RESPONSE MOBILE FIELD FORCE PERSONNEL:

MOBILE FIELD FORCE LIEUTENANT (OIC)
OFCR-DRIVER
VIDEO (optional)
OFCR-COUNTER SNIPER (optional)

MOBILE FIELD FORCE SERGEANT (Deputy OIC)
OFCR-DRIVER
VIDEO (optional)
OFCR-COUNTER SNIPER (optional)

SQUAD SGT	SQUAD SGT	SQUAD SGT	SQUAD SGT
OFCR-DRIVER	OFCR-DRIVER	OFCR-DRIVER	OFCR-DRIVER
OFFICER	OFFICER	OFFICER	OFFICER
OFFICER	OFFICER	OFFICER	OFFICER
OFCR-CAR CMDR	OFCR-CAR CMDR	OFCR-CAR CMDR	OFCR-CAR CMDR
OFCR-DRIVER	OFCR-DRIVER	OFCR-DRIVER	OFCR-DRIVER
OFFICER	OFFICER	OFFICER	OFFICER
OFFICER	OFFICER	OFFICER	OFFICER
OFCR-CAR CMDR	OFCR-CAR CMDR	OFCR-CAR CMDR	OFCR-CAR CMDR
OFCR-DRIVER	OFCR-DRIVER	OFCR-DRIVER	OFCR-DRIVER
OFFICER	OFFICER	OFFICER	OFFICER
OFFICER	OFFICER	OFFICER	OFFICER

The following section describes the duties and responsibilities of each member as well as the standard configuration of the Mutual Aid Response Mobile Field Force.

Standard **Mobile Field Force Personnel:**
The Mobile Field Force normally is led by a Lieutenant (OIC). The second in command is the Mobile Field Force Sergeant (Deputy OIC). Normally the Mobile Field Force consists of four (12-person) squads, each commanded by a Squad Sergeant, and specified support personnel. This configuration can be modified by the Incident Commander to meet specific requirements of the situation. The standard State Mutual Aid Response Mobile Field Force will normally consist of 52 personnel, in a total of 14 *patrol vehicles (general purpose)*, organized as follows:

Mobile Field Force OIC (Lieutenant) - Commands the Mobile Field Force in the field. Once given a mission, the OIC establishes the method to accomplish the mission. In developing the plan, the OIC must remain within the policies established by the Incident Commander's Incident Action Plan.

Mobile Field Force Deputy OIC (Sergeant) - Is usually delegated the responsibility of equipment issuance and recovery by the Mobile Field Force OIC. For maximum personnel control, two squads can be assigned to the Mobile Field Force OIC and two squads can be assigned to the Mobile Field Force Deputy OIC.

Squad Sergeants - Acting under the direction of the Mobile Field Force OIC, the Squad Sergeant is responsible for the supervision of the 11 deputies/officers in the squad. The Sergeant should be assisted by two experienced deputies/officers as Car Commanders.

Car Commanders - The Squad Sergeant should select an experienced officer/deputy to act as Car Commander for the other two cars in the squad. The Car Commander assists the Squad Sergeant in the direction of the squad.

Officers/Deputies - Perform line functions as directed by their Squad Sergeants or Car Commanders.

Linebackers - Each squad should have two trained deputies/officers who will give the squads the ability to deploy less-lethal devices and chemical agents. In squad formation, these deputies/officers should normally fill the position of linebackers and be equipped to deploy such devices and agents.

Optional **Mobile Field Force Personnel:**
The following personnel can be added to a Mobile Field Force based on mission requirements:

Video Camera - Two individuals should be trained and equipped with video camera capabilities. ***Although this is an optional position, it is highly recommended that this position be staffed.***

Counter-Sniper - Staffing of this function is discretionary based upon agency policy concerning counter-sniper tactics. Two officer/deputy personnel should be trained in the use of an appropriate shoulder weapon (rifle). It is recommended that one officer/deputy be assigned to the Mobile Field Force OIC and the second officer/deputy be assigned to the Mobile Field Force Deputy OIC. Deployment of the rifles should be a specific responsibility of the Mobile Field Force OIC. The counter-sniper's purpose is to provide longer range fire capability for sniper situations, pending the arrival of a Special Weapons Team.

Prisoner Transportation Team- Two vans with two deputies/officers each. A male/female officer/deputy team assigned to each van would facilitate prisoner search and transportation.

Mutual Aid Response Mobile Field Force *Member* Equipment
Each member of the Mobile Field Force should be equipped as follows:

- Department Authorized Handgun and Ammunition
- Complete Field Officer Equipment Belt (Sam Browne)
- Helmet with Face Shield
- Baton or Approved Impact Weapon
- Ballistic Protective Vest
- Chemical Agent Mask
- Flashlight (with extra batteries)
- Flex Cuffs (4 minimum, squad officers/deputies)

The Mobile Field Force OIC or Deputy OIC should be responsible for conducting a personnel inspection and equipment inventory prior to deployment.

Mutual Aid Response Mobile Field Force Equipment:

The following section describes the equipment recommended for an entire Mutual Aid Response Mobile Field Force.

MUTUAL AID RESPONSE MOBILE FIELD FORCE EQUIPMENT LIST:

Minimum Standard Equipment

Vehicles:	
Patrol Vehicles, General Purpose	14
Radios:	
Portable Handheld Radios	16
Extra Batteries for Radios	16
One portable radio per vehicle, plus an additional radio for the Mobile Field Force Lieutenant (OIC) and the Mobile Field Force Sergeant (Deputy OIC)	
Weapons:	
Handguns (1 per officer)	52
Shotguns (1 per vehicle)	14
Additional Ammunition:	
12 Gauge	350 rounds
12 Gauge Rifled Slugs	140 rounds
Handgun Ammunition	700 rounds
Emergency Equipment:	
Dry Chemical Fire Extinguisher (5 lb., 1 per vehicle)	14
First Aid Kit (Large Trauma Type)	1
Road Flares (4 boxes per vehicle)	56
Blankets (2 per vehicle)	28
Tactical Equipment:	
Map (one per Sergeant and Lieutenant, and each van)	8 minimum
Binoculars	2
Bullhorn (in Mobile Field Force OIC's Vehicle)	1
Administrative Supplies:	
CalEMA Law Enforcement Guide for Emergency Operations	14 (1 per vehicle)
LEICS forms (at least one set per Squad Sergeant, OIC, and Deputy OIC)	6 sets minimum
Gasoline Credit Card (Mobile Field Force OIC's vehicle)	1
"Police/Sheriff's Line" Tape (1 roll per Sergeant)	5 rolls

Recommended Additional Equipment:

Prisoner Field Booking and Transportation:	
Prisoner Transportation Vans	2
Polaroid Camera (with film for 200 pictures for each camera)	2 (one for each van)
Flex Cuffs (4 per each officer/deputy assigned to a squad)	176
Video Equipment:	
Video Camcorder	1 minimum
Charged Video Camera Batteries	2 minimum
Blank Video Tapes	2 minimum
Counter Sniper Equipment:	
Rifles	2
Rifle Ammunition	120 rounds
Less-Lethal Equipment and Munitions:	
Chemical Agent Masks	52
37mm Gas/Less Lethal delivery weapon	1
Shotguns equipped with sling (2 per squad; minimum one with launcher)	8
Gas Vest and/or pouch (2 per squad and assigned to gas trained personnel)	8
Launching Cartridges	24
Launchable Canisters	24
Triple Chaser Type Canisters	24
Baseball Grenades	24
Blast Dispersion Type Grenades	24
Sting Ball Grenades (30 per squad)	120
Stun Bags (150 per squad)	600

NOTE: In the interest of flexibility, it is recommended that a Mobile Field Force be supported by two vans. These vans may be used for prisoner transportation, equipment storage and security, or as a command post vehicle.

MUTUAL AID ESSENTIALS

Guidelines for *Requesting* Mutual Aid:

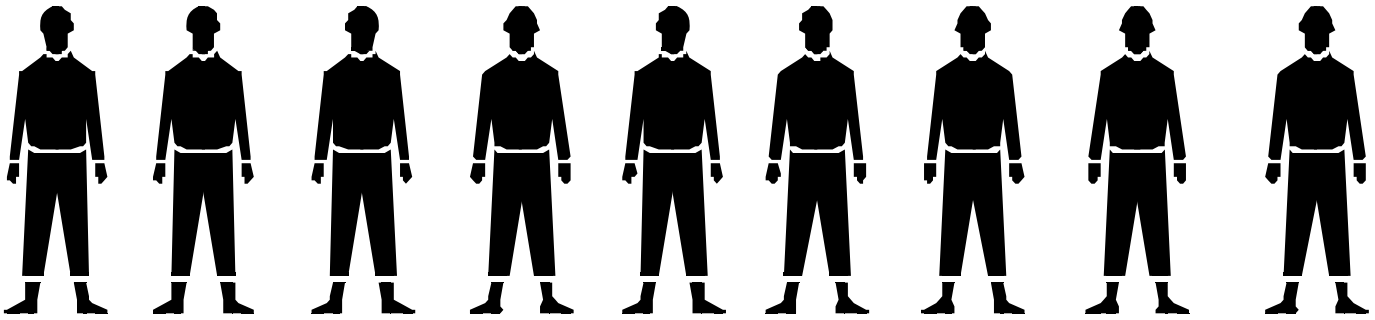
- Identify numbers and types of mutual aid resources to be requested.
- Identify specific missions for mutual aid responder tasking.
- Advise responders what equipment they should bring.
- Establish an assembly area for responding resources.
- Identify communications channels compatible with command and control of field resources.
- Designate a liaison officer to facilitate a coordinated assimilation of responding mutual aid resources.
- Prepare a situation briefing for responders, including maps as appropriate.
- Provide logistical support such as food, lodging, rest intervals and equipment maintenance as appropriate, for mutual aid personnel.

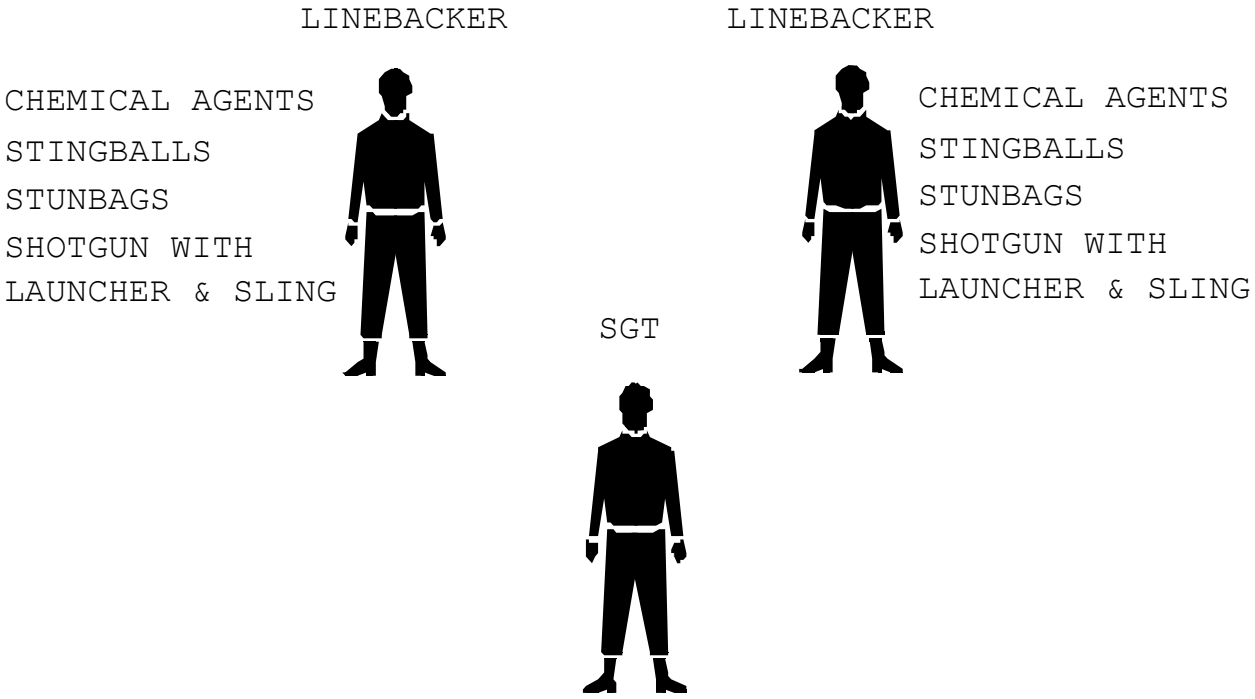
Guidelines for *Receiving* Mutual Aid:

- Properly equip responding personnel.
- Assign a supervisor whenever possible to maintain unit integrity.
- Complete response rosters.
- Dispatch personnel to the staging area.
- Provide relief for assigned personnel at protracted events.
- Maintain records of arrival and departure times, rank, timekeeping, mileage, damage or injury, and expended resources of those responding.

CROWD CONTROL SQUAD FORMATION

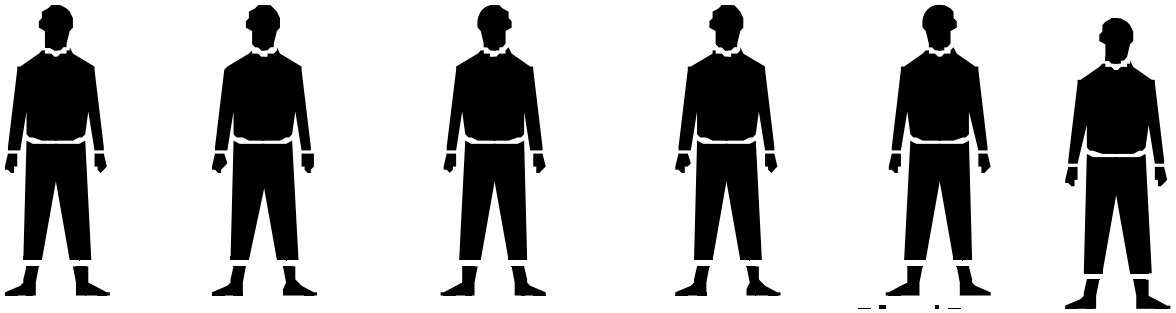
Squad formation with drivers:





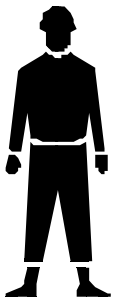
CROWD CONTROL SQUAD FORMATION

Squad formation without drivers:



LINEBACKER

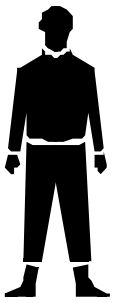
CHEMICAL AGENTS
STINGBALLS
STUNBAGS
SHOTGUN WITH
LAUNCHER & SLING



LINEBACKER

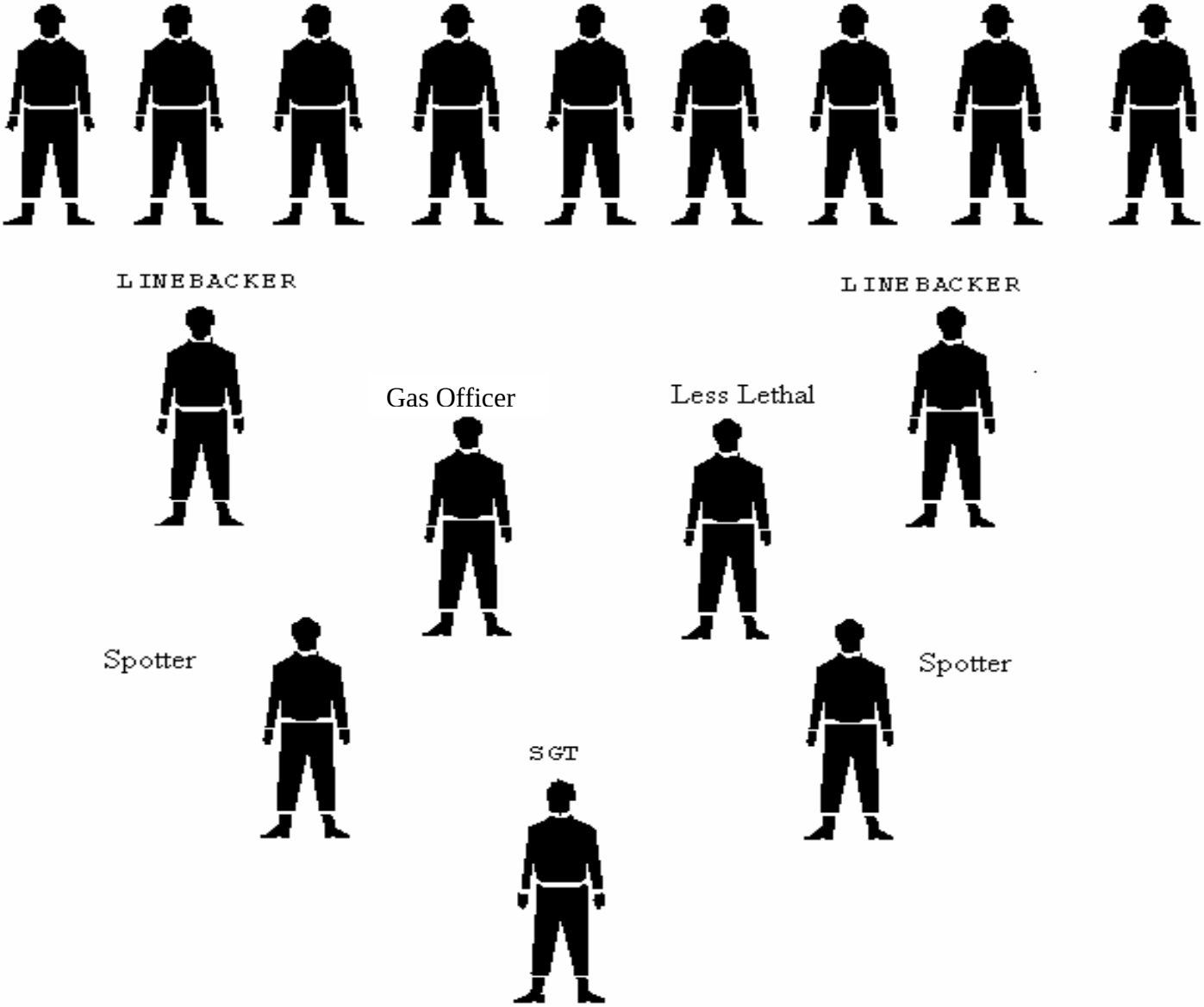
CHEMICAL AGENTS
STINGBALLS
STUNBAGS
SHOTGUN WITH
LAUNCHER & SLING

SGT



MODIFIED CROWD CONTROL SQUAD FORMATION

To better deal with and react to organized civil disobedience groups, the standard 12 person squad may be supplemented with four additional personnel. The four additional officers will take the positions of "Gas Officer", "Less Lethal" and two "Spotters". This frees the linebackers to properly support the skirmish line and perform "Arrest/Rescue" missions.



SECTION V

INCIDENT ACTION PLAN (OPERATIONS PLAN):

The ***Incident Action Plan (IAP)*** may also be referred to as an "Action Plan" or "Consolidated Action Plan." The Incident Action Plan developed at the field response level contains objectives reflecting the overall incident strategy, and specific tactical actions and supporting information for the next operational period. The plan may be verbal or written.

It is important that all incidents have some form of Incident Action Plan. The plan is developed around a time period called an "Operational Period." It sets forth the objectives to be achieved and describes the strategy, tactics, resources and other support necessary to achieve the objectives within the designated operational period.

Incident Action Plans will vary in content and form depending upon the nature and size of the incident. ICS provides for the use of a systematic planning process and provides forms as well as formats for developing the Incident Action Plan *(see LEICS Forms).*

A small incident does not require an elaborate Incident Action Plan. Most short-term, single-agency incidents do not require written Action Plans. Listed below are general guidelines for determining when written plans should be developed:

- Two or more jurisdictions are involved.
- The incident continues into another Operational Period.
- A number of organizational elements have been activated.
- Written plans are required by agency policy.

For incidents operating under a Unified Command, the Incident Action Plan should be written. This provides all agencies with a clear set of objectives, actions and assignments, and ensures a unified focus of effort. ***SEMS requires that agencies operating under Unified Command, develop and implement a singular, common Incident Action Plan.***

INCIDENT ACTION PLANNING AND OPERATIONS PLANNING:

It is important to define the relationship between these two processes to ensure uniformity and inter-agency coordination, particularly in events or incidents involving multiple agencies and disciplines.

It is common for law enforcement agencies to plan for scheduled events or anticipated incidents. Such events could be annual parades, sporting events, concerts or festivals. Operations planning can also occur based on intelligence reports, which indicate a strong likelihood that an incident will take place such as a demonstration or civil unrest.

Although the most common use of Operations Plans are for known or anticipated events or incidents, they also may be developed during an incident response. For this to occur, the Incident Commander must understand thoroughly the agency's priorities and overall objectives for the incident. This information should be obtained from the current Incident Action Plan.

An "agency specific" Operations Plan is particularly valuable in Unified Command incidents, where multiple agencies are operating under a single Incident Action Plan. The Operations Plan can focus on policies and procedures specific to individual agencies responsible for a designated mission or objective(s).

It is important to note that fully developed Incident Action Plans are used by many agencies as an "Operations Plan." In these instances, a separate Operations Planning document is not necessary. Incident Action Plans, which follow SEMS guidance, may include the following planning areas:

- Overall Objectives and Priorities
- Incident Objectives
- Organization Chart
- Assignment Lists
- Resources Plan
- Communications Plan
- Medical Plan
- Facilities Traffic Plan
- Safety Plan
- Demobilization Plan

Note: The contents of the Action Plan will vary based on the scope of the incident.

These specific areas provide direction and guidance for the command and supervisory structure and their corresponding field units. It is important to note that LEICS Forms should be used, as required, for the completion of the Incident Action Plan.

Overall Objectives: These are initial operational objectives, which can either be established by agency executives and implemented by the Incident Commander, or established and implemented on-scene by the Incident Commander. Typically they are broad in scope and based on early situation reports emanating from the incident. An example of an overall objective for law enforcement could be, "To ensure the safety and security of the affected population." *USE LEICS FORM 202*

Incident Objectives: Incident objectives are more specific in nature and are intended to provide tasking for individual field units. Incident objectives are outcomes of Action Planning Meetings held on-scene. Action Planning Meetings are convened by the Incident Commander who provides the command structure with the overall objective for the incident and then identifies and assigns, in conjunction with the command structure, specific incident objectives to appropriate field units. Action Planning Meetings can take place at established ICPs or initially around a patrol vehicle on-scene. Meetings should be brief and concise. An example of an incident objective could be, "To evacuate all residents in Sector #3 within 5 blocks of the river before 6PM today." Another example might be, "To set up and maintain security checkpoints along River Drive at Elm, Maple, and Spruce Avenues until 6PM tomorrow." *USE LEICS FORM 202*

Organization Chart: If the Action Plan is written, it should include an Organization Chart, which identifies the Incident Command elements activated for the incident or event. It is traditionally structured hierarchically and includes the Incident Commander, Command Staff, General Staff sections, and activated branches, groups, task forces, or units. *USE LEICS FORM 207*

Assignment Lists: Field assignment lists may be developed *initially* by the Incident Commander, Section OICs or Group/Unit OICs. They are lists of personnel assigned to specific positions within the Incident Command. Assignment lists may also be developed to identify branch personnel tactically deployed at specific sites. Once developed, all assignment lists should be maintained by the Personnel Branch in Logistics. *USE LEICS FORM 204*

Resources Plan: A brief description of resources required to perform each Incident Objective. The Resources Plan may also include details on staging area locations, resources staged and status of key resources ordered. The Resources Plan is prepared by the Logistics Section in close coordination with the Operations Section OIC, Branch OICs and Mobile Field Force OICs. *USE LEICS FORM 215*

Communications Plan: Briefly describes logistical procedures for issuance, use, maintenance, and check-in of communications equipment. It also lists primary and secondary or tactical frequencies to be used. This plan is usually developed by the Communications Unit in Logistics and is included in the operations briefing for incident personnel prior to deployment. *USE LEICS FORM 204*

Medical Plan: Briefly describes procedures for first aid or other medical treatment for *personnel assigned to the incident* in the event of injury or illness. This plan is usually developed by the Medical Unit in Logistics. These procedures are included in the operations briefing for incident personnel prior to deployment. *USE LEICS FORM 201*

Facilities Traffic Plan: Briefly describes traffic patterns in and out of the Incident Command Post. Patterns must be based on the physical layout of facilities in and around the ICP. This plan also must consider traffic patterns for staging if the Staging Area is collocated with the ICP. Usually this plan is developed by the Facilities Unit in the Logistics Section. It is included in the operations briefing for incident personnel prior to deployment. *NO SPECIFIC FORM - Attach Facilities Traffic Plan to LEICS FORM 202*

Safety Plan: A brief update on existing or potential safety hazards associated with the incident. The Safety Plan focuses on reducing hazards through the use of proper procedures and encourages supervisors to be vigilant in detecting and correcting unsafe conditions. In most incidents a Safety Officer prepares the Safety Plan with the approval of the Incident Commander and ensures that pertinent information is included in operations briefings for incident personnel. In some law enforcement incidents, the *Safety Function* may be assigned to an Operations or Logistics OIC. While it is recognized that most law enforcement field operations may be hazardous in nature, the safety function can reduce unsafe conditions through the use of proper procedures and awareness. *NO SPECIFIC FORM - Attach Safety Plan to LEICS FORM 202*

Demobilization Plan: Outlines the specific procedures for demobilization of incident personnel. The Demobilization Plan is prepared by the Demobilization Unit assigned to Planning/Intelligence. Close coordination is required with Operations and Logistics to determine current and projected staffing needs as the incident progresses. Timing is a critical part of the demobilization process. *NO SPECIFIC FORM*

ELEMENTS OF A COMPLETED WRITTEN INCIDENT ACTION PLAN

A completed written Incident Action Plan typically consists of the following:

- LEICS FORM 202 "Incident Objectives"
- LEICS FORM 203 "Organization Assignments"
- LEICS FORM 204 "Division/Unit Assignments"
- Support Material such as:
  - Maps
  - Communications Plan
  - Medical Plan
  - Traffic Plan
  - Safety Plan

COMPREHENSIVE OPERATIONS PLANS

As previously indicated, law enforcement agencies may desire to utilize ***operations plans*** that are more "specific" to internal policies and procedures. In these situations, it is important that operations plans are based on common action planning objectives, thus ensuring consistency and coordination between all agencies and disciplines involved in the response.

While there are several acceptable formats for developing agency-specific operation plans, this guide illustrates one model presently in use by some agencies. This format utilizes the "five-paragraph" concept described as follows:

Situation:

Provide a brief description of the situation. Describe the incident or event that requires intervention. Include any aggravating or mitigating factors. Describe the organization of supporting agencies, both law enforcement and others, involved in the operation.

This component should be a brief overview of the circumstances. If more detailed information is desired it should be included in a separate annex, usually an "Intelligence Annex."

Generally, this paragraph establishes the Who, What, Where, When and Why of the problem. A clearly articulated situation paragraph is critical to the development of the rest of the plan, and essential to provide situation briefings to the executives who are responsible for determining the posture of the organization relative to the event.

Mission:

The mission is determined by the Incident Commander after receiving a situation briefing. The statement should define clearly the goal of the department in as concise a manner as possible. If there is more than one mission involved, there must be a priority established and stated.

The most effective mission statements do not involve a significant departure from normal department operational concepts. The mission statement is critical because it provides the foundation and focus for all subsequent planning.

Concept of Operations:

This paragraph is best described as the written intent of the Incident Commander relative to the conduct of the operation. It is best when it projects the event in chronological order from the briefing through critique and demobilization. Specific mission assignments are not made in this paragraph. For example, the establishment of traffic control posts must be discussed; however, the unit assigned to staff those posts is not designated here.

The following topics are critical to the operation and demand full explanation in this section:

- Arrest Policy
- Use of Force Policy
- Rules of Engagement
- Decisions reserved for the Incident Commander or designee

Execution:

This paragraph is used to make specific assignments to all units involved in the operation. Each element must be identified and assigned a specific mission in the operation. Failure to make these assignments leads to confusion and can often mean that an element is not committed at a critical time, causing the entire mission to fail.

A subparagraph entitled "Coordinating Instructions" may be included if any areas requiring coordination are needed. Examples may include instructions for communications or briefings and assignments for supporting and/or mutual aid units.

The execution paragraph is often a complex and difficult task. The planner must ensure that there is no duplication of assignments, no conflicting assignments, and still ensure that all essential tasks are completed.

EVENT MATRIX

UNIT \ EVENT	Command Post	Site Security	Traffic Control	Public Works Liaison	Crowd Control	Fire Liaison	Logistical Support	Evacuation
Unit 1	0900				1000			
Unit 2	0800	0900	0900					
Unit 3	0900				1000			
Unit 4	0900				1000			
Unit 5	0900							
Unit 6	0800						0900	
Unit 7	0900				1000		1200	

The figure above is an example of an event matrix that has proven effective in the completion of the execution paragraph. It is used in addition to the written instructions and provides a quick reference to assignments and serves as a check to ensure that there is no duplication of effort in the execution phase.

Completing the matrix is fairly simple, with significant events related to the operation being listed in chronological order across the top boxes (one event per box) and the involved units listed in the boxes along the left side of the matrix. A note is made in the intersecting boxes as events are assigned to units (refer to example). This note may be a time, or simply a check mark if the event is not time-critical. Each row and column must have some notation upon completion of the matrix, or is left blank if an event has not been assigned, or a unit has no assignment.

During the conduct of operations, questions arise relating to events or assignments for units. Rather than having to find the answers in the narrative portion of the plan, the Incident Commander, or his designee, may use the matrix to find the answer.

Administrative Instructions:

This paragraph addresses any administrative announcements that are necessary to make the operation work. For large operations, a separate logistics annex or plan may be produced. However, for smaller operations logistics questions are addressed within this paragraph.

The following topics are typical to this paragraph:
- Reporting Instructions
- Uniform Requirements
- Timekeeping/Fiscal Reporting
- Medical Support
- Communication Issues
- Feeding of Personnel
- Location of Incident Facilities

The five paragraph operations plan discussed above has been effective in all types of operations for many years. It is easy to produce and provides a thorough plan from which to conduct operations. Once the plan is written, it must be approved by the Incident Commander or superior, briefed to all concerned personnel, and disseminated in a timely manner.

SUMMARY:

A comprehensive Incident Action Plan is an important component of a successful and effective incident response. The Incident Commander must ensure that the initial planning meeting is convened as soon as possible, and that the incident planning process is initiated and maintained by the Planning/Intelligence OIC.

If an agency specific ***Operations Plan*** is utilized, it should be consistent with overall incident objectives identified in the ***Incident Action Plan*****.**

SECTION VI

COMMUNICATIONS

COMMUNICATIONS:
Radio communications are an essential component of any emergency response. The challenge of multi-agency and multi-discipline response is difficult, but may be addressed through use of tactical communications planning and interoperable interfaces. Several mutual aid frequencies are available for on-scene use and coordination. Planning and usage of these frequencies is essential to ensure units or levels are able to communicate. Proper communications planning identifies those units or sections that need to communicate directly, and those which do not. Current interoperability standards allow different frequencies on different bands the ability to be linked and transmit directly.

The following is an excerpt from the California Law Enforcement Mutual Aid Radio System Plan. Critical response sections are provided for emergency operations. Refer to the Plan for complete guidelines, eligibility and application procedures.

CALIFORNIA LAW ENFORCEMENT MUTUAL AID RADIO SYSTEM (CLEMARS):
CLEMARS is the California Law Enforcement Mutual Aid Radio System. It is an extension of the law enforcement mutual aid concept and is provided and managed by the California Emergency Management Agency (CalEMA). The purpose of the system is to enhance the ability for law enforcement agencies to communicate on common frequencies during emergencies and other special operations.

Examples of situations wherein use of CLEMARS would be an asset include:

- An interagency team operation designed to serve a search or arrest warrant.
- An emergency call requiring two or more units from the same agency to coordinate response to a crime in progress.
- A mutual aid response team, assigned to assist a neighboring jurisdiction.
- Law enforcement operations conducted at a parade, concert, or other special event involving one or more law enforcement agencies.
- Operations required in response to a major disaster, involving units from several assisting agencies that come from outside the impacted area.
- A transient law enforcement unit enroute to an out-of-town court appearance comes upon an injury collision and requires a local dispatch center within range to relay an assistance request.

NATIONAL LAW ENFORCEMENT MUTUAL AID RADIO SYSTEM (NALEMARS):
There is a nationwide counterpart to CLEMARS, known as NALEMARS. This system, the National Law Enforcement Mutual Aid Radio System consists of one channel, set aside by the FCC as a mutual aid intercommunication channel, similar to our channels here in California. The NALEMARS frequency is 155.475 MHz. NALEMARS is one of the California CLEMARS channels. The application process for authorization is the same as that involved in the other CLEMARS channels.

Note that NALEMARS may not be used for administrative or secondary communications. It is only to be used in emergency or urgent situations.

OPERATING PROCEDURES:

CLEMARS channels should be considered an open "party line," to the extent that only one user in a given area can use the system at any one time. As a result, careful attention must be paid to operating procedures. Improper procedures often involve "covering" another agency's radio transmission. This is not only illegal—*it can endanger peace officer safety*. For this reason, careful adherence to these procedures is mandatory.

General Operations:
Agencies generally have an established radio procedure. The same communications "style" applies to CLEMARS. When using the system, units identify the unit or station they wish to speak with, and then identify them. The message(s) transmitted must be official, as in use of all other police radio systems. At the end of the message sequence, the units switch back to their home radio channel. Note that the channel must be identified per FCC regulations, usually by the base station.

Identification:
Mobile units must use their agency-assigned unit designator during transmissions. These should not be shortened, but should include the entire set of letters and/or numbers. For example, a unit that has an agency-assigned call sign of "Sheriff's 48 Sam" should identify using those very words. "Sam by" is insufficient identification. Likewise, "21 to 62" would be incorrect, if the units' true designators were "6 Paul 21" and "5 Tom 62."

An exception would be during interagency operations. In this case, units should add identification to indicate their agency as well, i.e. "Shasta 5201."

Base stations should identify by using their agency name, along with any other usual identifier. For example, "Control" would not be sufficient identification, and would constitute a violation of proper procedure. More appropriate would be "Visalia Control," "Tulare Sheriff's Control," etc. Again, base stations must also use the FCC call sign shown on their CLEMARS license.

Monitor First:
As users must switch to CLEMARS before transmitting, the operator or officer may not be aware of other personnel already using the channel. As such, it is a requirement that personnel monitor the channel prior to transmitting, to minimize the possibility of interference with communications in progress.

Use of Radio Codes:
While there are a few radio codes that almost everyone in law enforcement would understand, many agencies utilize codes that are incompatible with those used in neighboring agencies. While "Code 33" in one agency means "emergency traffic," an agency a few miles away uses the same radio code to mean "no warrants, past record not checked." As such, operations on CLEMARS are to be in "clear text," avoiding the use of radio codes that could cause confusion, and potentially jeopardize officer safety.

Encryption:
The use of any CLEMARS channel for transmission of any encoded, encrypted, digital, or scrambled message is prohibited.

CLEMARS / NALEMARS FREQUENCY LIST

Statewide

CLEMARS 1	154.920 MHz Simplex	Gold 1/CLEMARS
CLEMARS 2	154.935 MHz Simplex	Gold 2/CLEMARS Tactical
CLEMARS 3	155.475 MHz Simplex	Gold 3/NALEMARS
CLEMARS 4	460.025 MHz Simplex	Gold 4/CLEMARS UHF Simplex
CLEMARS 5	460.025 MHz Repeat 465.025 MHz Input	Gold 5/CLEMARS UHF Repeat
CLEMARS 6	39.46 MHz Simplex	Gold 6/CLEMARS Low Band
CLEMARS 7	39.46 MHz Repeat 45.86 MHz Input	Gold 7/CLEMARS Low Band
CLEMARS 8	868.5125 MHz Simplex	Gold 8/CLEMARS 800 Simplex
CLEMARS 9	868.5125 MHz Repeat 823.5125 MHz Input	Gold 9/CLEMARS 800 Repeat

REGION-SPECIFIC CHANNELS

CLEMARS 20	866.2000 MHz Simplex	Gold 20/CLEMARS North Simplex
CLEMARS 21	866.2000 MHz Repeat 821.2000 MHz Input	Gold 21/CLEMARS North Repeat
CLEMARS 22	484.2375 MHz Simplex	Gold 22/CLEMARS 480-Los Angeles

SYSTEM PRIORITES:

The CLEMARS Plan establishes four priority levels for use of the system. In each case, traffic of a higher priority level must be given use of the channel, with agencies utilizing it for lower priority traffic yielding the frequency immediately.

- **Priority 1** Disaster and extreme emergency operations for mutual aid and interagency communications.
- **Priority 2** Emergency or urgent operations involving imminent danger to the safety of life or property.
- **Priority 3** Special event control activities, generally of a preplanned nature, and generally involving joint participation of two or more agencies.
- **Priority 3a** Drills, tests and exercises.
- **Priority 4** Single agency secondary communications.

Agencies must inform other area user agencies when they are involved in high priority usage of CLEMARS channels. A broadcast should be made on CLEMARS as to restrictions on their use of the channel. Additional notifications might take any of three forms:

1. CLETS message to adjoining CLEMARS users.
2. Notification via CLERS (point-to-point radio system).
3. Telephone calls to area frequent users.

- In all cases where a CLETS message is sent, a courtesy copy to mnemonic "OES0" (CalEMA at Mather) is appreciated.
- Consider use of the CLETS User Group Notification System.
- This system has been modernized and upgraded in many areas of the state for use as a dispatcher's "hotline" net.

COMMON OPERATING VIOLATIONS:

CLEMARS/NALEMARS FREQUENCIES

- **FAILURE TO UNDERSTAND AND OBEY PRIORITIES**

The CLEMARS Plan details four levels of priority operation. Some users fail to observe these rules.

- **USE AS A PRIMARY DISPATCH OR INQUIRY CHANNEL**

Use for these types of transmissions is restricted to short-term situations. Such use on a day-to-day basis is not consistent with CLEMARS operating philosophy.

- **FAILURE TO IDENTIFY**

FCC regulations and the CLEMARS Plan require units to use their full agency Unit designator and stations to use their FCC call-sign.

- **FAILURE TO USE UNIVERSAL CODES OR CLEAR TEXT**

Each agency has different interpretations of radio codes. Avoid use of all but the most common codes.

- **FAILURE TO MONITOR PRIOR TO TRANSMITTING**

When switching to CLEMARS/NALEMARS, monitor before transmitting to avoid covering other units that may also be using the channel.

- **USE OF SCRAMBLING**

Scrambling is not permitted on CLEMARS channels.

- **IMPROPER USE OF CODED SQUELCH**

The CLEMARS Plan details appropriate use of tone or digital coded squelch.

- **POOR OPERATION PROCEDURES**

Officer safety could be hindered by use of the channels for unauthorized or unprofessional transmissions.

Critical Incident Response Checklists

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LAW ENFORCEMENT MISSION TASKING FORM

FIELD/DISPATCH

Date:	Time:	Type of Request:
Location:		
Agency Making Request:		
Agency Contact Person:		Phone #:
Resources Requested:		
Situation Brief (Victim/Age/Med Condition):		
V/Name/Address/Phone #/Family Info:		
Location of ICP/Search Base:		
		LZ (if needed)
Requested Arrival Time:	Radio Frequencies Used:	Phone #:
Map Coordinates (X-Streets):		
Weather and Terrain Conditions At Location:		
Local Air Available (if needed):	CHP Y/N	Other Air: Y/N

Cal EMA LDO

CalEMA MISSION NUMBER	Warning Center:	Time:
Responding Agency/s:		
Agency Contact:		Phone #:
Agency Contact:		Phone #:
Estimated Duration of Operation:	12/24 hrs. Of Operation:	
Special Equipment Needed:		
Type & # of Dogs:	Cadaver:	Trailing/Tracking:	Water Dog:
Number of Counties/Jurisdictions involved:		
Mission Closed: Y/N	LDO:	Time/Date:

Instructions

Mission Tasking Definitions

Type of Request	Usually this will be a "Search for a Missing Person," but may be an "Evidence Search","Airplane Down", etc.
Location	Refers to the general area of the operation such as "Tuolumne Meadows, Yosemite" or "Mt. San Gorgonio."
Agency	County Sheriff or Police Department (via County Sheriff) or Federal/State Parks.
Resources Requested	A brief description of what and how many you need (15 ground searchers, 2 tracking dogs etc.)
CalEMA Law Mission Number	This will be given automatically to the requestor and responder by the CalEMA LDO, once the mission has been approved. If a request is received directly from another county, they should be advised that they need to follow the CalEMA Mutual Aid Plan.
Contact Individual	This is the actual caller's name. It should be someone with knowledge of the incident in case a callback is needed.
Callback Number	This is that person's number, in case we need additional information.
ICP/Search Base Location and Telephone Number	This should be the exact location of the ICP/Search Base, or where the responders are needed. The phone number is important if directions are needed, when there is a long transit time or to call enroute and insure that the operation is still active.
Requested Arrival Time	When resources are needed at ICP/Search Base.
12/24 Hour	Is the search going to be continuous or will it be a daylight search only?
Radio Frequencies	To insure the responding resources take the proper radios and are able to communicate with the requesting agency en route.
Situation Brief	A few details about the request, i.e., 70-year-old Alzheimer patient missing two days.
Map Coordinates	Location for the ICP/Search Base with major cross streets and highways.
Weather and Terrain Conditions	Responders need to know to plan their equipment needs.
Special Equipment Needed	Some examples are: Avalanche Beacons, ELT, PLBs, Mine Rescue Equipment, etc.

Key Contacts:
California State Warning Center 24-HR – (916) 845-8911
CNG Notification (916) 854-3440

FIRST RESPONDER RESPONSIBILITIES; FIRST RESPONDER Checklist:

Upon arrival at a critical incident, the first responding officers must organize and take command of the scene. Their duties can include such critical tasks as: establishing on-scene command, formulating an action plan, broadcasting a situation assessment, setting up a command post location, requesting necessary personnel and equipment, appointing others to control activities, assigning missions, gathering intelligence, delegating other tasks as necessary to establish control and providing a Staging Area for responding personnel.

To accomplish these tasks, the first responder should assume command responsibility until properly relieved by an officer of higher rank.

To assist the first responders and all the following resources and staff, CalEMA has published a manual entitled The Critical Incident Response Plan for First Responders, by Lt. John Kane (ret.) of the Sacramento Police Department. A full copy of this manual can be found on CalEMA's website - Reference Compact Disc provided by CalEMA.

The main purpose of this manual is to give the first responder a user friendly four-step plan that can control a wide variety of Critical Incidents from a barricaded gunman to natural and human caused disasters. The four-steps are:

LIE – Locate, Isolate, Evacuate.
MCI – Assess for a Mass Casualty Incident.
CHECKLIST – Use the Emergency Action Checklist.
ICS – Use the Incident Command System to best organize the Event.

Each step is explained in the manual in detail, along with a host of other important topics, such as: Evacuations v. Rescues, Crisis Media Relations and Role of the Fire Department in Emergency Operations.

The Critical Incident Response Plan for First Responders manual has been designed to compliment the California Law Enforcement Guide for Emergency Operations, in order to give the First Responder an operational plan that can be applied under stressful conditions ensuring positive control of a wide variety of Critical Incidents.

A series of Checklists has been developed specific to the initial stages of different kinds of Critical Incidents:

Situation Assessment:
A situation assessment is information developed by the first officer at the scene of an emergency. It is basic intelligence conveyed to the communication center, and elements concerned with the control of the event. Situation assessments should be updated as the event evolves. The initial situation assessment should include:

- Type of emergency
- Location of emergency
- Type of structure/vehicles involved
- Size of area involved
- Number of additional officers required
- Incident Command Post location
- Staging Area locations
- Ingress/Egress routes for emergency vehicles

- Assistance required (e.g., ambulance, fire, public utility)
- Number and type of casualties/injuries

Once the situation assessment has been completed, the first responder (as Incident Commander) can direct attention to control measures related to the event. These would include:

- Establishing a journal/log for recording major activities.
- Establishing a communication link with the communications center.
- Requesting personnel and equipment resources needed for the control of the event.
- Assigning personnel to staff ICS functions:
- Operations
- Planning/Intelligence
- Logistics
- Finance/Administration

Developing and implementing an operations plan that may include:

- Perimeter control provisions
- Interior patrol provisions
- Evacuation procedures
- Liaison with other emergency agencies
- Traffic control plans
- Mobilization of on-duty personnel
- Mutual Aid contingencies

An agency's role at the scene of disasters and other emergencies may be to support the local fire department or other emergency response force. The first responder (Incident Commander) can be of assistance by providing the following:

- A liaison officer to the Fire Commander or other Command Staff
- Control of emergency vehicle ingress/egress routes
- Perimeter traffic control
- Evacuation, if necessary

INCIDENT COMMAND POST Checklist:

This checklist assists the first responder and field supervisors in establishing an Incident Command Post (ICP). The guidelines are flexible and can be modified to deal with specific field situations. The purpose of an Incident Command Post is to:

- ☐ Establish a facility that is located strategically to command the overall operation of the emergency.
- ☐ Maintain centralized and systematized communication.
- ☐ Logistically monitor and regulate personnel and equipment needs.
- ☐ Acquire, analyze and properly distribute intelligence and other relevant information.
- ☐ Coordinate activities with associated agencies.

Incident Command Post (ICP) Selection Factors:

- ☐ Strategically, but safely located.
- ☐ Accessible to responding personnel.
- ☐ Defensible against crowds, snipers, fire bombs, etc.
- ☐ Sufficient space for responding personnel and equipment.
- ☐ Accessible to restroom facilities.
- ☐ Have communication capabilities or access to telephones, radio, television, microwave, etc.
- ☐ Accessible to electricity and water service.
- ☐ Contain structures for personnel briefing and protection against weather.
- ☐ Storage space and area for vehicles available.

Potential Command Post Sites:

- ☐ Schools/Universities
- ☐ Parks
- ☐ Large parking lots
- ☐ Water/Power facilities
- ☐ Churches
- ☐ Military armory

Establish Command Post:

- ☐ Notify communications, Commander/Chief, and responding units of Command Post location and staging area if at another location.
- ☐ Request sufficient personnel for Command Post.
- ☐ Identify routes to Command Post/Staging Area.
- ☐ Appoint Command Post staff, as needed:
  - ☐ Radio Operator
  - ☐ Command Post Scribe
  - ☐ Personnel Officer to make assignments
  - ☐ Logistics Officer to receive/issue equipment/vehicles
  - ☐ Planning/Intelligence Officer to gather information
  - ☐ Command Post Security Officer for perimeter security
  - ☐ Public Information Officer

Additional Assistance Needed:

- ☐ Air support
- ☐ Mutual Aid
- ☐ Fire Department
- ☐ Ambulance/Paramedics
- ☐ Red Cross
- ☐ Identify radio frequency to be used.

- ☐ Identify and isolate Command Post area with ropes or barrier tape.
- ☐ Identify an area for Public Information Officer to coordinate news media activities.
- ☐ Maintain open lines with communication center.
- ☐ Keep all concerned personnel briefed as to status of problem.
- ☐ Notify other concerned agencies:
  - ☐ Hospitals
  - ☐ Public Agencies
  - ☐ Other jurisdictions requiring information

AIR OPERATIONS Checklist:

This checklist is intended to assist the Incident Commander (or Operations OIC) in determining when and how to integrate aircraft operations into incident emergency response operations. These guidelines are flexible and can be modified to deal with specific field situations.

Typical Aircraft Missions:

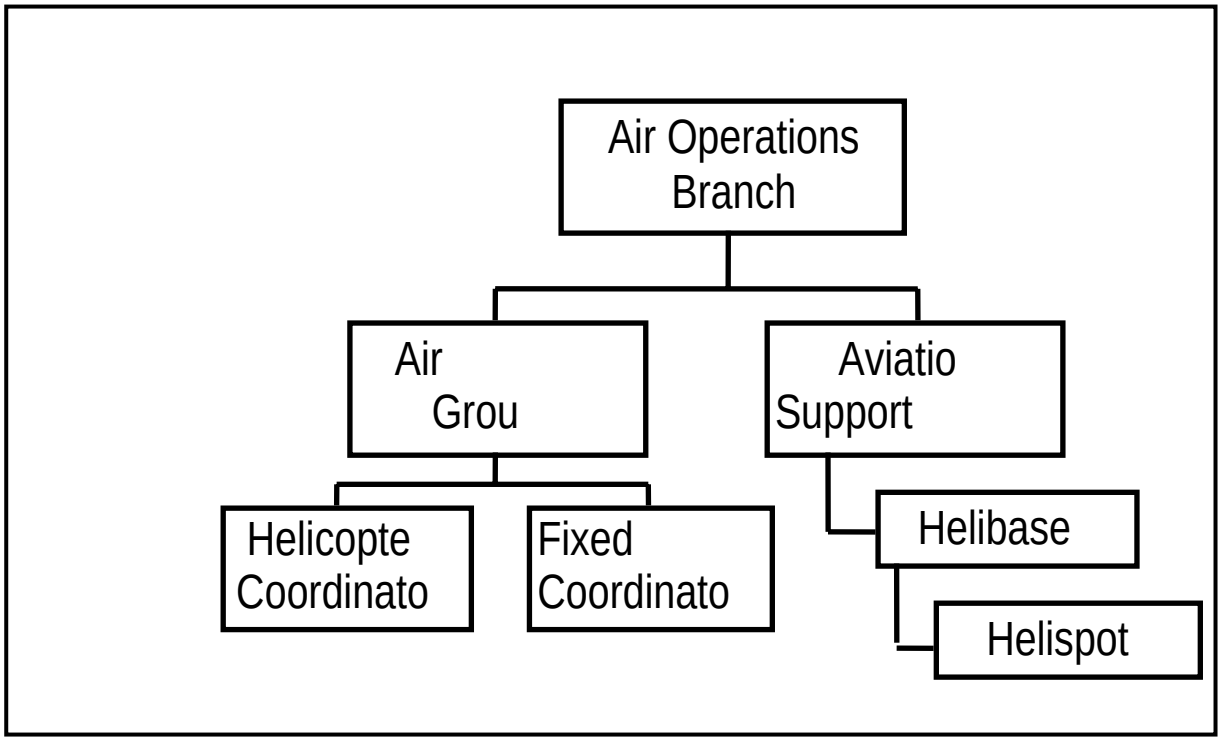
☐ *Standard Law Enforcement* - reconnaissance, surveillance, suspect searches, direction and control
☐ *Tactical Law Enforcement* - SWAT rappelling platform, insertion and extraction, intelligence gathering
☐ *Medical Evacuation* - transport and insertion of emergency medical teams, extraction and transport of litter patients and other injured persons
☐ *Search and Rescue (SAR)* - search patterns, medical evacuation, ground team insertions and extractions, equipment and supply drops
☐ *Fire Control* - retardant drops, reconnaissance, fire crew insertions and extractions, heavy equipment transport
☐ *Major Disasters* - reconnaissance, situation and damage assessment, logistical support
☐ *Other Applications* - communications relay, airborne command and control, photo mapping, video aerial platform, searchlight illumination

Aircraft Limitations:

☐ *Weather* - Obscured weather such as fog and rain may preclude air operations. Warm, moist air, above 90 degrees with no or low wind conditions (especially at high altitudes) can severely limit rotor performance. Extremely high or gusty winds can damage helicopters, preclude rotor turn-up, and prevent flying near buildings or mountains.
☐ *Visual Flight Rules* - Helicopters generally fly under Visual Flight Rules (VFR), which require continual visual contact with the ground from a safe altitude.
☐ *Night Operations* - Operations during darkness with limited or no horizon are potentially dangerous and can place aircraft and crew in jeopardy. Night operations should not be attempted without special equipment and training.
☐ *Altitude and Temperature* - High altitude and/or high temperatures reduce rotor performance and lifting capability. Expert aviation advice should be sought.
☐ *Operating Conditions* - Helicopters generally should not be operated near soft dust, gravel or sand. This may result in engine damage or loss of visual contact with the ground. Salt water spray should also be avoided.
☐ *Small Arms Fire* - Helicopters are vulnerable to small arms fire.

Decision to Activate an Air Operations Branch:
The Air Operations Branch may be staffed whenever aircraft are deployed on an incident requiring mission assignment coordination, establishment of helispots or a helibase, or to address any aviation safety concerns requiring full time attention. If air operations are to be conducted in conjunction with incident command post operations, then safety must be a primary consideration. To ensure safe air operations are maintained it is recommended strongly that only persons knowledgeable in aircraft operations and aviation procedures be assigned to leadership positions within the Air Operations Branch.

Air Operations Branch Organization:



Air Operations Branch:
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 normally are 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 operation on the incident.

Duties and Responsibilities – Air Operations Branch OIC:
- Obtain briefing from Operation OIC.
- Organize preliminary air operations.
- As appropriate, request declaration (or cancellation) of restricted air space area (Federal Air Regulation 91.137).
- Participate in preparation of the Incident Action Plan.
- Perform operational planning for air operations.

- Determine coordination procedures and communication for use by air organization with ground Branches, Divisions or Groups.
- Supervise all Air Operations Branch activities associated with the incident.
- Establish procedures for emergency reassignment of aircraft.
- Schedule approved flights of non-incident aircraft in the restricted air space area.
- Inform the Air Mission Group OIC of the air traffic situation external to the incident.
- Consider requests for non-tactical use of incident aircraft.
- Resolve conflicts concerning non-incident aircraft.
- Coordinate with Federal Aviation Agency (FAA).
- Update air operations plans.
- Report to the Operations Section OIC on air operations activities.
- Assure approved crash-rescue, refueling, and maintenance support through Logistics for extended operations.
- Report special incident/accidents.
- Arrange for an accident investigation team when warranted.
- Participate in safety/procedural meetings with other agencies pilots and air personnel in multi-agency incident.
- Maintain unit log.

Air Mission Group:
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.

Duties and Responsibilities – Air Mission Group OIC:
☐ Check-in and receive incident assignment.
☐ Determine what aircraft (fixed wing and helicopters) are operating within area of assignment.
☐ Obtain briefing from Air Operations Branch OIC or Operations Section OIC.
☐ Manage air activities based upon Incident Action Plan.
☐ Establish and maintain communications with the Air Operations Branch, Fixed Wing and Helicopter Coordinators, Aviation Support Group, and Support bases.
☐ Coordinate approved flights in restricted air space area.
☐ Obtain information about air traffic external to the incident.
☐ Receive and document reports of non-incident aircraft violating restricted air space area.
☐ Inform Air Operations Branch OIC of tactical recommendations affecting the air operations portion of the Incident Action Plan.
☐ Report on air operations activities to the Air Operations Branch OIC.
☐ Coordinate the use of assigned ground to air and air-to-air communications frequencies with Communications Unit and local agency dispatch center.

Aviation Support Group:
The Aviation Support Group OIC is responsible primarily 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, 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.

Duties and Responsibilities – Aviation Support Group OIC:

- ☐ Obtain briefing from Air Operations Branch OIC or Operations Section OIC.
- ☐ Obtain copy of the Incident Action Plan from the Air Operations Branch OIC.
- ☐ Participate in Air Operations Branch OIC planning activities.
- ☐ Inform Air Operations Branch OIC of group activities.
- ☐ Identify resources/supplies dispatched for Aviation Support Group.
- ☐ Request special air support items from appropriate sources through Logistics Section.
- ☐ Identify helibase and helispot locations (from Incident Action Plan) or from Air Operations Branch OIC.
- ☐ Determine need for assignment or personnel and equipment at each helibase and helispot.
- ☐ Coordinate special requests for air logistics.
- ☐ Maintain coordination with airbases supporting the incident.
- ☐ Coordinate activities with Air Operations Branch OIC.
- ☐ Obtain assigned ground-to-air frequency for helibase operations from Communications Unit Leader or Communications Plan.
- ☐ Inform Air Operations Branch OIC of capability to provide night-flying service.
- ☐ Ensure compliance with each agency's operations checklist for day and night operations.
- ☐ Ensure dust abatement procedures are implemented at helibase and helispots.
- ☐ Provide crash-rescue service for helibase and helispots.
- ☐ Maintain unit log.

Aviation Mutual Aid:

Generally, air operations in support of an incident are conducted at the local level within an Operational Area (OA), which is the county.

If an OA exhausts its resources (including commercial) and it becomes necessary to request aviation assets in support of a law enforcement mission from outside the OA, the request should be directed by the local sheriff to the Regional Law Enforcement Coordinator. Exception: During ***search and rescue incidents,*** the OA may contact CalEMA directly to expedite response for life safety purposes. ***(See CalEMA publication "Law Enforcement Mutual Aid Plan, SAR Annex" for details.)***

The Law Enforcement Branch of the California Emergency Management Agency may endorse the Regional Coordinator's loan of aviation assets from outside the requesting OA by assigning a mission number. ***This does not result in reimbursement of costs! It may; however, facilitate cost recovery should funds later become available.***

If a disaster is widespread resulting in activation of the State Operations Center (SOC) to coordinate simultaneous incidents in multiple OA's or Regions, the SOC will activate its Air Operations Branch to facilitate state and federal aviation mutual aid.

Helibase:

This is the main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident base.

Helispot:

This is any designated location where a helicopter can take off and land safely. Some helispots may be used for loading of supplies, equipment, or personnel.

Helipad:
The specially designed and designated location, where a helicopter can take off and land safely *on a physical structure* such as a building or ship.

Helicopter Landing Zone (LZ)
A generic term that can be applied to a helibase, helispot, or helipad.

Helicopter Landing Zone Considerations
Law enforcement helicopters may land at civil airports, heliports, and private heliports with prior permission. Sparsely populated areas also may serve as landing sites depending on land-use restrictions. Except as stated, a helicopter may not land in a densely populated area unless an emergency exists. These restrictions do not preclude hovering at low altitudes to assist in law enforcement operations. When planning for a landing zone, consider the following:

- ☐ Establish a minimum landing area of 100 feet by 100 feet that is a level surface, free of debris and overhead obstructions (such as power lines).
- ☐ Choose an LZ that will not disrupt operations in the surrounding area (e.g., tents, map boards, feeding areas, briefing areas)
- ☐ Secure all loose items or potentially loose items.
- ☐ Maintain clear ingress and egress to the landing location.
- ☐ Ground personnel operating an LZ, or in the immediate area, should wear eye and ear protection.
- ☐ Steep aircraft approach angles are undesirable. Evaluate the height of adjacent obstacles to minimize risks.
- ☐ Try to avoid establishing an LZ near a body of water.
- ☐ Do not establish an LZ within 1000 feet of a school unless an immediate emergency exists.
- ☐ Night use of an LZ requires appropriate lighting. Plan ahead.
- ☐ Rooftop helipad weight limitations may preclude landing larger aircraft on buildings.

FIRE Checklist:

This checklist is intended to assist the field supervisor in the initial stages of a fire. These guidelines are flexible and can be modified to deal with specific field situations. Generally, the Incident Commander will be from the fire service and law enforcement will assume a support role.

Situation Assessment:
Ensure that a Situation Assessment has been prepared by field units and has been communicated to the communications center. It should contain:

- ☐ Location of emergency
- ☐ Size of involved area, actual and potential
- ☐ Apparent direction of the fire
- ☐ Type of area (e.g., business, residential, hillside, etc.)
- ☐ Ingress/egress routes for emergency vehicles
- ☐ Additional law enforcement personnel needed
- ☐ Location of staging area
- ☐ Location and radio designation of Command Post

Liaison:
Establish liaison with fire command.

Deploy Personnel To:

- ☐ Maintain ingress and egress routes for emergency vehicles.
- ☐ Establish perimeter control, keeping unauthorized vehicles and pedestrians out of involved area.
- ☐ Establish anti-looting security patrols for evacuated areas within the perimeter.
- ☐ Conduct an evacuation, if required.
- ☐ Relieve (demobilize) personnel as activity is reduced.
- ☐ Maintain a unit log.

TERRORISM RESPONSE: CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND EXPLOSIVE Checklist:

THREATENED ACT OF TERRORISM OR BOMB THREAT

This checklist is intended to assist the field supervisor in the initial stages of a bomb threat response. These guidelines are flexible and can be modified to deal with specific field situations.

Immediate Considerations:
- ☐ Establish incident command and unified command, as required
- ☐ Time call received
- ☐ Type of call received
- ☐ When detonation/release is expected
- ☐ Location of device or intended target
- ☐ Description or appearance of the device
- ☐ Immediate evacuation
- ☐ Prior Threats - If this venue has had prior threats, use new locations for Incident Command Post and Staging areas.

Evacuation:
- ☐ Establish evacuation procedures. It is recommended that the person in charge of the location make the decision to evacuate
- ☐ In event of evacuation, instruct occupants to take personal possessions (purses, briefcases, etc.) with them and leave position of electric switches, doors, windows unchanged.

Note: Authority to order an evacuation under emergency conditions is listed in Section 409.5 of the California Penal Code.

Search:
- ☐ Conduct systematic visual search with persons familiar with the facility/location.
- ☐ Prohibit radio transmission within a half mile of the scene.
- ☐ Conduct visual search only.
- ☐ Issue instructions to not touch, move, or attempt to disarm any suspicious object/package/item.
- ☐ Mark location of any suspected devices using crime scene tape, twine or other bright, long item, string the marker from the area of the device to an area where the bomb team will access the location or make a sketch or diagram the location of the suspected device for the bomb unit.
- ☐ Notify Bomb Team of suspected devices.

Notification:
- ☐ Agency entities, concerned personnel, and property owners
- ☐ Bomb Team
- ☐ Investigative Unit
- ☐ Fire Department
- ☐ County Health Department
- ☐ Activate Emergency Medical Service
- ☐ National Guard Civil Support Team through the Mutual Aid System
- ☐ FBI, if terrorism is suspected

WEAPONS OF MASS DESTRUCTION (WMD) ATTACK, POST BLAST EVENT AND HAZARDOUS MATERIALS (HAZMAT) Checklist:

This checklist is intended to assist the first responder or incident commander in the initial stages of the response to an act of terrorism wherein a chemical, biological, radiological or nuclear weapon and/or an explosive were the mechanism of attack. These guidelines are flexible and can be modified to suit specific situations. A WMD attack is, first and foremost, a HAZMAT release. In fact, the intentional nature of such an act may not be immediately clear. Generally, during the initial stages of an incident, fire suppression, rescue, and emergency medical services dominate the incident operations. Therefore, during early stages of an event, the fire service is the lead agency. As the scene stabilizes, and a criminal act is suspected, the incident command will shift to law enforcement. The items listed in the checklist should be prioritized according to the requirements of each specific incident.

Immediate Considerations:

Establish the Incident Command System and Unified Command as required.

SAFETY:

- ☐ Consider secondary devices/releases.
- ☐ Approach from uphill, upstream and upwind (monitor wind direction changes).
- ☐ Do not drive through, or otherwise enter, any possible contaminated area.
- ☐ Be aware of and avoid self-contamination.
- ☐ Do not eat, drink, or smoke near the area.
- ☐ Do not use flares — request barricades for traffic blocks.
- ☐ Be alert for damaged utilities (electric lines, natural gas, etc.) structures in danger of collapse/falling debris, hazardous substances, including un-detonated explosive material from the initial explosion.
- ☐ Utilize Personal Protective Equipment per training, as necessary.

ISOLATE:

- ☐ Establish a perimeter at a radius from the seat of the explosion equal to one and one half times the distance to the farthest debris for explosions where a hazardous materials release has been ruled out.
- ☐ Establish a perimeter at a radius of 1000 feet for a hazardous materials or unknown release.
- ☐ Establish area to contain and identify uninjured witnesses.
- ☐ Keep all non-essential personnel away from scene.
- ☐ Establish an area to contain contaminated people for decontamination.

NOTIFY:

- ☐ Incoming responders of ingress/egress routes
- ☐ County Health Officer/Department
- ☐ Local hospitals, if mass casualties are involved
- ☐ Bomb Team (Technicians)
- ☐ Hazardous Materials Team
- ☐ Investigative Unit
- ☐ Utility companies
- ☐ Coroner, as necessary
- ☐ FBI (if terrorism or weapons of mass destruction are suspected)
- ☐ Public Information Officer
- ☐ CalEMA on all incidents
- ☐ CHP, if state highway
- ☐ Administering agency
- ☐ Request National Guard Civil Support Team through the Mutual Aid System.

Special Considerations:

- ☐ Establish Incident Command to include liaison with fire, medical, and other necessary agencies.
- ☐ Maintain log of activities.
- ☐ Establish Incident Command Post in a location far enough outside of the perimeter that it will not have to be moved for any reason.
- ☐ Establish Incident Command Post Security.
- ☐ Establish Staging Area(s).
- ☐ Notify all incoming units of the staging area location.
- ☐ Establish staging area security.
- ☐ Assist injured victims.
- ☐ Request/facilitate necessary fire suppression.
- ☐ Request/facilitate necessary medical assistance.
- ☐ Facilitate necessary triage area(s).
- ☐ Request enough assistance to maintain an effective perimeter.
- ☐ Have utilities turned off to area as necessary.
- ☐ Identify potential witnesses.
- ☐ Establish traffic control around the effected area.
- ☐ Document initial response.
- ☐ Establish and preserve ingress and egress routes for emergency vehicles.
- ☐ Protect evidence.

Situation Assessment:

- ☐ Type of explosive/release, type of premises, vehicles involved.
- ☐ Location of incident, size of involved area.
- ☐ Direction of fluid, vapor or debris travel.
- ☐ Weather conditions, wind direction, speed, and any expected changes.
- ☐ Property and/or vehicle owner's name.
- ☐ Contents (NFPA 701 signage, placards, UN numbers), color of smoke and any odors.
- ☐ Name of substance, if known.
- ☐ Determine health hazards.
- ☐ Symptoms of injured persons, and number of people involved.
- ☐ Degree of danger at site, potential danger to surrounding area, city, and emergency crews.

Evacuation:

- ☐ Give situation estimate to Incident Commander.
- ☐ Decision to evacuate should be made by Incident Commander (see 409.5PC).
- ☐ Develop plan to evacuate.
- ☐ Refer to evacuation checklist for further information.

Contaminated Personnel:

- ☐ Isolate from non-contaminated personnel.
- ☐ Follow established hazardous materials decontamination procedures.

Note: Some hazardous materials react with water. Seek the advice of a qualified hazardous materials technician/specialist.

Investigation:

- ☐ Interviewing and identification of witnesses and/or possible suspects should begin as soon as practical.
- ☐ Evidence should not be disturbed until it can be evaluated and collected by a properly trained and equipped Crime Scene Technician.
- ☐ Collect information for incident reporting.
- ☐ Investigations may be jointly conducted with other involved agencies.

AMBER ALERT CRITERIA Checklist:

All four criteria must be met before an AMBER alert may be requested:

☐ Is this a confirmed abduction?
☐ Is the child 17 years of age or younger?
☐ Is the person in imminent danger of serious bodily injury or death?
☐ Is there information available to provide to the general public, which could assist in the safe recovery of the victim?

GUIDANCE:

The initial four hours after an abduction occurs are the most critical for putting out an AMBER alert; however, this does not constitute a maximum time limit for issuing an alert. Respond to any disappearance of a child as an abduction case until further information is developed.

Some examples that tend to qualify for broadcast:

☐ A child is taken from home.
☐ A vehicle was stolen or carjacked and a child was left inside the vehicle.
☐ A child is taken by an adult without parental consent.
☐ The child has been reported missing, there is evidence of foul play and law enforcement believes the child was kidnapped.

Examples that do not meet the preceding criteria:

☐ Children that have run away from home.
☐ Missing children involved in child custody disputes (parental kidnapping), unless bodily harm to the child is feared.
☐ The child is over the age of 17 and not mentally or physically impaired.

NON-FAMILY Abduction Checklist:

The Initial Investigation:

- ☐ Assign an Officer to victim's residence with the ability to record and "trap and trace" all incoming calls. Consider establishing a separate telephone line or cellular telephone for agency use.
- ☐ Conduct neighborhood/vehicle canvass.
- ☐ Compile a list of known sex offenders in the region.
- ☐ Develop profile on possible abductor.
- ☐ Consider using polygraphs for parents and other key individuals.
- ☐ In cases of infant abduction, investigate claims of home births made in that area.
- ☐ Fully load NCIC Missing Person File (involuntary category) with complete descriptive, medical, and dental information.
- ☐ Utilize NLETS and other information systems to alert local, state, regional and federal Law Enforcement agencies.
- ☐ Provide support for family through nonprofit missing children's organization.

The Ongoing Investigation:

- ☐ Review all reports and transcripts of interviews.
- ☐ Revisit the crime scene.
- ☐ Review all potential witness/suspect information obtained in the initial investigation and consider background checks on anyone identified in the investigation.
- ☐ Review all photographs and videos.
- ☐ Reexamine all physical evidence collected.
- ☐ Review child protective agency records for reports of abuse on child.
- ☐ Develop time lines and other visual exhibits.
- ☐ Re-interview key individuals.
- ☐ Interview delivery personnel: employees of gas, water, electric, and cable companies; taxi drivers; post office personnel; garbage handlers; etc.
- ☐ Critique results of the on-going investigation with appropriate investigative resources.
- ☐ Arrange for periodic media coverage.
- ☐ Contact CHP-Emergency Notification & Tactical Alert Center (ENTAC) (916) 657-8287.
- ☐ Contact NCMEC, (800) THE-LOST (843-5678) for photo dissemination, age-progression, and other case assistance.
- ☐ Update NCIC Missing Person File information necessary.

Recovery/Case Closure:

- ☐ Arrange for a comprehensive physical examination of the victim.
- ☐ Conduct a careful interview of the child, document the results of the interview, and involve all appropriate agencies.
- ☐ Provide effective reunification techniques.
- ☐ Cancel alarms and remove case from NCIC and other information systems.
- ☐ Perform constructive post-case critique.

AIRCRAFT CRASH Checklist:

This checklist is intended to assist the first responders with the initial response to an aircraft crash. It is recommended that ***Unified Command*** be established to ensure a coordinated response with other involved agencies. Local law enforcement generally will *not* have an investigative responsibility for aircraft crashes, but will provide perimeter control, site security, evidence protection, and facilitate response with the fire service, medical-rescue, and federal authorities that have investigative responsibility.

Situation Assessment:
Ensure that a situation estimate has been obtained, that it has been shared with the communication center, and that it contains the following information:

- ☐ Location of accident.
- ☐ Type of structure involved.
- ☐ Type of aircraft involved: military or civilian, passenger or cargo, helicopter or jet, private or commercial.
- ☐ Class of aircraft: single engine or multiple.
- ☐ Estimated toll of injured and dead.
- ☐ Additional assistance needed: police, fire, medical, military, etc.
- ☐ Location of Command Post and Staging Area.
- ☐ Best available ingress/egress routes for emergency personnel and vehicles.

Special Considerations:

- ☐ Approach from up wind.
- ☐ Do not approach on same path as aircraft.
- ☐ Avoid breathing smoke, possible toxic materials.
- ☐ Potential for fire/explosions.
- ☐ Military aircraft may contain weapons, ammunition, ejection seats.
- ☐ No smoking or flares.
- ☐ Crash site security and adequate perimeter control to keep unauthorized persons from the scene.
- ☐ Traffic control, crowd control, perimeter control (keep a 2,000 foot clearance).
- ☐ Evacuation (at least 2,000 feet upwind).

Crash Site Management:

- ☐ Establish Command Post.
- ☐ Restrict air traffic over scene.
- ☐ Establish liaison with incident commander.
- ☐ Identify all witnesses, obtain following data:
  - ☐ Time of crash.
  - ☐ Location of witnesses at time of crash.
  - ☐ Weather at time of crash.
  - ☐ Aircraft direction in flight.
  - ☐ Aircraft fire in flight.
  - ☐ Explosion prior to crash.
  - ☐ Location of objects falling from aircraft prior to crash.
  - ☐ Impact angle and position of survivors.
  - ☐ Anything removed from scene and by whom.

Deceased or injured victims may be displaced by impact. Conduct a thorough, wide search for survivors and other evidence, and take both video and photographs of the scene, if possible. Ensure all crash debris is protected, but do not disturb wreckage, evidence, human remains, or personal property unless advised to do so by the investigator in charge or the coroner in charge.

Subsequent Situation Assessment:

- ☐ Aircraft identification numbers, owner(s) of involved aircraft and structures
- ☐ Identification of pilot(s)
- ☐ Property damage
- ☐ Location of deceased and known survivors

Notification:

- ☐ Military, if applicable
- ☐ National Transportation Safety Board
- ☐ Federal Aviation Administration
- ☐ All necessary fire/rescue services
- ☐ Hospitals of potential influx of patients
- ☐ County Coroner

EARTHQUAKE Checklist:

This checklist is intended to assist the field supervisor with the initial response to an earthquake.

Immediate Considerations:
- ☐ Initiate a roll call of all units.
- ☐ Initiate a check of *"Critical Facilities"* and confirm their status (Non-uniformed officers in unmarked vehicles are recommended.) Checks to include:
  - ☐ High occupancy structures (depends on time of day).
  - ☐ Damage to roads, critical emergency facilities (police stations, fire stations, and hospitals), refineries, dams, etc. (Note: every jurisdiction should have a pre-established list of critical facilities.)
- ☐ Initiate a critical facilities log that indicates which facilities have been checked and their disposition.
- ☐ Direct field units to initiate a general area survey after completing their critical facility checks.

Accurate Situation Assessment is essential in an earthquake:
A quick evaluation of the situation must be made so that appropriate decisions can be made to coordinate response efforts. Situation reports can be sent to local or regional Emergency Operations Centers (EOC) so that appropriate emergency resources can be obtained and safely deployed to the areas with the most critical need.

Specifics to look for:
- ☐ Utility Disruptions
- ☐ Flooding
- ☐ Fire
- ☐ Hazmat Spills or Plumes
- ☐ Collapsed Buildings
- ☐ Casualties (Injuries vs. Fatalities)
- ☐ Damaged Roadways and Bridges

Deploy Personnel To:
- ☐ Conduct evacuations, if required.
- ☐ Assist in establishing evacuation centers and directing people to them.
- ☐ Establish ingress/egress routes for emergency vehicles.
- ☐ Maintain perimeter control to keep unauthorized people and vehicles out of the involved area (size of area depends on magnitude of the earthquake, which may be beyond your resources and require mutual aid).
- ☐ Direct traffic around major damaged sites.
- ☐ Provide emergency information to residents of area.
- ☐ Determine operability of telephone, water, gas, electricity, public transportation, and other systems serving residents of the area.

Special Considerations:
Contrary to other emergencies, after an earthquake, watch commanders should consider remaining at their stations to facilitate the damage assessment process until the extent of damage and casualties are known and have been communicated to the EOC.

Field officers generally should *not* become involved in rescue operations unless such incidents are immediately life threatening and rescue can be accomplished rapidly. Officers must fulfill their primary functions of observing, estimating, and communicating the overall situation assessment. This is best accomplished by non-uniformed officers in unmarked vehicles. Ultimately, this approach will save numerous lives in a major disaster, instead of the few that each officer could personally rescue.

If a significant after-shock occurs – "REPEAT THIS PROCESS BY STARTING OVER"

CIVIL UNREST/DISORDER Checklist:

This checklist is intended to assist the Incident Commander and field supervisors with initial response to a riot or crowd/looting situation. Law enforcement agencies should concentrate on the basic law enforcement mission of protecting life and property. This should be done in rapid, firm, fair and impartial manner, using the minimum force necessary to accomplish the mission.

Tactical Objectives:
- ☐ **ESTABLISH**: An Incident Command Post and Staging Area.
- ☐ **ISOLATE**: Prevent the growth of the disorder. Cordon off the area. Deny access to those not involved.
- ☐ **CONTAIN**: Confine the disorder to the smallest area possible.
- ☐ **DISPERSE**: Make arrests, if appropriate.

Situation Assessment:
- ☐ Location of emergency
- ☐ Number of participants
- ☐ Activities of participants (looting, burning, blocking traffic, passive demonstration, etc.)
- ☐ Direction of movement
- ☐ Additional law enforcement personnel required
- ☐ Access to Incident Command Post/Staging Area by responding personnel

Initial Response:
- ☐ Assemble responding personnel into squads and Mobile Field Forces (MFF).
- ☐ Assign a Public Information Officer to work with the media.
- ☐ Brief the Squad/MFF leaders as soon as possible.
- ☐ Establish Tactical Missions (e.g., crowd control, traffic control, site security, etc.).
- ☐ Request Air Support (e.g., a police helicopter for observation and assistance in coordinating tactical missions).

Liaison:
- ☐ Establish liaison with the Law Enforcement Mutual Aid Coordinator and CalEMA.

Other Considerations:
- ☐ Know location of emergency medical services.
- ☐ Maintain an operations log.
- ☐ Determine the capabilities for less than lethal and chemical agents for each squad.
- ☐ Utilize a tactical *and* command radio frequency.
- ☐ Use serialized flex cuffs.
- ☐ Use a video camcorder.
- ☐ Arrange for the response of a field booking team.
- ☐ Arrange for transportation of suspects from field booking area to detention facility.

Helpful Hints:

☐ ***Individual*** action should be avoided (e.g., maintain squad formation integrity).
☐ Simple formations (e.g., Squad Skirmish Line/Wedge or Arrest Circles) need minimal explanation and/or coordination.
☐ Passive demonstrators --- Don't get involved until you have sufficient personnel.
☐ Use standby time for scouting (gathering information and analyzing intelligence).

After Dispersal:

☐ Establish a continuing highly visible law enforcement presence.
☐ Use mobile units to respond to problems (squad size is the smallest recommended maneuverable tactical element).
☐ Arrange for relief and feeding of personnel.

QUARANTINE Information:

This information is presented to provide guidance for law enforcement personnel in the assistance of Public Health Officials during times of medical emergency.

Public Health Officials at the State and local levels have the legal authority to impose Quarantine and Isolation, or request a voluntary Containment of the public to assist in the control of a communicable disease. It is possible that Public Health Officials may request law enforcement to assist in these efforts.

Definitions: In order of severity:

Isolation (Most Severe) Isolation applies to persons with symptoms of a communicable disease. They may be isolated at a hospital, home, or in another facility, in order to limit the spread of the disease. Isolation can be either strict or modified depending upon the type of disease and the conditions imposed by the Public Health Officer. Patients remain in isolation until their status is changed by Public Health Officials.

Quarantine (Severe) Quarantine applies to persons who may have been exposed to a communicable disease but are not yet ill. They are asked to remain at home or another location and not interact with others in order to limit the spread of the disease.

Containment (Least Severe) Containment is an attempt to separate potentially contaminated persons voluntarily. This may simply be accomplished by directing exposed persons to a decontamination area or to health professionals. Public Health Officials may raise containment to an Isolation or Quarantine status.

The following is a list of California Health and Safety Codes that allow state and local Public Health Officials the authority to impose Quarantines and Isolations or request a voluntary Containment. Additional codes within this list allow law enforcement to enforce the Quarantines, Isolations and Containments.

These are examples of the most pertinent state codes, followed by information regarding Federal Health procedures. The definitions are a summation of each code and are not complete. For complete definitions and additional local authorities, one should consult with their department for legal guidance.

Officers should be aware of the fact that all codes and statues pertaining to Quarantine, Isolation or voluntary containment are Misdemeanors.

CA H&S Code 100182 Neglect of Duty
California Health and Safety Code Section 100182 makes it a misdemeanor for a person charged with the performance of any duty under the laws of this state relating to the preservation of the public health to willfully neglect or refuse to perform that duty.

CA H&S Code 101040 Authority for Health Officer
California Health and Safety Code Section 101040 declares that a county Health Officer may take any preventive measure that may be necessary to protect and preserve the public health from any public health hazard during any “state of emergency” or “local emergency”.

CA H&S Code 120130 Authority for Isolation or Quarantine
California Health and Safety Code Section 120130 authorizes a health officer to require isolation (strict or modified) or quarantine for any case of contagious, infectious, or communicable diseases when this action is necessary for the protection of the public health.

CA H&S Code 120140 Authority for Health Measures
California Health and Safety Code Section 120140 empowers the local Health Officer to take any measures as are necessary to ascertain the nature of the disease and prevent its spread. These measures can include taking possession or control of the body of any living person or the corpse of any deceased person.

CA H&S Code 120175 Requirement to Take Action
California Health and Safety Code Section 120175 requires any health officer having reason to believe that any case of any contagious infectious or communicable disease exists within his or her jurisdiction to take measures as may be necessary to prevent the spread of the disease.

CA H&S Code 120220 Obey Health Officer
California Health and Safety Code Section 120220 requires all persons to obey the rules, orders, and regulations of a health officer for the establishment of a quarantine or isolation.

CA H&S Code 120225 Violate Isolation or Quarantine
California Health and Safety Code Section 120225 requires all persons in a quarantine or isolation to remain in the place of the quarantine or isolation and only communicate with a health official or others authorized by the health official.

CA H&S Code 120235 Quarantine Raised
California Health and Safety Code Section 120235 requires that no quarantine shall be raised until all persons having been under strict isolation are considered noninfectious.

CA H&S Code 120275 Violate Regulations - Punishment
California Health and Safety Code Section 120275 makes it a misdemeanor for any person to violate, refuse or neglect to conform to, any rule, order, or regulation prescribed by the state Department of Health Services for the quarantine or disinfection of persons.

CA H&S Code 120290 Willfully Expose Another
California Health and Safety Code Section 120290 makes it a misdemeanor for any person afflicted with any contagious, infectious, or communicable disease to willfully expose himself or herself to another person. It also makes it a misdemeanor for a person to willfully expose a person afflicted with the disease to someone else.

CA Code of Regulations, Title 17, Section 2516 Instructions for Strict or Modified Isolation
For cases of disease requiring strict isolation, Title 17, California Code of Regulations Section 2516 requires that the health officer give instructions to the patient and members of the household defining the area in which the patient is to be isolated, the isolation technique to be followed and the measures to be taken to prevent the spread of the disease. It requires that these measures be followed. The isolation techniques will depend upon the disease.

FEDERAL GOVERNMENT RESPONSE:

The Secretary of the Department of Health and Human Services has statutory responsibility for preventing the introduction, transmission, and spread of communicable diseases in the United States.

Under its delegated authority, the Division of Global Migration and Quarantine, works to fulfill this responsibility through a variety of activities, including the operation of Quarantine Stations at ports of entry, establishment of standards for medical examination of persons destined for the United States, and administration of interstate and foreign quarantine regulations, which govern the international and interstate movement of persons, animals, and cargo.

Just as in the State of California, violation of these statutes is considered a Misdemeanor.

The legal foundation for these activities is found in Titles 8 and 42 of the US Code and relevant supporting regulations. The main regulations to restrict potential communicable diseases from entering the United States or from moving interstate are:

US CODE, Title 42, Section 70.2 – Measures in the event of inadequate local control.
Whenever the Director of the Centers for Disease Control and Prevention determines that the measures taken by health authorities of any state or possession (including political subdivisions thereof) are insufficient to prevent the spread of any of the communicable diseases from such state or possession to any other state or possession, he/she may take such measures to prevent such spread of the diseases as he/she deems reasonably necessary, including inspection, fumigation, disinfection, sanitation, pest extermination, and destruction of animals or articles believed to be sources of infection.

US CODE, Title 42, Section 264. – Regulations to control communicable diseases

(a) Promulgation and enforcement by Surgeon General

The Surgeon General, with the approval of the Secretary, is authorized to make and enforce such regulations as in his judgment are necessary to prevent the introduction, transmission, or spread of communicable diseases from foreign countries into the States or possessions, or from one state or possession into any other state or possession. For purposes of carrying out and enforcing such regulations, the Surgeon General may provide for such inspection, fumigation, disinfection, sanitation, pest extermination, destruction of animals or articles found to be so infected or contaminated as to be sources of dangerous infection to human beings, and other measures, as in his judgment may be necessary.

(b) Apprehension, detention, or conditional release of individuals

Regulations prescribed under this section shall not provide for the apprehension, detention, or conditional release of individuals except for the purpose of preventing the introduction, transmission, or spread of such communicable diseases as may be specified from time to time in Executive orders of the President upon the recommendation of the National Advisory Health Council and the Surgeon General.

(c) Application of regulations to persons entering from foreign countries

Except as provided in subsection (d) of this section, regulations prescribed under this section, insofar as they provide for the apprehension, detention, examination, or conditional release of individuals, shall be applicable only to individuals coming into a state or possession from a foreign country or a possession.

(d) Apprehension and examination of persons reasonably believed to be infected

On recommendation of the National Advisory Health Council, regulations prescribed under this section may provide for the apprehension and examination of any individual reasonably believed to be infected with a communicable disease in a communicable stage and

(1) to be moving or about to move from a State to another State; or

(2) to be a probable source of infection to individuals who, while infected with such disease in a communicable stage, will be moving from a State to another State. Such regulations may provide that if upon examination any such individual is found to be infected, he may be detained for such time and in such manner as may be reasonably necessary. For purposes of this subsection, the term ‘’atate’’ includes, in addition to the several states, only the District of Columbia.

US CODE, Title 42, Section 271. – Penalties for violation of quarantine laws

(a) Penalties for persons violating quarantine laws

(b) Penalties for vessels violating quarantine laws

(c) Remittance or mitigation of forfeitures

US CODE, Title 42, Section 70.5 – Certain communicable diseases and special requirements.

The following provisions are applicable with respect to any person who is in the communicable period of cholera, plague, smallpox, typhus or yellow fever, or who, having been exposed to any such disease, is in the incubation period thereof:

(a) Requirements relating to travelers.

(b) Requirements relating to operation of conveyances.

State of California Notification Phone Numbers
CA Department of Health Services, Division of Communicable Disease Control
(510) 540-2566 (business hours)

California State Warning Center, CalEMA (24 hr)
(800) 421-2921 or (916) 845-8911

LEICS FORMS

Overview information of each LEICS Form:

Form 201	Incident Briefing
Form 202	Incident Objectives
Form 203	Organization Assignments
Form 204	Division/Unit Assignment List
Form 207	Organization Chart
Form 209	Public Information Summary
Form 211	Check-In List
Form 211P	Check-In List: Personnel
Form 211E	Check-In List: Equipment
Form 215	Incident Planning Worksheet
Form 220	Air Operations Worksheet/Summary

OVERVIEW INFORMATION OF EACH LEICS FORM

Form 201: Incident Briefing
- Prepared by the Incident Commander, or designee.
- To document initial response and brief on-duty or incoming Command and General Staff.
- Copies distributed to Command Staff, Section OICs, Branch OICs, Group OICs, Mobile Field Force OICs, and appropriate Logistics and Planning/Intelligence Units.

Form 202: Incident Objectives
- Prepared by Incident Commander and Command and General Staffs during the Planning Meeting.
- Used to develop the Incident Action Plan (can be used as the face sheet).
- Copies distributed to *all* supervisory personnel.

Form 203: Organization Assignments
- Prepared and maintained by Resource Unit under the direction of the Planning/Intelligence OIC.
- Used to keep track of currently activated units and names of personnel staffing each position.
- Attached to Incident Objectives (Form 202) and distributed to *all* supervisory personnel.

Form 204: Division/Unit Assignment List
- Prepared by the Resources Unit.
- Used to indicate what ICS organizational elements currently are activated and the names of personnel staffing each element.
- Chart should be posted on display board near Incident Command Post.

Form 207: Organization Chart
- Prepared by the Resources Unit.
- Used to indicate what ICS organizational elements currently are activated and the names of personnel staffing each element.
- Chart should be posted on display board near Incident Command Post.

Form 209: Public Information Summary/Incident
- Prepared and maintained by Situation Unit under the direction of the Planning/Intelligence OIC and usually presented to Command and General Staff members prior to each Planning Meeting.
- Used to inform and update all incident personnel; provide the basic information to the PIO for media releases; provide incident information to off-site communication centers, EOCs, and other involved agencies, and provide basic information for use in planning for the next operational period.
- Distributed to *all* supervisory personnel, posted on display board.

Form 211: Check-In List
- Completed by assigned supervisors or recorders (e.g., Staging Officer or designee, Personnel Unit Check-In Recorder, Supply Unit Receiving/Distribution Officer) at designated check-in locations (e.g., Staging Areas, Command Posts, Communication Center) as personnel (or equipment) arrive.

- Used to track units, teams, squads, or mobile field forces of personnel and/or caches/units of equipment, arrival times, and agencies represented. Also used to support demobilization.
- Use Form 211P to check-in *individual officers* and use Form 211E to check-in *individual items* of equipment or supplies.
- Copies of completed Check-in Lists should be forwarded as appropriate to the Personnel Unit (for personnel), Supply Unit (for equipment and supplies), the Resource Unit (for both personnel and equipment/supplies), and to the Finance/Administration Section (for both personnel and equipment/supplies).

Form 211P: Check-In List: *Personnel*

- Used to track *individual* officers.
- Each Form 211P has space to record 12 officers/deputies (standard squad size).
- Copies of the completed Form 211P *Check-in List: Personnel* should be forwarded to the Personnel Unit, the Resource Unit, and to the Finance/Administration Section.

Form 211E: Check-in List: *Equipment*

- Used to track *individual items* of equipment or supplies
- Copies of the completed Form 211E *Check-in List: Equipment* should be forwarded to the Supply Unit, the Resource Unit, and to the Finance/Administration Section.

Form 215: Incident Planning Worksheet

- Initiated by the Incident Commander and General Staff at the Planning Meeting.
- Used to communicate the decisions made during the Planning Meeting concerning resource assignments to the Resources Unit. The worksheet is used by the Resources Unit to complete Assignment Lists and by the Logistics Section OIC for ordering resources for the incident.
- Completed worksheet should be forwarded to Resource Unit and a copy to Logistics Section.

Form 220: Air Operations Worksheet/Summary

- Completed by the Operations Section OIC or the Air Operations Branch OIC during each Planning Meeting.
- Used by the Air Operations Branch to record number, type, location, and specific assignments of aircraft assigned to the incident.
- Completed form should be forwarded to the Resources Unit.

Special Notes:

- LEICS, **Form 205 (Communications Plan)** has been integrated into *Form 204.*
- LEICS, **Form 206 (Medical Plan)** has been integrated into *Form 201*.
- LEICS, **Form 214 (Unit Log)** has been integrated into *Form 201*.
- The Unit Log is completed by all Command Staff personnel and all personnel who supervise a Section, Division, Group, Mobile Field Force, Team, Squad, or Unit.
- Used to record details and activities of all basic ICS organizational elements.

RESOURCE TYPING

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Law Enforcement Mutual Aid Resource Typing

PURPOSE

Definitions are intended as a statewide standard ***for mutual aid purposes only.*** These definitions were established to create a level of expectation in resource configuration and resource capabilities for statewide mutual aid responses.

Although law enforcement agencies are not required to configure or define their daily operations utilizing the below criteria, it is recommended that agencies use the agreed upon standards, terms, and definitions for requesting or providing mutual aid. Any deviation from the established standards should be identified at time of ordering to facilitate efficient planning, logistical support, and deployment of resources.

RESOURCE DEFINITIONS:

Resource Typing: A means of categorizing, defining, or identifying *mutual aid* resources, which are commonly requested by law enforcement agencies.

Allocated Resources: Resources dispatched to an incident that have not yet completed check-in procedures.

Assigned Resources: Resources checked-in and assigned missions at an incident.

Available Resources: Resources checked-in to an incident and available for a mission assignment. These resources are usually found in the staging area.

Out-of-Service Resources: Resources checked-in to an incident but not yet available for a mission assignment due to mechanical, rest, or other personnel reasons.

GENERAL PERSONNEL:

Officer/Deputy: A full-time salaried peace officer in full agency uniform; armed with a handgun and ammunition equipped with handcuffs, baton, flashlight, and notebook. Preferred additional equipment includes: soft body armor, helmet with face shield, hand-held radio, additional ammunition, and personal chemical agent (mace/OC spray).

Unit: Two officers/deputies in an emergency equipped vehicle (marked patrol vehicle preferred).

Squad: An organizational element of a mutual aid response mobile field force consisting of 11 deputies/officers and a supervisor (sergeant). Total of 12 personnel in a minimum of 3 ***Patrol Vehicles (General Purpose).***

Mutual Aid Response Mobile Field Force (Platoon): Consists of four 12-person squads with an OIC (minimum rank of Lieutenant) and Deputy OIC (minimum rank of Sergeant), each with a driver. The total minimum personnel is 52. The Mutual Aid Response Mobile Field Force can be augmented for specific missions (configured for civil unrest, major evacuations, etc.). The number of personnel assigned to each vehicle may vary depending on mission requirements (i.e., 4 officers/deputies per vehicle for civil unrest, 2 officers/deputies per vehicle for major wildland fire evacuations).

SPECIALIZED RESOURCES

Armored Vehicle: A vehicle that is designed to withstand penetration from small arms fire. Capabilities of armored vehicles differ considerably. Some armored vehicles do *not* protect against rifle fire. Vehicle capabilities need to be understood clearly prior to deployment.

Arson Investigator: A peace officer trained and equipped to conduct a criminal investigation of the scene of arson or suspected arson.

Bomb Technician: A peace officer 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 peace officer trained and equipped to deliver chemical agents in both outdoor situations and those involving structures. May be deployed as a "Linebacker" in a mutual aid response mobile field force.

Coroner/Medical Examiner: A person with statutory authority to carry out the duties of the Coroner of the County.

Counter-Sniper: A full-time salaried peace officer (usually a member of a SWAT Team) trained and equipped to carry out precision marksmanship assignments.

Crime Scene Technician: A peace officer (or civilian technician employed by a law enforcement agency) specially trained and equipped to: (a) obtain latent prints, (b) take photographs, (c) and to collect, categorize, and book evidence.

Crisis Negotiation Team: A person or team of people specifically trained to negotiate with dangerous individuals.

Critical Incident Stress Debriefing (CISD) Team: An individual or team trained to facilitate a formal, open, discussion of incident events with emergency response personnel, in order to resolve or to help cope with the emotional aftermath of an incident.

Dive Team: A team of peace officers (certified SCUBA divers) specially trained and equipped to conduct underwater criminal investigations, evidence collection, and body recovery assignments.

Field Booking Team: A team of peace officers (or correctional officers employed by a law enforcement agency) trained to respond to field incidents and set up a booking site to facilitate the booking process and transportation of arrestees. The size of the team depends upon the nature of the incident and the number of arrests expected.

Homicide Investigator: A peace officer specially trained and equipped to conduct a criminal investigation of a homicide.

K-9 Team: A ***Police Service Dog*** with a peace officer handler and a patrol vehicle.

LEICS Technical Advisor: A subject-matter expert trained in the principles, procedures, and organization of the Law Enforcement Incident Command System who will respond under mutual aid to consult, recommend and facilitate the implementation of LEICS. CalEMA Law Enforcement Branch maintains a roster of qualified LEICS Advisors.

LEICS Overhead Team: A team trained in the principles, procedures, and organization of the Law Enforcement Incident Command System that will respond under mutual aid to provide staff-level management services to facilitate the implementation of LEICS.

Medical Personnel: Emergency Medical Technician or Responder: A peace officer (or person employed by a law enforcement agency, fire department, hospital, or ambulance company) certified as an EMT-B (Basic), EMT-1, or EMR (Emergency Medical Responder) who has been trained specially to handle field medical emergencies and can handle BLS (Basic Life Support) emergencies.

Medical Personnel: Paramedic (Medic): A peace officer (or person employed by a law enforcement agency, fire department, hospital, or ambulance company) certified as an EMT-P (Paramedic) who has been trained specially to handle field medical emergencies and can handle BLS and ALS (Advanced Life Support) emergencies.

Medical Personnel: Tactical Paramedic (Tact-Medic): An armed peace officer (usually a member of a SWAT Team) certified as an EMT-P (Paramedic) who has been trained to handle field medical emergencies *in the law enforcement tactical environment* (i.e., during hostile gunfire and can handle BLS and ALS (Advanced Life Support) emergencies.

Mobile Command Post: A vehicle capable of being deployed to a field location for use as an Incident Command Post.

Mobile Communications Unit: A vehicle capable of being deployed to a field location for use as a communications center or communications link staffed by at least one technician capable of setting up and maintaining the unit and its equipment.

Motorcycle Unit, General Purpose: A marked law enforcement agency motorcycle equipped with emergency lights and siren, radio, first aid kit, flares, blanket, and traffic accident investigation equipment; operated by a trained and licensed uniformed peace officer/deputy (defined above) capable of traffic enforcement/investigation.

Motorcycle Unit, Off-Road: A marked law enforcement agency motorcycle specially equipped for rough-road or off-road applications; driven by a properly trained and licensed uniformed peace officer/deputy (defined above) who is capable of safe motorcycle operations within the particular off-road or hazardous road environment.

Mounted Unit: A specially trained and equipped horse ridden by a uniformed peace officer/deputy (defined above) who is capable of crowd control and other civil disorder crowd and escort assignments.

Patrol Boat: A marked law enforcement agency powerboat equipped with emergency lights and siren, radio, public address (PA) system, first aid kit, fire extinguisher, flares, blankets, flotation devices, and a tow line; operated by a trained and uniformed peace officer/deputy (defined above) or public officer capable of safe boat operations within the particular aquatic environment.

Patrol Vehicle, 4WD: A marked law enforcement agency 4-wheel drive vehicle capable of seating a minimum of four persons; equipped with emergency lights and siren, radio, PA system, mud/snow tires, first aid kit, fire extinguisher, flares, blankets, shotgun, and prisoner cage or restraints, and if requested, a tow chain or strap, shovel, ax, and tire chains; driven by a properly trained and licensed uniformed peace officer/deputy (defined above) capable of safe vehicle operations within the particular off-road or hazardous road environment.

Patrol Vehicle, General Purpose: A marked law enforcement agency vehicle capable of seating a minimum of 4 persons; equipped with emergency lights and siren, radio, public address (PA) system, first aid kit, fire extinguisher, flares, blanket, shotgun, and prisoner cage or restraints; driven by a properly trained and licensed uniformed peace officer/deputy (defined above).

Post-Blast Investigator: A peace officer (or civilian technician employed by a law enforcement agency) trained and equipped to investigate the scene of an explosion. Post Blast Investigators do *not* handle live explosive devices or attempt to render them safe. Compare to ***Bomb Technician***.

Prisoner Transportation Team: A team consisting of at least two peace officers (or correctional officers employed by a law enforcement agency), trained and equipped to transport prisoners.

Public Information Officer (PIO): A peace officer (or civilian employed by a law enforcement agency) specially trained in disseminating information to the public through the media and other means. PIO skills and knowledge include preparing for and conducting media interviews, knowledge of public information law, SEMS PIO reporting relationship, knowledge of media deadlines, working with photographers and reporters, public speaking, and interfacing effectively with other agencies. The PIO should have a dedicated vehicle and be equipped with a cell phone (with accessories), pager, PIO Kit, and PIO Vest.

Public Safety Dispatcher (PSD): A person who has been trained to operate communications equipment and to conduct radio and computer traffic with field law enforcement units. A PSD is trained in 9-1-1 call procedures and should have training in pre-arrival medical instructions, hazardous materials awareness, high-risk law enforcement response call procedures, and fire service response call procedures.

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

Undercover Officer: A full-time, salaried, armed peace officer in civilian attire (with *no* identifiable law enforcement clothing). Generally, undercover officers are used for observation and intelligence gathering assignments during a mutual aid response incident.

AVIATION RESOURCES

Airborne Accessories: Helicopters may be equipped with fixed or detachable components that provide the incident commander with specialized airborne capabilities as follows:

Cable Hoist: A hoist fitted to a helicopter airframe used to lift victims and objects into the aircraft while hovering. Cables come in varying lengths and lifting capability. An approximation of the task should be stated upon request.

Forward Looking Infrared (FLIR) Imaging Device: A system utilizing temperature differentials to conduct searches without the need for a searchlight. It is useful in discovering subjects in heavy brush and on roof tops.

High Intensity Airborne Searchlight: An airborne searchlight capable of illuminating subjects and objects on the ground.

Night Vision Goggles: Specialized glasses that amplify ambient light making it possible to see in an otherwise dark environment.

Public Address (PA) System: Speakers that permit airborne announcements to be directed to individuals or small groups. Generally this is not effective for large groups.

Video: Some helicopters are equipped to function as an airborne video platform and can broadcast real time video pictures via microwave transmission to the ICP. Also some are able to record the signal in the aircraft for later playback.

Air Operations Branch Safety Officer: Under the direction of the Air Operations Branch OIC, will have responsibility for all ground-based aviation safety matters. Duties may include determination of landing zone (LZ) location, LZ hazard control, LZ flight operations, air crew relief, air crew briefings, aircraft communications, and contact with local Federal Aviation Administration (FAA) personnel as appropriate.

Air Crew Members: The following is a list of the most common personnel found on board aircraft:

Crew Chief: An ***observer*** who has been trained to handle specialized helicopter operations (rappelling, extraction's, hoisting, etc.). The specific mission operation should be identified at time of ordering.

Observer: A peace officer trained in helicopter operations and who coordinates and directs the helicopter in regards to law enforcement activities.

Pilot: A licensed individual, sworn, military or civilian, trained to operate a helicopter for specific mission requirements. The pilot has ultimate authority for the operation, conduct, and safety of the aircraft, its crew and passengers.

Fixed Wing Aircraft (Observation): This is a high-wing aircraft able to fly slowly, and maneuver in remote locations, while carrying two or more persons (one pilot and one observer).

Fixed Wing Aircraft (Transportation): A high or low wing aircraft with one or two engines capable of transporting one pilot and two or more passengers on cross-country flights. The aircraft should have an FAA certificate of air worthiness, and comply with part 135 of the federal aviation regulations concerning maintenance standards and equipment for Instrument Flight Rules (IFR) operation.

Helicopters: Helicopters are categorized by capacity and lifting capability as Observation, Light, Medium, and Heavy, and where possible, should be certificated by the FAA as air worthy. Helicopters may be configured for passenger or load carrying to include medical evacuation litters, tactical personnel insertion, equipment hauling, water dropping and other applications. *Specialized mission tasking should be stated at the time of request to ensure adequate aviation response.*

Observation: A helicopter primarily used for observation; crewed by a pilot or a pilot and observer. It should be equipped with a searchlight, public address system, a multi-frequency radio, and scanner. Typical *Observation* Helicopters include: Bell Model 47, Enstrom, Hughes Model 300, and Robinson Model R-22.

Light: A helicopter capable of transporting two to seven persons that can be used as an observation helicopter may be configured for medical evacuation with medical personnel on board. In an emergency evacuation, a light helicopter is able to carry either one or two litter patients and should be equipped with multi-frequency radio and scanner.
Typical *Light* Helicopters include: A-Star AS 350, Bell Model 206 (Jet Ranger), Bell 206 L3 (Long Ranger), Eurocopter MBB 105 (BO 105), MBB 117 (BK 117), and Hughes Model 500D.

Medium: A helicopter primarily used for transportation and medical evacuation staffed by a crew of one or two pilots, crew chief, and/or two medical personnel. It is able to carry seven to thirteen passengers, the crew, and one to three litter patients. Normal crewing for medical evacuation is a pilot, crew chief, and two medical personnel. It should be equipped with a multi-frequency radio and scanner. A searchlight, hoist, or public address systems are not required as part of this configuration.
Typical *Medium* Helicopters include: Agusta Model 109, Bell UH1H (Bell 205 A-1 Huey), 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: A helicopter staffed by a crew of two pilots, a crew chief, and/or two medical personnel, and used mainly for transportation. Able to carry 26 to 55 passengers and crew or 15 to 24 litter patients. Normal crewing for medical evacuation is two pilots, crew chief, and two medical personnel. It should be equipped with multi-frequency radio and scanner. Most have hoist capability and searchlight, hoist or public address systems are not required.
Typical *Heavy* Helicopters include: Boeing Model 107 (CH-46), Boeing 114 (CH-47), Sikorsky S-61 (H3F), and Sikorsky S-65 (H-53).

SEARCH AND RESCUE (SAR) RESOURCES

Statutory Authority: In the state of California, the statutory authority and responsibility for SAR operations resides with the County Sheriff (California Government Code Section 26614). Refer to the California Emergency Management Agency publication: *Law Enforcement Mutual Aid Plan, SAR Annex* (commonly referred to as the *"Green Book")* for additional information on Search and Rescue Mutual Aid.

Variety of SAR Personnel and Resources: Search and Rescue personnel and resources vary considerably within the State of California. There are a variety of generic and specialty rescue teams available for mutual aid purposes consisting of both volunteers and paid professionals, or a combination thereof. The most common SAR unit composition in California typically consists of well-trained civilian volunteers (Registered Disaster Service Workers) affiliated with a County Sheriff's Department having a sworn-member as the unit supervisor or liaison. Additionally, the California Emergency Management Agency, Law Enforcement Branch can access a variety of State and Federal Search and Rescue resources.

Ordering SAR Mutual Aid Resources: Due to the large variation in SAR team sizes, capabilities, and resources, it is crucial that the agency requesting SAR mutual aid clearly define the specific mission, anticipated duration, and the terrain and environmental characteristics.

GENERAL SAR PERSONNEL:

SAR Member: A law enforcement agency member (sworn, non-sworn, reserve) or civilian member of an organized, trained, and equipped *Search and Rescue Unit/Team* recognized by the County Sheriff.

SAR Unit/Team: A unit of a public agency, or non-agency affiliated civilian group that is recognized by the County Sheriff; organized, trained and equipped to carry out search and rescue/recovery missions. A SAR Unit may contain several specialty teams.

SAR PERSONNEL TYPE DESIGNATORS:

SAR – Incident Commander: A *SAR Member* qualified and capable of managing a search and rescue incident. Generally, a qualified SAR Incident Commander has completed ICS National Training Curriculum Modules for Basic, Intermediate, and Advanced ICS or the SEMS equivalent; and has completed the "Managing the Search Function (Lost Person Incident) Course" and/or the "Incident Commander for Search and Rescue Course;" and has prior experience as a *SAR Overhead Team* member.

SAR – Overhead Team: A team of *SAR Members* trained to manage the operations, planning, logistics, and administrative functions of a search and rescue incident. Generally, SAR Overhead Team members have completed ICS National Training Curriculum Modules for Basic, Intermediate, and Advanced ICS or the SEMS equivalent; and have completed the "Managing the Search Function (Lost Person Incident) Course."

SAR – Technician Program: The SAR Technician program is a *voluntary* program for certification of SAR personnel that is administered by the National Association for Search and Rescue (NASAR). In California, local SAR units may elect to require that their personnel become certified at one of the three SAR Technician levels. It is important to note that this certification is an *optional* program and is *not mandated* by the State of California. Currently, *SAR Technician designators are not utilized for statewide mutual aid purposes.* However, since

these designators are becoming more accepted and utilized within various SAR units, the following descriptions of the SAR Technician types have been provided for informational purposes.

SAR – Technician Type I: A *SAR Member* that has received National Association for Search and Rescue (NASAR) certification for SAR Technician Type I. A SAR Technician I has *advanced knowledge and field performance competence;* knowledge and field performance skills in the use of SAR tactics including K-9 attachments to a SAR team, advanced land navigation skills, group leadership, and management. Generally, a SAR Technician I has completed the NASAR-approved "Advanced Search and Rescue Course."

SAR – Technician Type II: A *SAR Member* that has received National Association for Search and Rescue (NASAR) certification for SAR Technician Type II. A SAR Technician II has *basic knowledge skills and field performance competence.* Generally, a SAR Technician II has completed the NASAR-approved "Fundamentals of Search and Rescue Course."

SAR –Technician Type III: A *SAR Member* that has received National Association for Search and Rescue (NASAR) certification for SAR Technician Type III. A SAR Technician III has *basic knowledge skills.* Generally, a SAR Technician III has completed the NASAR-approved "Introduction to Search and Rescue Course."

SPECIALIZED SAR RESOURCES:

SAR – Aero Squadron: The volunteer air-arm of search and rescue is comprised of trained aviators supplying their privately-owned aircraft in support of field operations. Typically, they will be deployed under the Fixed Wing Coordinator, Air Mission Group, and also used to staff various positions within LEICS Aviation Support Group.

SAR – Communications Team: A SAR team organized, trained, and equipped to provide mobile field communication capabilities in support of search and rescue operations. This team should be capable of providing multiple avenues of communication; including police service radio frequencies, as well as citizens' band (CB) radio, amateur radio (Ham), teletype, and mobile/field telephones (cell phone).

SAR – Desert Rescue Team: A SAR team organized, trained, and equipped to conduct search and rescue operations over vast expanses of varied desert terrain. This team should be fully self supporting for extended field operations under adverse conditions of terrain and weather of the desert environment. Often these teams use four-wheel drive vehicles.

SAR – Dive Team: A SAR team of certified SCUBA divers specially trained and equipped to deal with water emergencies such as drowning, boating accidents, aircraft crashes in lakes and rivers; as well as non emergency functions such as evidence retrieval from water. Team should be trained in black-water diving techniques. SAR dive teams also may be trained and equipped to carry out ice rescues, swift water rescues, surface-supplied-air underwater operations, hazardous dives, and/or contaminated water operations.

SAR – Ground Team: A "generic" description of a SAR team capable of conducting ground searches. Ground teams may be defined further according to the type of environment in which they are designed to be deployed (e.g., desert, mountain). Ground teams may have other specialized resources attached (trackers, search dogs, medics, litter team, etc.).

SAR – Horse (Mounted) Team: A SAR team capable of conducting search and rescue operations utilizing horses as their primary means of transportation.

SAR – Search Dog Team: A SAR team consisting of a search dog with handler capable of locating lost persons based on human scent. Search dogs should be certified as *Mission Ready* by a recognized rescue dog association. There are two disciplines of search dogs:

Tracking/Trailing Dogs are trained to follow the path that a lost person has taken. These dogs require a properly preserved scent guide (i.e., a scent article like a sock or glove) and are not distracted by other people in the area. These dogs work on long lead (leashes). Trailing dogs most frequently work trails that are several days old. Trailing dogs can be useful in determining Point Last Seen (PLS) and in establishing the probable boundaries of a search area.

Air Scent/Area Search Dogs are trained to alert to human scent in the area. Although not required, scent guides can be of assistance to area search dogs. Area search dogs work most frequently off-lead (no leashes) and can cover large areas. Area dogs are useful in hasty searches and in determining Probability of Detection (POD) by "clearing" an area or by detecting an area where the subject has been.

Search dogs also may be certified in the following *specialty areas:*
Avalanche Dog is a search dog trained and experienced in locating victims of an avalanche.
Cadaver Dog is a search dog trained and experienced in locating cadavers or human remains.
Disaster Dog is a search dog trained and experienced in locating victims of a structural collapse.
Evidence Search Dog is a search dog trained and experienced in locating human scent articles and firearms.
Water Search Dog is a search dog trained and experienced in locating drowning victims.

SAR – Litter Team: A SAR team capable of packaging and transporting an injured person over rough terrain from a remote wilderness location. A Litter Team may be a component of a *Medical Team, Ground Team* or a *Technical Rescue Team.*

Generally, a Litter Team consists of one "Litter Captain/Boss" (supervises the litter operation), several "Litter Tenders" (usually one tender for the vertical environment and six tenders for transportation over ground terrain or to assist as "Haulers" in the vertical environment), "Relief Litter Tenders" (minimum of six), one "Belayer," one "Rope Handler" (to assist the Belayer), two to four "Trail Scouts" (to clear the trail), and one or two EMTs to render patient care while enroute.

Note: A wilderness litter carry operation is demanding, difficult, time consuming, and labor intensive. It should be considered the evacuation method of last resort. However, adverse weather, unsuitable landing zones, steep terrain, or wilderness area restrictions on mechanized vehicles may require the use of a Litter Team.

SAR – Medical Team: A SAR team of certified *Emergency Medical Technicians* (EMT) specially trained and equipped to provide emergency medical care (minimum BLS-level) to patients in the *wilderness environment.* Some SAR Medical Teams may be staffed with paramedics, nurses, and/or doctors who can provide ALS patient care.

SAR – Mountain Rescue Team: A SAR team trained and equipped to carry out Alpine style search and rescue operations including high-angle rock work, rescues from vehicles driven off mountain roads, and avalanche rescue operations. Team should be capable of carrying out

search and rescue missions under the most extreme conditions of elevation and weather. Mountain Rescue Teams are accredited by the Mountain Rescue Association (MRA).

SAR – Swift Water Rescue Team: A SAR team trained and equipped to conduct swift water rescues from rivers and streams, flood control channels, flooded streets, etc. Swift water rescue team members should have a background in technical rescue and have completed *Swift Water Rescue Technician Training* or equivalent. Some swift water rescue teams may have boat and/or helicopter capabilities.

SAR – Technical Rescue (Climb) Team: A SAR team trained and equipped to conduct high angle rescue operations including: rappelling, ascending, slope evacuation, high angle lowering, hauling systems, litter operations, and high lines. Technical rescue team members should have completed *Rope Rescue Technician Training* or equivalent. Some technical rescue teams also may have helicopter capabilities or be able to work from a helicopter that is provided at the incident.

SAR – Tracker: A SAR member trained in man-tracking techniques and found through actual experience to have developed tracking skills to a high degree of competency.

SAR – Underground Rescue Team (*Cave* Rescue Type): A SAR team trained and equipped to conduct rescue operations in natural caves. Cave rescue teams are capable of operating in an environment where natural light is absent.

SAR – Underground Rescue Team (*Mine* Rescue Type): A SAR team trained and equipped to conduct rescue operations (in accordance with Mine Safety Health Administration (MSHA) regulations) in man-made underground environments such as mine shafts, sewers, wells, and pipes. Mine rescue teams are capable of conducting shoring operations and advanced teams are capable of operating in an oxygen deprived atmosphere and/or in an atmosphere found to contain poison gases.

SAR – Vehicle Team: A SAR team trained and equipped to conduct search and rescue operations utilizing four-wheel drive vehicles over rugged terrain.

GLOSSARY OF TERMS:

Definitions of terms used in this publication:

Action Planning: Consideration of strategies and tactics developed by General and Command Staff personnel for incident control operations and for services and support required; this is a continuing process for the duration of the emergency incident. See also Incident Action Plan.

Aerial Reconnaissance: An aerial assessment of an area of concern, which includes geographic extent of damage, potential hazards, facilities site selection, other information related to the emergency.

Agency: Any government organization that participates in or provides resources to an emergency incident.

Agency Representative: An individual assigned to an emergency incident from an assisting or cooperating agency. Agency Representative(s) have delegated authority to make decisions on matters affecting that agency's participation in the emergency incident. Agency Representatives report to the Liaison Officer.

After Action Report: A report covering response actions, application of SEMS, modifications to plans and procedures, training needs, and recovery activities. After action reports are required under SEMS after any emergency requiring a declaration of an emergency. Reports are required within 90 days.

Air Mission Group OIC: The Air Mission Group OIC primarily is 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.

Air Operations Branch OIC: The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan and for providing logistical support to helicopters operating on the incident.

Allocated Resources: Resources dispatched to an emergency incident that have yet completed check-in procedures.

Area Command: An organization established to: 1) oversee the management of multiple, simultaneous incidents that are each being handled by an Incident Command System organization; or 2) to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. See also Unified Command.

ARWEN: a breech-loaded less-lethal launcher. It fires 37mm less-lethal rounds (foam or wooden payload) and is designed for riot control. Anti Riot Weapon ENfield.

Assigned Resources: Resources checked-in and assigned missions in an incident.

Assisting Agency: An agency directly contributing support, service, or resources to another agency.

Available Resources: Resources checked-in and available for a mission assignment.

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.

Base: The location at an incident at which the primary logistics support functions are coordinated and conducted (incident name or other designator may be added to the term "Base"). The Incident Command Post also may be collocated with the Base. Usually there is a single Base per emergency incident.

Branch: The organizational level within ICS having functional responsibility for major segments of incident operations.

Branch OIC: The officer assigned functional OIC responsibility at the branch level. Other ICS disciplines may refer to this position as Branch Director.

CalEMA: California Emergency Management Agency.

CalOSHA: California's Occupational Safety and Health Agency responsible for protecting workers and the public from safety hazards.

Camp: A designated site within the general incident area separate from the Base, but staffed and equipped to provide subsistence and personal services for incident response personnel.

Casualty Collection Point (CCP): A designated location within the incident area for the assembly, triage (sorting), medical stabilization, and subsequent evacuation of casualties. It also may be used for the assembly of incoming medical resources (doctors, nurses, supplies, etc.). The site should be adjacent to, or include, open areas suitable for helicopter operations.

Casualty Information: A member of the Situation Status Unit is responsible for establishing and providing a central location for documenting all incident-related casualties.

CCP: See Casualty Collection Point

Chain of Command: A series of management positions in order of authority.

Check-in: The process whereby resources first report to an incident.

Chemical Agent/Gas Team: A peace officer specially trained according to POST standards and equipped to deliver chemical irritant agents in outdoor situations and within structures.

Clear Text: The use of plain English in telecommunications transmissions; no "Ten Codes" or agency specific codes are authorized when using Clear Text.

Closed Area(s): A portion or all of the involved area and/or surrounding area, which presents a hazard or law enforcement problem requiring some form of restriction. The perimeter of the closed area may be smaller or larger than the perimeter of the actual involved area.

Command: The act of directing and/or controlling resources at an incident by virtue of explicit legal, agency, or delegated authority. Also may refer to the Incident Commander.

Command Post: See Incident Command Post.

Command Staff: The Command Staff usually consists of the Public Information Officer, Deputy Incident Commander, Liaison Officer, Safety Officer and/or other specialists who report directly to the Incident Commander.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident. A Communications Unit also may be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.

Communications Unit OIC: A member of the Services Branch staff responsible for supervision of unit personnel, to develop plans for effective use, distribution, and maintenance of incident communications equipment and facilities.

Compensation/Claims Unit: Functional unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries or fatalities at the incident or within an EOC.

Cooperating Agency: An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., American Red Cross, Telephone Company).

Coordination: The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for the selection and use of available resources to meet stated objectives. The coordination process does not involve dispatch actions. Personnel responsible for coordination may perform command or dispatch functions within parameters established by specific agency delegation, procedure, or legal authority

Coroner: A trained specialist having statutory authority to perform the duties of the Coroner of the County.

Critical Facility/Service: Any facility or service posing unusually high risks to public health and safety in the event of damage, malfunction or disruption. Examples of critical facilities and services include: communication systems, public utilities, hospitals and clinics, fire stations, police stations, public works facilities, transportation infrastructure, shelter sites, and drinking water systems.

Critical Incident Stress Debriefing: A formal, yet open, discussion of incident events, which is specifically directed to emergency response personnel to resolve the emotional aftermath of the incident.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

Demobilization Unit: Functional unit within the Planning/Intelligence Section responsible for assuring orderly, safe, and efficient demobilization of incident or EOC assigned resources.

Department Operations Center (DOC): A facility used by a distinct discipline, such as flood operations, law enforcement, fire service, medical, hazardous materials, or a unit, such as Department of Public Works or Department of Health. DOCs may be used at all SEMS levels above the field response level depending upon the requirements of the emergency.

Deputy Incident Commander: A member of the Command Staff assigned duties by the Incident Commander, who, in the absence of the Incident Commander, assumes command of the incident.

Disaster: A sudden calamitous emergency causing great damage, loss, or destruction.

Disaster Service Worker: Any person who is registered with a disaster council or CalEMA for the purpose of engaging in disaster service pursuant to the California Emergency Services Act without pay or other consideration. This includes public employees and any unregistered person impressed into service during a state of war emergency, a state of emergency, or a local emergency by a person having authority to command the aid of citizens in the execution of his/her duties.

Dispatch: The ordered movement of a resource or resources to an assigned tactical mission, or an administrative move from one location to another

Dispatch Center: A facility from which resources are directly assigned to an incident.

Division: The organization level responsible for operations within a defined *geographic area* (compare Division to "Group").

Division or Group OIC: The position title for individuals responsible for command of a Division or Group at an Incident.

DOC: See Department Operations Center

Documentation Unit: Functional unit within the Planning/Intelligence Section responsible for collecting, recording and safeguarding all documents relevant to an incident or within an EOC.

EAS: See Emergency Alert System

Emergency Alert System (EAS): A system by which information may be disseminated to the public by official sources during an emergency, or potential emergency, using broadcast and print media. Uses of EAS include instructions on survival and health preservation actions (shelter, shelter-in-place, evacuation procedures, etc.).

Emergency: Any incident(s), natural or human-caused, requiring responsive action to protect life and/or property.

Emergency Operations Center (EOC): A location from which centralized emergency management can be performed. EOC facilities are established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

EOC: See Emergency Operations Center

Essential Facilities: Facilities essential for maintaining the health, safety, and well-being of the public following a disaster (hospitals, police and fire department buildings, utility facilities, etc). This may include buildings that have been designated for use as mass care facilities (schools, churches, etc).

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events such as parades, concerts, or sporting events.

Facilities Unit OIC: Supervises Facilities Unit within the Support Branch of the Logistics Section at the SEMS Field Response Level that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc. If the Support Branch is not activated, then the Facilities Unit OIC reports to the Staging Officer.

FCP: See Incident Command Post

Field Booking Team: A team of officers that will respond to field incidents and set up a booking site to facilitate the booking process and transportation of those arrested. The size of the team depends upon the nature of the incident and number of arrests expected.

Field Kitchen: A self-contained mobile facility for the preparation and serving of meals under varied conditions of weather and terrain; capable of preparing hot or cold meals for transport to remote feeding locations. Usually operates under the Food Unit OIC within the Service Branch of the Logistics Section.

Finance/Administration Section: A part of the general structure of the incident command system activated on long-duration and responsible for cost accounting and financial analysis of the incident. At the incident, the Section can include the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

Finance/Administration Section OIC: A member of the General Staff, responsible for the supervision of group and unit personnel, coordinating the cost and financial analysis of the incident. This member reports directly to the Incident Commander.

First Aid Station: A location within a mass care facility or casualty collection point where first aid is administered to disaster victims.

Food Unit OIC: A member of the Services Branch staff responsible for supervision of unit personnel and coordinating feeding requirements at all incidents facilities.

Function: Function refers to the five major activities within ICS: Command, Operations, Planning/Intelligence, Logistics, and Finance/Administration. These same five functions also are performed at all SEMS EOC levels. At the EOC, the term Management replaces Command. The term function also is used when describing an activity, e.g., "the logistics function."

General Staff: The primary group of incident management personnel comprised of:

- Incident Commander
- Operations OIC
- Planning/Intelligence OIC
- Logistics OIC
- Finance/Administration OIC

Grounds Support Group OIC: A member of the Support Branch Staff responsible for transportation of personnel, supplies, food and equipment, the fueling, service, maintenance and repair of vehicles and equipment used in the incident.

Group: Groups are established to divide the incident into *functional* areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division (see "Division" for comparison).

Group OIC: A member of the Operations Section staff, who is responsible for the implementation and assignment of resources for a specific mission or function and reporting on the progress and status of resources within the group. The Group OIC has complete tactical control and supervision of the resources and personnel performing the assigned mission, and is under the direction of the Operations Section OIC.

Helibase: The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident and is usually located at or near the incident base.

Helispot: Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

IAP: See Incident Action Plan

ICP: See Incident Command Post

ICS: See Incident Command System

Incident: An occurrence, natural or human-caused, that requires an emergency response action to protect life and/or property.

Incident Action Plan (IAP): A written document containing general objectives reflecting the overall strategy and specific action plans for the use of responding forces. The Incident Action Plan may have a number of attachments, which support the operational strategy and tactics.

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

Incident Commander: The individual responsible for the command of all functions at the field response level.

Incident Command Post (ICP): The field location at which the primary incident command function is performed. This was previously referred to as the ***Field Command Post (FCP).***

Incident Command System (ICS): The nationally used standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, and with responsibility for the management of resources to effectively accomplish stated objectives pertinent to an incident.

Incident Objectives: Statements of guidance and direction necessary for the selection of appropriate strategy(s), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

Information Officer: See Public Information Officer.

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Law Enforcement Incident Command System (LEICS): The Incident Command System modified to reflect specific operating requirements of law enforcement. See also Incident Command System.

LEICS: See Law Enforcement Incident Command System.

Liaison Officer: A member of the Command Staff at the field SEMS level responsible for coordinating with representatives from cooperating and assisting agencies.

Local Emergency: The duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the territorial limit of a County/City and County or City, caused by such conditions as pollution, fire, flood, storm, epidemic, riot, earthquake, or other conditions other than conditions resulting from a labor controversy, which conditions are, or are likely to be, beyond the control of the services, personnel, equipment, and facilities of that political subdivision and require the combined forces of political subdivisions to combat.

Local Mutual Aid: Assistance provided in accordance with local agreements on a voluntary basis or in time of a declared local emergency.

Logistics Section: One of the five primary functions found at all SEMS levels. This is the section responsible for providing personnel, facilities, support services and materials for the incident.

Logistics Section OIC: A member of the General Staff, responsible for the supervision of group and unit personnel; responsible for providing personnel, facilities, support services and materials for the incident. This person reports directly to the Incident Commander.

MACS: See Multi-Agency Coordination System.

Management by Objectives: In SEMS field and EOC levels, this is a top-down management activity, which involves a three-step process to achieve the desired goal. The steps are: establishing the objectives, selection of appropriate strategy(s) to achieve the objectives, and the direction or assignments associated with the selected strategy.

Mass Care Facility: A designated location, such as a school, at which registration and temporary lodging, feeding, clothing, welfare inquiry, first aid, and other essential social services may be provided to disaster victims.

Master Mutual Aid Agreement: An agreement entered into by and between the State of California, its various departments and agencies, and the various political subdivision, municipal corporations, and other public agencies of the State of California to assist each other by

providing resources during an emergency. Mutual aid occurs when two or more parties agree to furnish resources and facilities and to render services to each other to prevent and combat any type of disaster or emergency.

Media: Radio, television, and print sources for providing information and instructions to the public.

Medical Unit: Functional unit within the Service Branch of the Logistics Section at SEMS field levels responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

Message Center: The message center is part of the communications complex and is collocated or placed adjacent to it. Its functions include receiving, recording, and routing message information concerning arriving resources, resources status, and administrative and tactical message traffic.

Mobilization: The process and procedures used by all organizations federal, state and local for activating, assembling, and transporting all resources that have been requested to respond to, or support an incident.

Mobilization Center: An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release or reassignment.

Multi-Agency or Inter-Agency Coordination: The participation of agencies and disciplines involved at any level of the SEMS organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

Multi-Agency Coordination System (MACS): The combination of personnel, facilities, equipment, procedures and communications integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multi-agency or multi-jurisdictional environment. A MAC Group functions within MACS. MACS organizations are used within the California Fire Services.

Multi-Discipline Incident: An incident involving concurrent tactical field operations requiring interactions between law enforcement, fire, medical personnel, and/or other disciplines as required by the incident, and also referred to as Multi-Agency Incident.

Mutual Aid Agreement: Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request by furnishing personnel and equipment.

Mutual Aid Region: A mutual aid region is a subdivision of CalEMA established to assist in the coordination of mutual aid and other emergency operations within a geographical area of the state consisting of two or more county (operational) areas.

Mutual Aid Response Mobile Field Force: Consists of four 12-person squads with an OIC (minimum rank of Lieutenant) and Deputy OIC (minimum rank of Sergeant), each with a driver. The total minimum personnel is 52. The Mutual Aid Response Mobile Field Force can be augmented for specific missions (configured for civil unrest, major evacuations, etc.). Number of personnel assigned to each vehicle may vary depending on mission requirements (i.e., 4 officers/deputies per vehicle for civil unrest, 2 officers/deputies per vehicle for major wildland fire evacuations).

Mutual Aid Response Platoon: See Mutual Aid Response Mobile Field Force.

Mutual Aid Unit OIC: A member of the Personnel Branch Staff responsible for coordination, preparation and mobilization of mutual aid operations.

Office of Emergency Services (OES): In this guide, OES refers to the County level of emergency services in California.

Officer/Deputy: For law enforcement mutual aid purposes, a full-time salaried peace officer in full agency uniform armed with a handgun and at least minimum department-authorized ammunition, and also is equipped with handcuffs, baton, flashlight, and notebook. Preferred additional equipment includes: soft body armor, helmet with face shield, handheld radio, additional ammunition, and personal chemical agent (mace/OC spray).

Officer-In-Charge (OIC): The term used in LEICS to describe a person in charge of a section, branch, group, field force, squad, unit, or team. This term also may be referred to as *Section Chief, Branch Director, Group Supervisor, Unit Leader,* or *Team Leader* in disciplines other than law enforcement.

OIC: See Office-In-Charge.

Operational Area: An intermediate level of the state emergency organization, consisting of a county and all political subdivisions within the county area.

Operational Area Law Enforcement Coordinator: The Sheriff is the Operational Area Coordinator for law enforcement mutual aid except in the City of San Francisco where the responsibility is that of the Chief of Police.

Operational Period: The period of time scheduled for execution of a given set of operational objectives as specified in the Incident Action Plan, and usually is less than 24 hours.

Operations Dispatcher: A member of the Operations Section Staff, under the direction of the Operations Section OIC, dispatches Operations section personnel, maintains designation boards, and the status of Operations Section units.

Operations Plan: A plan describing the tactical deployment of resources at an incident or event to meet the objectives of the Incident Action Plan.

Operations Section: One of the five primary functions found in ICS and at all SEMS levels. The section is responsible for all tactical operations at the incident, or for the coordination of operational activities at an EOC. The Operations Section at the SEMS Field Response level may include branches, divisions and/or groups, task forces, teams, and single resources.

Operations Section OIC: A member of the general staff, responsible for the overall tactical operations of the incident who reports directly to the Incident Commander, and also may be referred to as the *Operations Chief, Operations Officer, or Operations OIC*

Out-of-Service Resources: Resources checked-in to an incident, but temporarily unavailable due to mechanical problems, crew rest, or administrative reasons.

Outer Perimeter Unit: Personnel assigned to limit and control access into the emergency incident area.

Overhead Team: Personnel who are assigned to the primary staff OIC positions, which include Incident Commander, General Staff, Command Staff, and Unit OICs.

Personnel Branch OIC: A member of the Logistics Section staff responsible for unit personnel, providing a personnel pool for the emergency incident, and also maintains timekeeping records when the Time Unit in the Finance/Administration Section is not activated.

Personnel Unit: Functional unit within the Logistics Section responsible for providing a personnel pool for the incident, and staffs Check-In Recorders to perform the check-in function.

PIO: See Public Information Officer.

Planning/Intelligence Section: One of the five primary functions found at all SEMS levels responsible for the collection, evaluation, and dissemination of information related to the incident or an emergency, and for the preparation and documentation of Incident Action Plans. The section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. At the SEMS Field Response Level, the Section will include the Situation, Resource, Documentation, and Demobilization Units, as well as Technical Specialists.

Planning/Intelligence Section OIC: A member of the general staff, responsible for the collection, evaluation, and dissemination of information related to the incident and for the preparation and documentation of Incident Action Plans. The OIC also is responsible for maintaining information on the current and forecasted situation, and on the status of resources assigned to the incident. This person reports directly to the Incident Commander.

Planning Meeting: A meeting that is held as needed throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. On larger incidents, the planning meeting is a major element in the development of the Incident Action Plan.

Platoon: See Mutual Aid Response Mobile Field Force.

Procurement Unit: Functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

Public Information Officer (PIO): The individual assigned at field or EOC level who has delegated authority to prepare public information releases and to interact with the media. Duties may vary depending upon the agency and SEMS level.

Public Information Center: A facility and function of the Command Staff; with responsibilities for the formulation and release of approved information about the incident to the news media.

Regional Law Enforcement Coordinator: An Operational Area Law Enforcement Coordinator elected by other operational area coordinators within a defined region to act as the over all mutual aid coordinator for that region.

Regional Emergency Operations Center (REOC): Facilities situated at Cal EMA Administrative Regions. REOCS function to coordinate information and resources among operational areas and between the operational areas and the State SOC level.

REOC: See Regional Emergency Operations Center.

Reporting Locations: Specific locations or facilities where incoming resources can check-in at the incident.

Resources: All personnel and major items of equipment available or potentially available for assignment to emergency incident tasks.

Resources Unit: Functional unit within the Planning Section at the SEMS Field Response level responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

RESTAT: Acronym for Resources Status. A Resource Status Report is prepared by the Resources Unit in the Planning/Intelligence Section.

Safety Officer: A member of the Command Staff at the incident or within an EOC responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

Scribe: An optional member of the Command Staff, under the direction of the Incident Commander, who shall record all incident-related information, incident message forms noting time, message content, and actions taken. This person is also referred to as *Command Post Scribe* or *Incident Scribe.*

Section: That ICS organization level having functional responsibility for primary segments of incident operations. The sections are Operations, Planning/Intelligence, Logistics, and Finance/Administration.

Section Officer: The LEICS title for individuals responsible for command of Operations, Planning/Intelligence, Logistics and Finance/Administration functional sections.

Security Officer: A member of the Logistics Section staff responsible for supervision of *Security Unit* personnel, preparing and implementing security plans for Incident Command Post, staging area, and other facilities used in the incident.

SEMS: See Standardized Emergency Management System.

Service Branch OIC: A member of the Logistics Section staff responsible for service activities at the incident, and includes Communications, Medical and Food Units.

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified OIC that can be used on an incident.

SITSTAT: Acronym for Situation Status. A Situation Status Report is prepared by the Situation Unit in the Planning/Intelligence Section.

Situation Report: A periodic progress report and record of significant items, completed for submission to concerned staff officers. It includes control measures and a summary of the situation.

Situation Unit: Functional unit within the Planning/Intelligence Section responsible for the collection, organization and analysis of incident status information, and for analysis of the situation as it progresses. This unit reports to the Planning/Intelligence Section Officer.

SOC: See State Operations Center

Span of Control: The supervisory ratio maintained within an ICS or EOC organization. A span of control of five positions reporting to one supervisor is considered optimum.

Squad: An organizational element of a mutual aid response mobile field force consisting of 11 deputies/officers and a supervisor.

Staging Area: Staging areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. In LEICS, staging areas are managed within the Operations Section.

Staging Officer: The Staging Officer is a member of the Operations Section staff responsible for supervising *Staging Unit* staff and activities within the staging area. This position also is referred to as the *Staging Area Manager*.

Standardized Emergency Management System (SEMS): Is a system required by California Government Code for managing response to multi-agency and multi-jurisdiction emergencies in California. SEMS consists of five organizational levels, which are activated as necessary: Field Response, Local Government, Operational Area, Region, and State.

State Law Enforcement Coordinator: The State Coordinator is the Chief, Law Enforcement Division for the California Emergency Management Agency. The State Coordinator is responsible for administrative actions and coordination between state and local law enforcement agencies during emergencies.

State Operations Center (SOC): An EOC facility established by the California Emergency Management Agency for coordinating and supporting operations within a disaster area and controlling the response efforts of state and federal agencies in supporting local governmental operations. The SOC will be staffed by representatives of state and federal agencies.

Supply Unit: A component of the Logistics Section responsible for the ordering, receiving and storing of equipment and supplies.

Support Branch: A Branch within the Logistics Section responsible for providing equipment and supplies to support incident operations which includes the Supply, Facilities and Ground Support Units.

Tactical Alert: A preliminary step to personnel mobilization. It alerts specific units to a potential law enforcement problem that may require assets greater than those of the handling units.

Tactical Direction: Direction given by the Operations Section OIC at the SEMS field level, which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

Team: See Single Resource.

Technical Specialists: Personnel with special skills that can be used anywhere within the ICS or EOC organization.

Terrorism: The unlawful use of force or violence committed by a group of two or more individuals against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of *political or social objectives.*

Time Unit: Functional unit within the Finance/Administration Section responsible for recording time for incident or EOC personnel and hired equipment.

Unified Command: In ICS, Unified Command is a unified team effort, which allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility or accountability.

Unit: This term has two meanings. (1) In *LEICS*, a "Unit" is an organizational element having functional responsibility. Units are commonly used in the Planning, Logistics, or Finance/Administration Sections and can be used in the Operations Section for some applications. (2) For law enforcement *mutual aid purposes*, a "Unit" is defined as two officers/deputies in an emergency-equipped vehicle (marked patrol vehicle preferred).

Unity of Command: The concept by which each person within an organization reports to one and only one designated person.

Unusual Occurrence (UO): Any event/incident involving potential or actual personal injury or property damage requiring exceptional law enforcement response.

Volunteers: Individuals who make themselves available for assignment during an emergency. Volunteers may have particular skills needed during an emergency, and may not be part of a regularly organized group. *All volunteers must be registered as Disaster Service Workers before actual field deployment.*

Volunteer Services Unit OIC: A member of the Personnel Branch staff responsible for coordination of all volunteer personnel aid offered to/or used at the emergency incident.

Weapons of Mass Destruction: Chemical, biological, nuclear, or radiological weapons or materials that can either through threat of employment or actual detonation or dispersal of components, cause mass casualties among innocent civilians or government forces.

Law Enforcement Incident Command Worksheets (LEIC)

Form 202: Incident Objectives
Form 203: Organization Assignments
Form 204: Division/Unit Assignment List
Form 207: Organization Chart
Form 209: Public Information Summary/Incident Status
Form 211: Check-In Lists
Form 211P: Check-In List Personnel
Form 211E: Check-In List Equipment
Form 215: Incident Planning Worksheet
Form 220: Air Operations Worksheet/Summary