Conduct and Evaluate a Drill

Facilitator Guide

Acknowledgments

The Midwest Consortium developed this program for facilitators who want to conduct and evaluate a drill. The training is conducted under cooperative agreement number U45 ES 06184 from the National Institute of Environmental Health Sciences.

See https://mwc.umn.edu for a listing of contacts at each member institution of the Midwest Consortium for additional information about our organization and other training. We encourage you to comment on these materials.

Content was updated on August 29, 2023 and all web links are active as of that date; if you find an error, please inform your Program Director so that it can be updated.

Conduct and Evaluate a Drill – Facilitator Guide

Time Requirement: 2 hours (in-plant drill; community)
4 hours (full-scale or multi-agency drill)

Number of Instructors: 1 or more, consistent with ratio shown in the Minimum Criteria and complexity of the drill (Unified Command will require multiple facilitators)

Materials

The following materials will be needed:

- Facilitator Guide
- Participant drill materials (specific to the drill)
- Ensure that participant materials include the following statement:

  The Midwest Consortium developed this program to improve the conduct of drills as preparation for response to specific potential threats to health and safety tailored to needs in your area. The training is conducted under cooperative agreement number U45 ES 06184 from the National Institute of Environmental Health Sciences.

Objectives

When completed, participants will be better able to:

- Demonstrate competency in completing an assignment during a drill
- Participate in a debriefing to identify areas for improvement
- Respond to external input regarding areas of improvement, if appropriate
- Identify approaches to achieving improvements identified

Suggested Preparation

Ideas for drills

1. Has there been an occurrence in the region or industry that raises concern about preparedness.
   Community and emergency personnel response to an ammonia spill on the highway. https://www.cdc.gov/mmwr/volumes/69/wr/mm6904a4.htm?s_cid=mm6904a4_w.

2. Has there been a near miss or injury?
   Bob fell when a damaged ladder rung gave way.

3. Is there a community need for preparedness practice?
   How to maintain social distancing if a neighbor needs help?
   Alerting for a tornado warning, working with local officials.

Review Resources

Resources shown at the end of this Guide include:

National Incident Management System (NIMS) link - resource for structure, forms
Emergency Action Plan, OSHA standard
Process Safety Management, OSHA standard
Emergency Response Plan, OSHA standard
Incident Command System, summarized from NIMS
Unified Command, summarized from NIMS
Emergency Operations Center, summarized from NIMS
Area Command, summarized from NIMS

Approach

Identify the level of the drill

- Conduct reconnaissance:

  What skills should be practiced and evaluated?

  In-plant safety or response task
  Community interaction
  A response using the Incident Command System
  A response using Unified Command

Collaborate

- Develop objectives, using Bloom's Taxonomy

  Bloom's Taxonomy for writing Learning Objectives

  Note: adapted for this program. All outcome measures are documented on a worksheet/checklist; no exam.

  - Knowledge (recall of specific information)
    Key words: define, describe, identify, label, list, match, recognize, name
    Example: Name functions with one or more titles in Incident Command System
  - Comprehension (use information in a predictable way)
    Key words: translate, convert, defend, distinguish, estimate, explain, give examples
    Example: Defend selection of Unified Command
  - Application (use information in an abstract situation)
    Key words: change, compute, demonstrate, discover, manipulate, predict, show
    Example: Demonstrate functions of the Public Information Officer
  - Analysis (organize information or situation into logical elements)
    Key words: diagram, discriminate, illustrate, infer, relate, select
    Example: Select one or more SOPs needed during the drill
  - Synthesis (putting the parts together)
    Key words: categorize, combine, compose, summarize
    Example: Summarize lessons learned as part of termination

- Evaluation (make judgments)
  Key words: appraise, compare, conclude, explain, support, justify
  Example: Explain the reason(s) to revise an SOP used in the drill

- Develop scenario, with prompts as appropriate, including:

Who:	describe relevant facts about personnel involved
What:	describe the situation in which personnel involved are interacting
When:	describe time of day
Where:	describe relevant factors of the physical setting
Prompts:	changing conditions or new information received

NOTE: developing the objectives and scenario may be an iterative process. Complete these two aspects, before going on to developing outcome measures.

- Develop outcome measure(s) for each objective

The elements of the worksheet or checklist of outcome measures to document demonstrated skills mirror the learning objectives, as illustrated below:

- Knowledge (recall of specific information)
  Key words: define, describe, identify, label, list, match, recognize, name
  Example: Name functions with one or more title in Incident Command System
  Outcome: The functions of the Safety Officer include (checklist)
- Comprehension (use information in a predictable way)
  Key words: translate, convert, defend, distinguish, estimate, explain, give examples
  Example: Defend need for Unified Command
  Outcome: The reason for Unified Command in this drill was (fill in or select)
- Application (use information in an abstract situation)
  Key words: change, compute, demonstrate, discover, manipulate, predict, show
  Example: Demonstrate functions of the Public Information Officer

Outcome: I conducted the following functions of the PIO

- Analysis (organize information or situation into logical elements)
  Key words: diagram, discriminate, illustrate, infer, relate, select
  Example: Select one or more SOPs needed during the drill
  Outcome: Participants revise an SOP (fill in)
- Synthesis (putting the parts together)
  Key words: categorize, combine, compose, summarize
  Example: Summarize lessons learned as part of termination
  Outcome: Participants summarize three lessons learned (fill in)
- Evaluation (make judgments)
  Key words: appraise, compare, conclude, explain, support, justify
  Example: Explain the reason(s) to revise an SOP used in the drill
  Outcome: Participants identify why a revision is needed in an SOP (fill in)

Examples of checklists are shown in the Design a Drill exercise, shown here https://mwc.umn.edu.

If there is an existing outcome measure (worksheet to document performance) that could be used or 'tweaked', discuss with Program Director. For example, if need is to practice Level B dressout, then the templates shown in the 40-hour programs might be used.

Successful completion requires that the participants achieve 100% on checklists used. As needed, provide remediation according to the Training Center policy. If successful completion cannot be achieved, inform the Program Director and document in the Program file.

If the drill includes an external evaluation of the overall activity, an additional checklist may be needed. Areas of focus should include both a listing of what was implemented smoothly and efficiently, and areas where observations indicate that improvements are needed. If possible, this is an opportunity to work with the group(s) to develop a plan and chart progress.

Determine the time requirement for the drill, and number of facilitators consistent with the Minimum Criteria and drill complexity.

Obtain supporting materials

- SOPs/SOGs needed for the scenario
- Fitness-for-training as needed, see MWC Procedure and Policy Manual Tab 6
- Health and Safety Plan for the drill as needed, see MWC Procedure and Policy Manual Tab 20
- New Jersey Factsheet, SDS
- Emergency Response Guidebook
- NIOSH Pocket Guide
- Tablets or other electronic access

Develop participant materials that will be provided, as appropriate

Include the following acknowledgement on the written materials: The Midwest Consortium developed this program for facilitators who want to conduct and evaluate a drill. The training is conducted under cooperative agreement number U45 ES 06184 from the National Institute of Environmental Health Sciences.

Develop Facilitator Guide

Template is shown below.

Name of Drill

Time requirement:
Number of facilitators:

Materials

List all the materials needed for the drill—introduction, conduct and evaluation

NOTE: this list will be specific to the drill you have designed

Objectives

List the objectives developed using Bloom's Taxonomy

Teaching Methods

Show approaches, such as on-line introduction, discussion, hands-on

Suggested Facilitator Preparation

- Gather and review employer-specific materials needed for the drill (live fire permits may be needed)
- Obtain any special permits
- Ensure Health and Safety Plan is in place, as appropriate
- Document receipt of any needed fitness-for-training documentation
- Notify neighbors/agencies if outdoor areas will be used for activities not part of normal operations
- Copy checklists/worksheets for participants; prepare answer sheet for facilitator
- Make class notes to document the content and performance outcomes
- Ensure that you have assembled all the materials listed for the drill

Minimum Content Requirements

- Introduction, using appropriate teaching methods
- Drill
- Debrief/termination
- Evaluation (as appropriate)

Questions You May Be Asked

Anticipate questions and list them in advance, with key parts of the response.

These will be specific for each drill and the employer. Retain these in the program file.

Presentation of the Session

This session can be presented as follows:

Review other objectives for this program (drill, debriefing, future actions)

Introduce the MWC and acknowledge NIEHS funding

Ensure registration forms are completed

If multiple drills are to be conducted with the same group of participants, only one registration form is needed from each participant. NOTE: a sign-in document may be needed to ensure at the end of the reporting period for this group that all participants have provided a registration form.

Ensure fitness-for-training is on file, as appropriate for each drill activity

Introduction/Briefing

Provide a short overview of the drill. This may be done verbally, with a video, or review of written materials. As appropriate provide a safety briefing.

Conduct the drill

Debriefing/termination

Ask: What went well during the drill?
List where all can see
Ask: What could have gone better during the drill?
List where all can see
Ask: If this was conducted again next month, how should it be changed/modified?
List where all can see

Follow-up, as appropriate

Ask: are any follow-up activities needed?

Ask: if assistance from others is needed for follow-up, do you know who to contact?
Be ready to facilitate a discussion of who to contact at the site. If the contacts are co-workers, be ready to identify ways to work as a team; follow-up may be needed with supervisors to develop a health and safety committee or some other mechanism for offering suggestions and approaches to increase health and safety.
Ask: will anyone change work practices based on this program?

List them where all can see

Closing and Evaluation

Ask: are there additional questions?

> Provide answer or record question and ensure you have contact information to get the answer back to the participant.

Ensure there is time to complete the evaluation form; provide a central location of collection.

If you expect to conduct more than one drill with this group, the evaluation can be conducted at least semi-annually (this time period is selected to contribute to NIEHS reporting. NOTE: a sign-in document may be needed to ensure at the end of the reporting period for this group that all participants have provided evaluation feedback.

Thank participants.

Facilitator Follow up

Transfer all materials for the drill to the Program file (examples: sign-in sheet, scenario, triggers, materials list, completed checklists to document successful completion)

Share this drill with other training centers, if generalizable.

Make this program better:

> Forward suggestions to MWC
>
> Organize the list of ‘takeaways’ and forward to your program director. These are very important for future follow-back with the company and as possible impacts reported to NIEHS.

Resources

This section includes the following materials:

National Incident Management System link - resource for structure and forms
Emergency Action Plan, OSHA standard
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Area Command, summarized from NIMS

National Incident Management System (NIMS) https://training.fema.gov/nims/

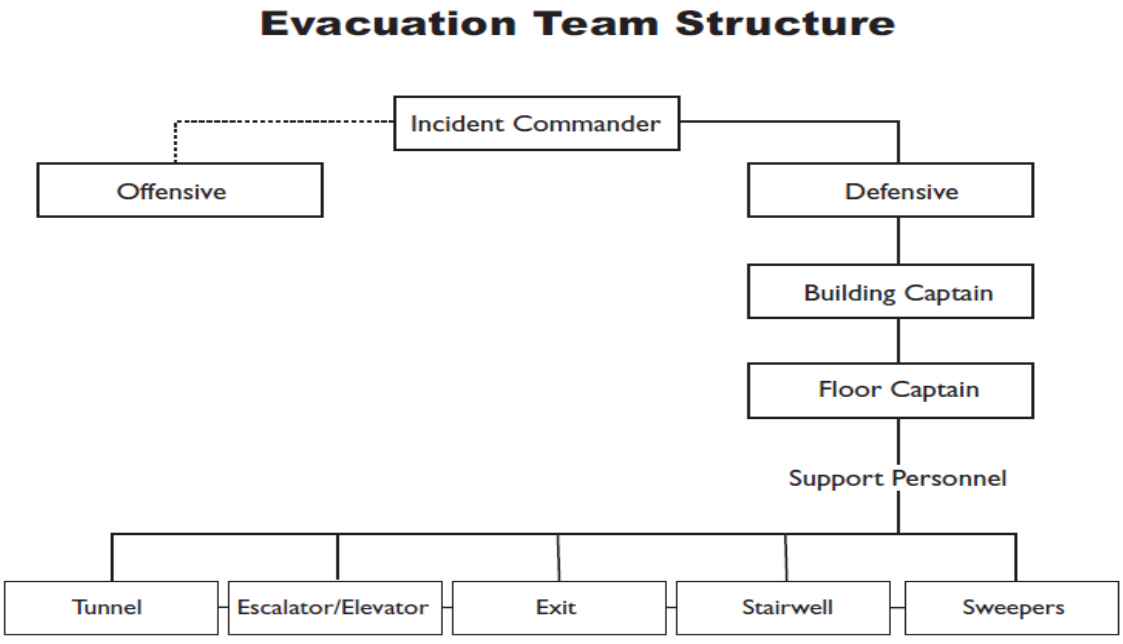
Emergency Action Plan (EAP, 29 CFR 1910.38)

An Emergency Action Plan (EAP) is required at any workplace where management has decided that workers will evacuate when a hazardous materials or other emergency occurs, and the response will be conducted by outside personnel. At some facilities, both an ERP and an EAP may be in place for different parts of the operation.

The following must be in the EAP, as shown in 29 CFR 1910.38(a)(2):

- Emergency escape procedures and emergency route assignments
- Procedures to be followed by employees who remain to operate critical plant operations before they evacuate
- A procedure to account for all employees after the emergency evacuation has been completed
- Rescue and medical duties for those employees who are to perform them
- Preferred means of reporting fires or other emergencies
- Names or regular job titles of persons or departments who can be contacted for further information or explanation of duties under the plan

If the decision has been made to evacuate and rely on outside responders, an EAP is required. An example of an Evacuation Team structure in an EAP is shown below:



In the above figure, there are offensive and defensive actions, both directed by an Incident Commander who may be shown in the EAP as 'person in charge'.

An IC or (other title of the designated person in charge) oversees all EAP activities.

Person in Charge/Leader/Evacuation Coordinator/Incident Commander
Functions:

- Responsible for determining need to evacuate
- Directs all aspects of the evacuation
- Establishes command post or communication center
- Maintains ongoing communication with team members
- Coordinates with off-site personnel
- Keeps a log of all activities

The offensive actions involve a limited number of personnel who will ensure shut down of key systems.

The evacuation actions are conducted by the defensive group. Examples of functions of some of the Defensive team members may include:

Building Captain
Functions:

- Reports to Incident Commander/Leader/Evacuation Coordinator
- Identifies any disabled person(s) requiring assistance

Floor Captain
Functions:

- Reports to Building Captain
- Performs evacuation head count

Support Personnel
Functions:

- Reports to Floor Captain
- Monitors assigned location--Tunnel, Escalator, Elevator, Exit, Stairwell, other

Sweepers
Functions:

- Reports to Floor Captain
- Ensures all personnel in the area have evacuated

A full listing of functions is in the workplace specific EAP. OSHA guidance in developing an EAP is shown here: https://www.osha.gov/SLTC/etools/evacuation/implementation.html.

The EAP must be in writing at the worksite and available to workers if there are more than 10 employees; for smaller workplaces, the plan can be transmitted verbally. The EAP is reviewed with each worker when hired, newly assigned or there is a change in the plan.

An EAP is an evacuation plan, not a response plan.

Process Safety Management of Highly Hazardous Chemicals (PSM, 29 CFR 1920.119)

The OSHA Process Safety Management (PSM) standard applies to employers where the quantities of chemicals specified in the standard as highly hazardous exceed designated quantities. Following a detailed Process Hazard Analysis, an Emergency Action Plan (see 29 CFR 1910.38) must be developed for the entire plant and include how to deal with small releases.

Small or not small?

Small release - not defined.

Catastrophic release - a major uncontrolled emission, fire, or explosion, involving one or more highly hazardous chemicals, that presents serious danger to employees in the workplace.

The employer must also determine as part of emergency planning if the HAZWOPER standard applies (see 29 CFR1910.119(n)).

Planning is informed by investigating past events. The PSM standard includes guidance for the required 'thorough investigation of incidents' to identify the chain of events and causes so that corrective measures can be developed and implemented. Accordingly, PSM requires the investigation of each incident that resulted in, or could reasonably have resulted in, a catastrophic release of a highly hazardous chemical in the workplace. (29 CFR 1910.119(m)). An incident investigation must be initiated as promptly as possible, but not later than 48 hours following the incident. The investigation must be by a team consisting of at least one person knowledgeable in the process involved, including a contract employee if the incident involved the work of a contractor, and other persons with appropriate knowledge and experience to investigate and analyze the incident thoroughly.

An investigation report must be prepared including at least:

- Date of incident
- Date investigation began
- Description of the incident
- Factors that contributed to the incident
- Recommendations resulting from the investigation

A system must be established to promptly address and resolve the incident report findings and recommendations. Resolutions and corrective actions must be recorded,

and the report reviewed by all affected personnel whose job tasks are relevant to the incident findings (including contract employees when applicable). The employer must keep these incident investigation reports for 5 years.

Emergency Response Plan (ERP, 29 CFR 1910.120)

An Emergency Response Plan (ERP) is required at all plants where a hazardous materials emergency response will include plant personnel. A hazardous materials emergency is a spill or release that cannot be controlled without outside help. OSHA defines "outside help" to mean anyone other than employees working in the immediate area or maintenance personnel. The ERP must be in writing. It must be developed and practiced before an emergency occurs that requires a response. The ERP should be a living document that is revised at least annually based on experiences during response efforts, as well as new processes that are added, new hazard information that becomes available, or changes in the level of response by site personnel.

The specific topics which must be covered in the ERP (29 CFR 1910.120(l)(2)) are:

- Pre-emergency planning and coordination with outside parties
- Personnel roles, lines of authority, training, and communication
- Emergency recognition and prevention
- Safe distances and places of refuge
- Site security and control
- Evacuation routes and procedures
- Decontamination procedures
- Emergency medical treatment and first aid procedures
- Emergency alerting and response procedures
- Critique of response and follow-up
- Emergency response equipment
- Emergency response

According to 29 CFR 1910.120(q)(2), the local or state emergency plan may be included as part of the ERP to avoid duplication.

Response to an emergency incident requires a structured approach to ensure health and safety of all involved, efficient use of resources and appropriate follow up. The response operation can be small and managed by properly training in-plant personnel or may require outside assistance from the immediate area (e.g., fire service) or a larger area (e.g., State EPA) or federal involvement (e.g., US Coast Guard). The structures described by the Federal Emergency Management Administration (FEMA) in the National Incident Management System (https://training.fema.gov/nims/) are flexible to address these contingencies.

The following are described in the next pages:

Incident Command System
Unified Command
Emergency Operations Center
Area Command

Communication is the Key

NIMS was established to improve communication among public sector responders and those seeking assistance by using a uniform set of terms

- An ERP should include NIMS terms
- Training must include NIMS terms
- Training coordination with outside responders is detailed in the ERP

Private sector employers are not required to use NIMS, but use may facilitate communication with responders who likely include public sector employees.

NIMS-trained personnel, such as local fire department responders, may assist at work sites covered by an EAP.

- Plan for communication by meeting with responders BEFORE an incident
- Update responders when changes are made to the EAP
- Train with outside personnel included in the EAP

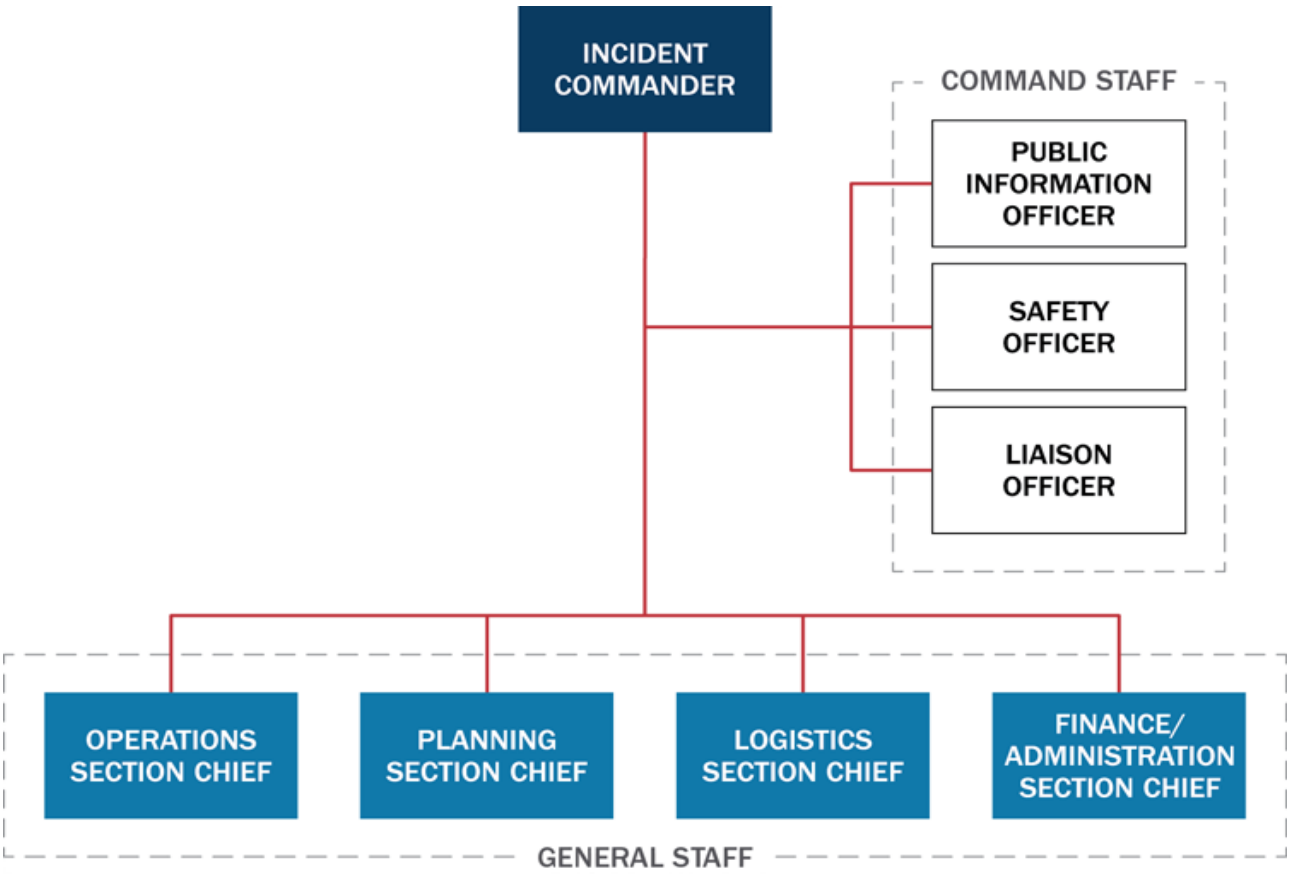
If you have an EAP, **it is critical** that outside personnel who may be called to the workplace be aware of your terminology, and you of theirs.

ERP or EAP - communicate **in advance** with responders who may assist when the plan is activated; if possible do drills or tabletop exercises with responders.

Incident Command System

The Incident Command System (ICS) illustrates an organizational structure for incident management that coordinates the procedures, personnel, equipment, facilities and communication.

An example of the structure of a response team follows, using the standard terms in the National Incident Management System (NIMS). This system was promoted after the 9/11 attack where the need for uniform terminology was identified as essential to ensure effective communication between parties.



Source: https://training.fema.gov/nims/

Key functions of the Incident Commander (person in charge of a response), and response team members in the Command Staff and General Staff are shown below: (reference under figure above).

Incident Commander – (The person in charge who oversees all aspects of the response)
Functions:

- Establishes a single Incident Command Post (ICP) for the incident
- Establishes consolidated incident objectives, priorities, and strategic guidance, and updating them every operational period
- Selects a single section chief for each position on the General Staff needed based on current incident priorities
- Establishes a single system for ordering resources
- Approves a consolidated Incident Action Plan (IAP) for each operational period
- Establishes procedures for joint decision making and documentation
- Captures lessons learned and best practices

Command Staff (see figure above)

Public Information Officer (PIO)
Functions:

- Interface with public, media and/or other agencies with information needs
- Gathers, verifies, coordinates and disseminates information to both internal and external parties
- Monitors the media and other sources and provides information to relevant components of the responders
- Releases accurate information concerning the incident after it is cleared by the Incident Commander

Safety Officer
Functions:

- Reports directly to the Incident Commander
- Monitors incident operations
- Advises the IC on health and safety matters of incident personnel
- Establishes the systems and procedures to assess, communicate and mitigate hazardous environments
    - Developing and maintaining the Safety Plan
    - Coordinating safety efforts
    - Implementing measures to promote safety
- Stops or prevents unsafe acts

Liaison Officer
Functions:

- IC's point of contact for representatives from agencies such as fire and law enforcement or other jurisdictions
- Receives input from outside groups to Maintains communication between outside agencies and in-house response
- Point of contact to facilitate coordination of assisting or cooperating agencies or jurisdictions

General Staff (see figure above)

Operations Section, led by Section Chief
Functions:

- Section Chief appointed by the IC; assigned personnel may change as the incident evolves
- Directing management of tactical activities to achieve objectives established by the IC
- Developing and implementing strategies and tactics to achieve incident objectives
- Section Chief organizes the group to meet the needs, maintain manageable span of control and optimize use of resources
- Supporting Action Plan development for each part of the response

Planning Section, led by Section Chief
Functions:

- Collect, evaluate and disseminate incident information to the IC or other personnel
- Prepare status reports, display information, maintain the status of resources
- Facilitate the incident action planning process and prepare the incident Plan sing input from other sections and command staff and IC guidance
- Facilitate incident planning meetings
- Record status of resources and anticipated needs
- Collecting, organizing, displaying and disseminating status information and analyzing the situation as it changes
- Planning for the orderly, safe and efficient demobilization of resources
- Collecting, recording and safeguarding incident documents

Logistic Section, led by Section Chief
Functions:

- Ordering, receiving, storing/housing and processing incident-related resources
- Providing ground transportation during an incident, maintaining and supplying vehicles, keeping vehicles usage records and developing incident traffic plans
- Setting up, maintaining, securing and demobilizing incident facilities
- Determining food and water needs, including ordering food, providing cooking facilities, maintaining food service areas and managing food security and safety (in cooperation with the Safety Officer)
- Maintaining an incident Communications Plan and acquiring, setting up, issuing, maintaining and accounting for communications and IT equipment
- Providing medical services to incident personnel

Finance/Administration Section, led by Section Chief
Functions:

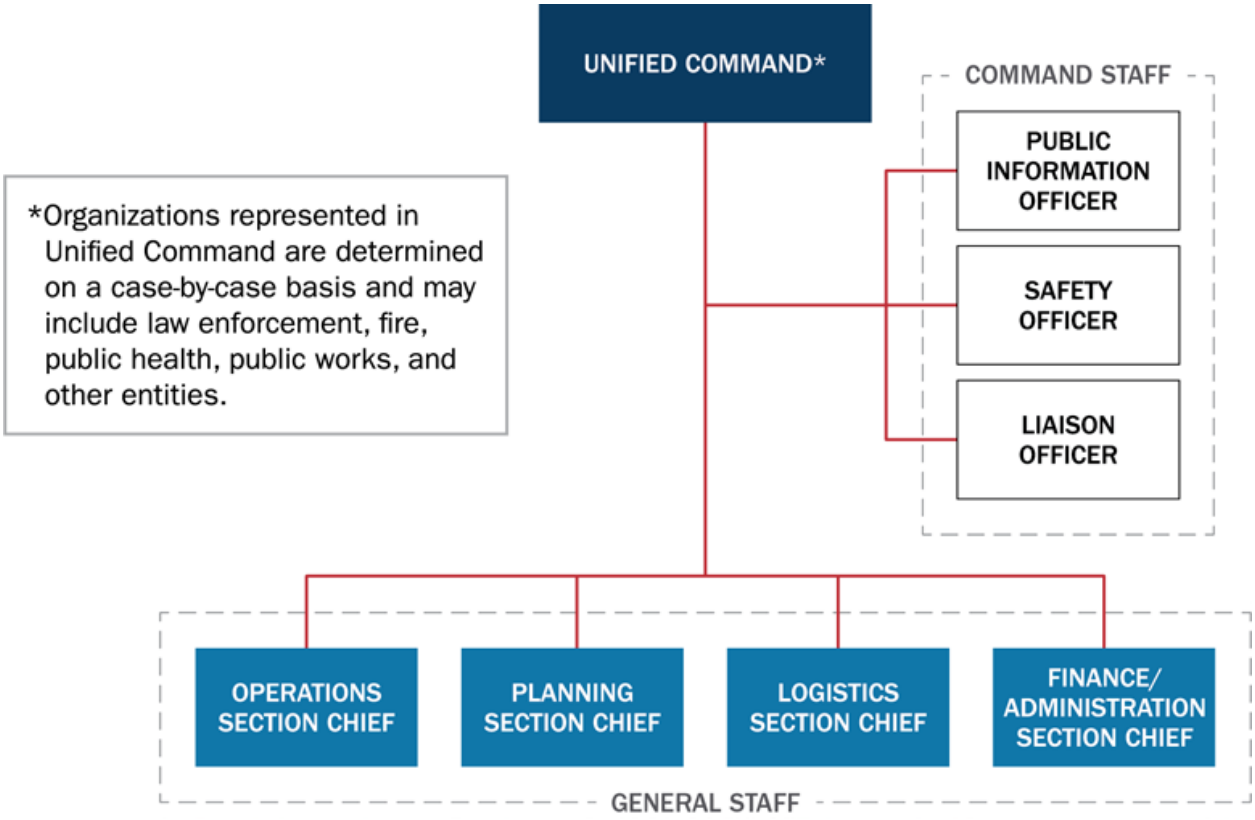
- Tracking costs, analyzing cost data, making estimates and recommending cost savings measures
- Analyzing, reporting and recording financial concerns resulting from property damage, responder injuries or fatalities at the incident
- Managing financial matters concerning leases and vendor contracts
- Managing administrative databases and spreadsheets for analysis and decision making
- Recording time for incident personnel and leased equipment

Additional functions may be integrated into the ICS. For example, in a response that could involve criminal activity, an Intelligence/Investigations Section might be activated by the IC. The basic ICS structure is flexible and can be scaled for more complex incidents, including events that involve multiple geographical or governmental jurisdictions or take place in more than one location.

Unified Command

When multiple jurisdictions or agencies are involved in a response, the use of Unified Command enables those in charge of each authority to jointly manage and direct response activities through a common set of incident objectives, strategies and a single Incident Action Plan (IAP). In Unified Command, there is not a single Incident Commander, rather each participating partner maintains authority, responsibility and accountability for its personnel and other resources. Each member of the Unified Command assumes responsibility to inform other members of the Unified Command of activities.

The Command structure mirrors that for ICS as shown below.



Source: https://training.fema.gov/nims/

As shown noted the participants in the Unified Command are developed based on the specific situation. Other groups that might be involved include various federal agencies such as US Coast Guard, Federal Railroad Administration or Environmental Protection Agency. There may be others that have no jurisdictional responsibilities; these groups

are referred to as cooperating or assisting agencies.

All groups in the Unified Command or cooperating or assisting agencies are responsible for communicating agency-specific information including:

- Statutory authorities and responsibilities
- Resource availability and capabilities
- Constraints, limitations, concerns
- Areas of agreement and disagreement between officials

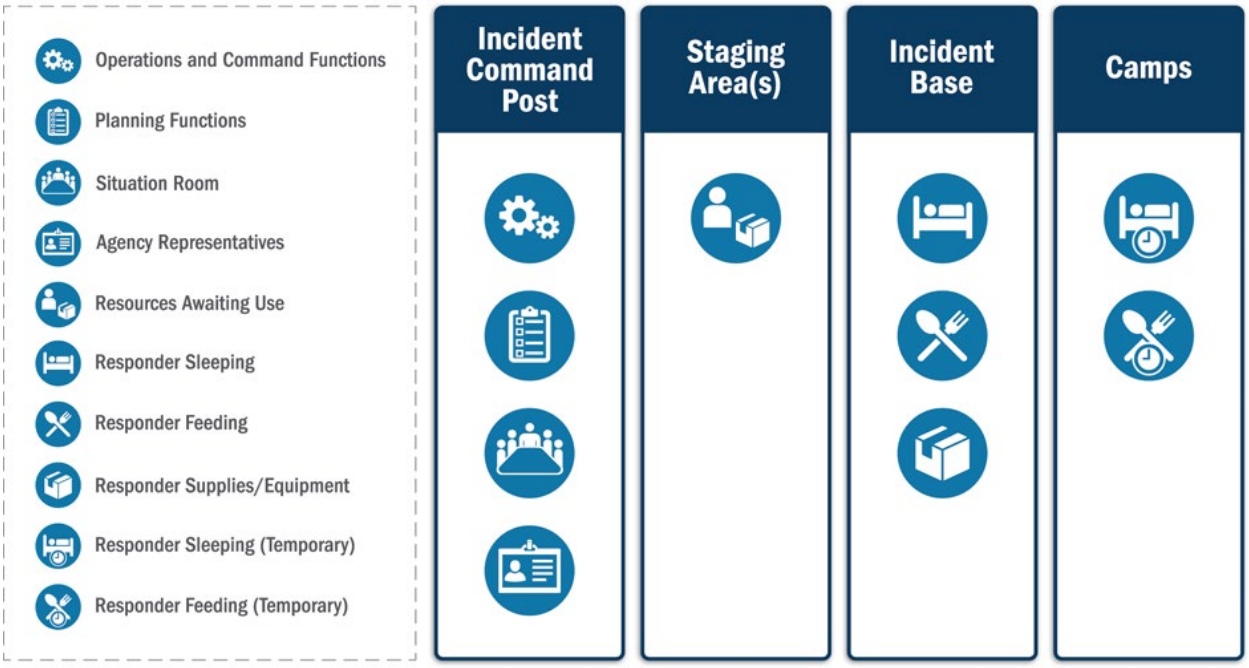
For those outside the Unified Command, communications should be made to the Liaison Officer.

Key functions of the Incident Commander (person in charge of each group represented in the Unified Command), and response team members in the Command Staff and General Staff build on the ICS functions; these additions for Unified Command are underlined in the listing below.

Functions
Incident Commander – (The person in charge who oversees all aspects of one group in the Unified Command; all collaborate in the Unified Command)
Functions:

- Establishes a single Incident Command Post (ICP) for the incident
- Establishes consolidated incident objectives, priorities, and strategic guidance, and updating them every operational period
- Selects a single section chief for each position on the General Staff needed based on current incident priorities
- Establishes a single system for ordering resources
- Approves a consolidated Incident Action Plan (IAP) for each operational period
- Establishes procedures for joint decision making and documentation
- Captures lessons learned and best practices
- Collaboratively, appoint one PIO as the lead PIO
- Collaboratively select an Operations Section Chief based on current priorities
- Collaboratively establish an incident communications center at the ICP
- Collaboratively establish an incident base, often co-located with the ICP; temporary satellite camps may be established for personnel

Facilities and activities are shown graphically in the Figure.



Source: https://training.fema.gov/nims/

Public Information Officer (PIO)
Functions:

- Interface with public, media and/or other agencies with information needs
- Gathers, verifies, coordinates and disseminates information to both internal and external parties
- Monitors the media and other sources and provides information to relevant components of the responders
- Releases accurate information concerning the incident after it is cleared by the Incident Commander
- Work in unified manner, speak with one voice, ensure consistent messaging. In very large incidents, the PIO participates in or leads a Joint Information Center.

Safety Officer
Functions:

- Reports directly to the Incident Commander
- Monitors incident operations
- Advises the IC on health and safety matters of incident personnel
- Establishes the systems and procedures to assess, communicate and mitigate hazardous environments
    - Developing and maintaining the Safety Plan
    - Coordinating safety efforts
    - Implementing measures to promote safety
- Stops or prevents unsafe acts

Liaison Officer
Functions:

- IC's point of contact for representatives from agencies such as fire and law enforcement or other jurisdictions
- Receives input from outside groups to Maintains communication between outside agencies and in-house response
- Point of contact to facilitate coordination of assisting or cooperating agencies or jurisdictions

General Staff (see figure above)

Operations Section, led by Section Chief
Functions:

- Section Chief appointed by the IC; assigned personnel may change as the incident evolves
- Directing management of tactical activities to achieve objectives established by the IC
- Developing and implementing strategies and tactics to achieve incident objectives
- Organizing the group to meet the needs, maintain manageable span of control and optimize use of resources
- Supporting Incident Action Plan development for each part of the response
- Establishing a staging area to position and track resources

Planning Section, led by Section Chief

Functions:

- Collect, evaluate and disseminate incident information to the IC, UC or other incident personnel
- Prepare status reports, display information, maintain the status of resources
- Facilitate the incident action planning process and prepare the incident Plan using input from other sections and command staff and IC guidance
- Facilitate incident planning meetings
- Record status of resources and anticipated needs
- Collecting, organizing, displaying and disseminating status information and analyzing the situation as it changes
- Planning for the orderly, safe and efficient demobilization of resources
- Collecting, recording and safeguarding incident documents

Logistic Section, led by Section Chief

Functions:

- Ordering, receiving, storing/housing and processing incident-related resources
- Providing ground transportation during an incident, maintaining and supplying vehicles, keeping vehicles usage records and developing incident traffic plans
- Setting up, maintaining, securing and demobilizing incident facilities
- Determining food and water needs, including ordering food, providing cooking facilities, maintaining food service areas and managing food security and safety (in cooperation with the Safety Officer)
- Maintaining an incident Communications Plan and acquiring, setting up, issuing, maintaining and accounting for communications and IT equipment
- Providing medical services to incident personnel

Finance/Administration Section, led by Section Chief

Functions:

- Tracking costs, analyzing cost data, making estimates and recommending cost savings measures
- Analyzing, reporting and recording financial concerns resulting from property damage, responder injuries or fatalities at the incident
- Managing financial matters concerning leases and vendor contracts
- Managing administrative databases and spreadsheets for analysis and

decision making
- Recording time for incident personnel and leased equipment
- Monitoring multiple sources of funds; track and report the accrued costs as incident progresses

Other functions such as an Intelligence/Investigations Section might be activated by the ICs in the Unified Command, if criminal activity is suspected.

Emergency Operations Center (EOC)

For responses that involve multiple jurisdictions or organizations, an Emergency Operations Center may support the activity. These may be fixed site, temporary or virtual facilities that serve the multidisciplinary needs of more than one response function in the ICS.

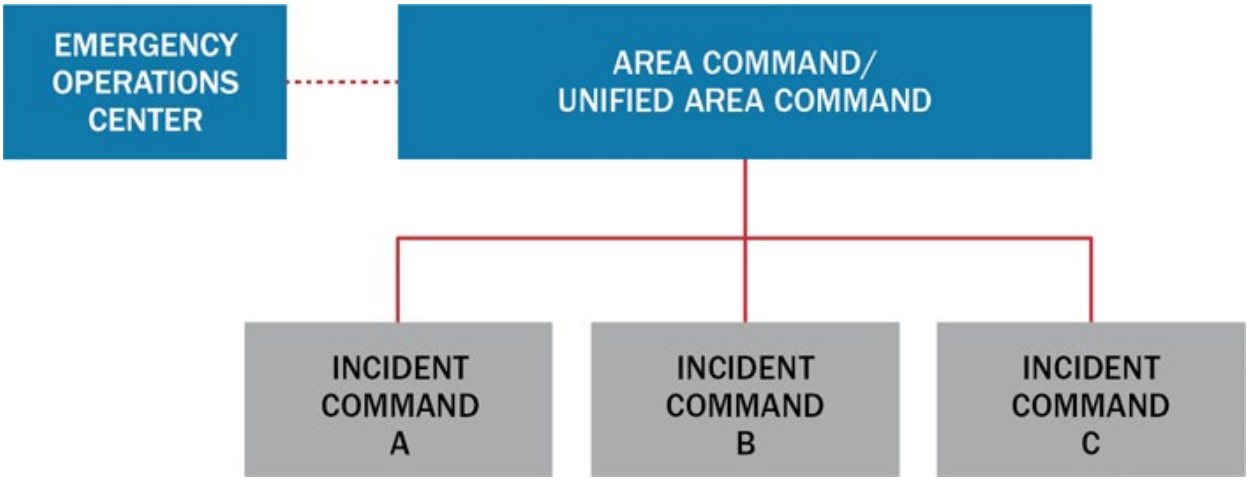
Primary staff functions in an EOC include:

- Collecting, analyzing and sharing information
- Supporting resource needs and requests, including allocation and tracking
- Coordinating plans and determining current and future needs
- Providing coordination and policy direction as needed

Consideration of the need and composition of an EOC should be part of emergency planning. Detailed consideration of 'worst case' scenarios is very useful in identifying changes in composition, depending on the incident.

Area Command

When multiple, concurrent incidents occur, an ICS may be established at each of the incidents. This organization is referred to as Area Command, as illustrated below.



Source: https://training.fema.gov/nims/

As shown in the figure, the Area Command may be organized as a Unified Command. Staff at an Emergency Operations Center (EOC) coordinate support.

Responsibilities of an Area Command include:

- Developing broad objectives for the affected area
- Coordinating development of incident objectives and strategies for each incident
- Allocating and reallocating resources as priorities change
- Ensuring the Incident Commanders and or Unified Commands properly manage incidents
- Ensuring effective communications and data coordination
- Ensuring that incident objectives are met and do not conflict with each other or with agency policies
- Identifying needs for scarce resources and reporting the needs to Agency Administrators directly or through another group as directed
- As appropriate, ensuring that short-term recovery is coordinated with EOC staff to assist in the transition to long-term recovery