EMERGENCY OPERATIONS PLAN
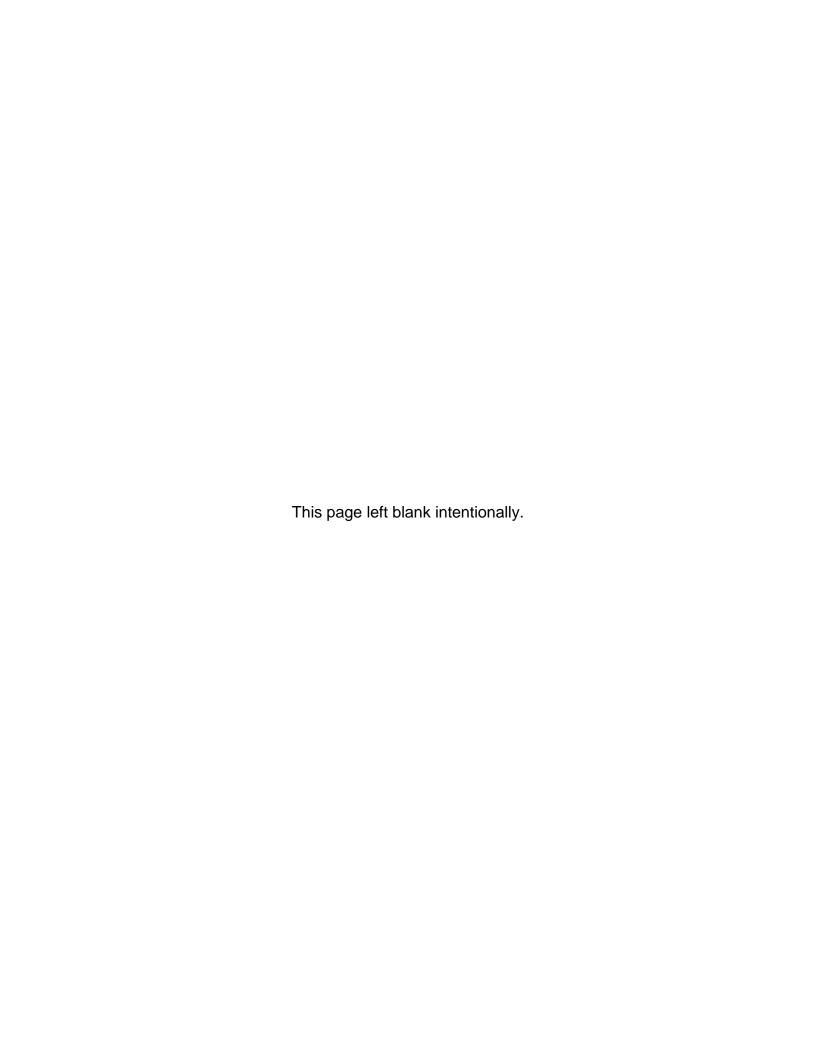
Newtok, Alaska

January 2010

Prepared for:

The Newtok Traditional Council

and the

**Alaska Department of Military and Veterans Affairs,
Division of Homeland Security and Emergency Management**

Prepared by:

Ecology and Environment, Inc.

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PREFACE

This Emergency Operations Plan (EOP or plan describes how the Newtok Traditional Council will manage emergencies resulting from all hazards.   In preparing this plan, representatives from the Newtok Traditional Council, Newtok Native Corporation, Tribal Police Officers, Alaska Department of Transportation, and community members, with the assistance from the Alaska Department of Homeland Security and Emergency Management (DHS&EM), helped to develop this plan by identifying the hazards that may threaten Newtok and the steps the community will take to prepare, prevent, respond and recover from emergencies resulting from those hazards.

This plan is intended to meet emergency planning requirements of the Newtok Traditional Council, the State of Alaska, and the Federal Government, and other regulations that may affect authorities and activations, including the National Incident Management System (NIMS) and the National Response Framework (NRF). This plan will help guide the efforts for emergency preparedness of the Newtok community, which includes identifying training needs for emergency responders, emergency managers, community leaders, business leaders, and volunteers, to enhance their knowledge and abilities and to increase their effectiveness and efficiencies during an emergency.

This plan will be used whenever an incident threatens life, human health, property, or the environment in or near Newtok, Alaska. This plan shall be continuously updated to reflect lessons learned following an actual incident, drills, or exercises.

Newtok leaders and officials representing the Newtok Traditional Council, present in the community when an incident occurs or threatens the community or its people, will use this plan as a reference to guide them to act on behalf of the community. During an emergency, members of the Newtok IMT will discuss with the Village Elders via VHF radio or convene at the Newtok Traditional Council building or a designated Emergency Operations Center (EOC) to secure command and control of an incident using Incident Command System (ICS). Village Elders collectively will fill the role of Incident Commander (IC).

Appendix F of this plan identifies the Newtok IMT that will manage disaster emergency relief forces and operations. A series of checklists, part of Appendix D, serve as incident action guides, along with the position or person responsible for each checklist task and their IMT role.

This plan includes appendices to provide objectives and strategies based on previous experiences and lessons learned. These appendices will aid in quicker and more effective responses. Upon a disaster declaration, the Newtok IMT is authorized to commit the resources necessary to implement this plan pursuant to a Newtok Resolution _____[NUMBER; a copy of the resolution is shown on page v.

APPROVAL AND IMPLEMENTATION

The Newtok Emergency Operations Plan (EOP or plan) is approved and adopted by a Resolution of the Newtok Traditional Council, which is attached. This plan provides guidance for preparedness, protection, response, and recovery from emergencies that occur in or near the community of Newtok. This plan was developed to meet the requirements of the National Response Framework (NRF), the National Incident Management System (NIMS), and the Alaska Division of Homeland Security and Emergency Management (DHS&EM), as well as of authorities and guidance from the City and the IRA, the State of Alaska, and the United States Federal Government. This plan supersedes all previous emergency operations plans and is part of a suite of comprehensive emergency plans developed for Newtok.

The Newtok Traditional Council is responsible for the development and maintenance of this plan. Any changes or modifications to this plan must be made with the coordination and approval of senior officials of the Newtok Traditional Council. Modifications to this plan should be signed and dated by senior officials of the Newtok Traditional Council.

RESOLUTION #___

A RESOLUTION OF THE NEWTOK TRADITIONAL COUNCIL
APPROVING THE NEWTOK EMERGENCY OPERATIONS PLAN

WHEREAS, the Newtok Traditional Council executed a Memorandum of Understanding (see Appendix A) on _____[DATE] that acknowledges areas of mutual concern and support, and establishes the framework for cooperative relations and communication for the benefit and safety of Newtok and its residents; and

WHERAS, the State of Alaska Governor's Sub-Cabinet on Climate Change, Immediate Action Workgroup has named Newtok as one of six communities in peril, due to impacts of climate change; and

WHEREAS, it is in the desire of the Newtok Traditional Council to cooperate and coordinate concerning legal and political matters inherent in a government-to-government relationship; and

WHEREAS, the Newtok Traditional Council is led by the president and a seven-member council, empowered to act for an on behalf of their members in adopting resolutions;

NOW THEREFORE BE IT RESOLVED THAT this resolution shall given notice that the two entities approve and support the Newtok Emergency Operations Plan (EOP) for the residents of Newtok; and

THAT the Newtok Traditional Council hereby adopt the Newtok EOP and vow that in the event of a disaster emergency, they will work together and with others in the community, region, state, and nation for the welfare of the residents of Newtok, following the guidelines and procedures of the EOP; and

THAT the Newtok Traditional Council hereby recognizes the need to inform community residents at open meetings concerning the actions, procedures, and individual responsibilities required by the EOP; and

THAT the Newtok Traditional Council commits to an annual review meeting with community residents to update the EOP; and

THAT by the president's and the tribal administrator's signatures, this resolution was duly considered and adopted at the [meeting description] and was passed by a majority vote.

PASSED AND APPROVED on the ___ day of _____, 2010 by duly constituted quorums of the Newtok City Council .

NEWTOK TRADITIONAL COUNCIL

| Moses Carl, President | Stanley Tom, Tribal Administrator |
| Newtok Traditional Council | Newtok Traditional Council |

| Date: | Date: |

RECORD OF PLAN CHANGES

The Record of Changes or updates to this plan will be tracked in a table format by change number, date of change, plan page reference, a brief description of the change, and the name of the person or organization making the change.

Change #	Date	Page	Description of Change	Name
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RECORD OF DISTRIBUTION

The plan copies will have a unique control number and the plan Distribution List will also be tracked in a table format. The Distribution List will provide the plan control number, the name of the person and organization receiving the plan, and the date of delivery. If more than one copy of the plan is provided to an organization, the Distribution List will indicate the number of copies provided to that organization.

Control #	Date of Delivery	Name of Plan Recipient	Recipient Agency	# of Copies
001		Moses Carl, President	Newtok Traditional Council	
002		Stanley Tom, Tribal Administrator	Newtok Traditional Council	
003		TPO	Alaska State Troopers	
004		Health Aide	Newtok Health Clinic	
005		Lisa Charles, Manager	Ungusraq Power Company	
006		Grant Kashatok, Principal	Newtok Ayaprun School	
007		Superintendent	Lower Kuskokwim School District	
008		President	Newtok Corporation	
009		President	Newtok Search and Rescue	
010		Andy Jones, Project Manager	State of Alaska Division of Homeland Security and Emergency Management	
011				
012				

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LIST OF ACRONYMS

Item	Definition
AST	Alaska State Troopers
AVEC	Alaska Village Electric Cooperative
BSNA	Bering Straits Native Association
CDQ	Community Development Quota
City	Newtok Traditional Council
Corporation	Newtok Native Corporation
CPR	cardio-pulmonary resuscitation
DHS&EM	Division of Homeland Security and Emergency Management
E & E	Ecology and Environment, Inc.
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOP or plan	Emergency Operations Plan
ETT	Emergency Trauma Technician
HAZWOPER	Hazardous Waste Operations and Emergency Response
HUD	Housing Urban Development
IAP	Incident Action Plan
IAW	Immediate Action Workgroup
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
ICS	Incident Command System
IMT	Incident Management Team
JIC	Joint Information Center
JIS	Joint Information System
LHMP	Local Hazard Mitigation Plan
LKSD	Lower Kuskokwim School District
MACS	Multiagency Coordination System
MOU	Memorandum of Understanding
NFIP	National Flood Insurance Program
NIMS	National Incident Management System

Item	Definition
NOAA	National Oceanic and Atmospheric Administration
NRF	National Response Framework
OSHA	Occupational Safety and Health Association
PIO	Public Information Officer
plan	Emergency Operations Plan
SECC	State Emergency Coordination Center
UC	Unified Command
VBC	Village Based Counselors
VHS	Village Health Services
TPO	Tribal Police Officer

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1   INTRODUCTION

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1.1   Purpose

The purpose of the Newtok Emergency Operations Plan (EOP) is to describe how the Newtok Traditional Council will manage emergencies resulting from all hazards.   In preparing this plan, representatives from the Newtok Planning Group, the Newtok Traditional Council, Newtok Native Corporation, Tribal Police Officers (TPOs), Alaska Department of Transportation, and community members formed an Ad Hoc Emergency Planning Group. The Emergency Planning Group, with the assistance from the Alaska Department of Homeland Security and Emergency Management (DHS&EM), helped to develop this plan by identifying the hazards that may threaten Newtok and the steps the community will take to prepare, prevent, respond and recover from emergencies resulting from those hazards.

This EOP is being developed with the understanding that the community of Newtok is threatened by climate change impacts. Knowledge of these impacts, which include coastal erosion, increasingly severe weather, and floods, has resulted in discussions about and research into whether to relocate the community to the mainland of Alaska. In the fall of 2003, the residents of Newtok voted to relocate the community to Mertarvik on Nelson Island. This EOP is intended to reflect current status and hazards of the community of Newtok. However, the Planning Group recognizes the need to update the plan to reflect any changes in the physical location and hazards identified if the community is moved to a new location.

1.2   Scope

The scope of this EOP is emergency management of and response to all hazards affecting the safety and lives of the residents and visitors within the community of Newtok.

This plan is intended to meet emergency planning requirements of the Newtok Traditional Council, the State of Alaska, and the Federal Government, and other regulations that may affect authorities and activations, including the Alaska State Emergency Response Plan, the National Incident Management System (NIMS) and the National Response Framework (NRF). This plan will help guide the efforts for emergency preparedness of the Newtok community, which includes identifying training needs for emergency managers and responders, community leaders, business leaders, and volunteers, to enhance their knowledge and abilities and to increase their effectiveness and efficiencies during an emergency.

This plan will be used whenever an incident threatens life, human health, property, or the environment in or near Newtok, Alaska. This plan shall be continuously updated to reflect lessons learned following an actual incident, drills, or exercises.

Newtok leaders and officials representing the Newtok Traditional Council who are present in the community when an incident occurs or threatens the community or its people will use this plan to guide their actions on behalf of the community. During an emergency, members of the Newtok Incident Management Team (IMT) will convene at the Newtok Traditional Council office or a designated Emergency Operations Center (EOC) to assure command and control of an incident using the Incident Command System (ICS).

Appendix F of this plan identifies the Newtok IMT that will manage disaster emergency relief forces and operations. Checklists or "position guides" given in Appendix D serve as incident

action guides, and also show the position or person responsible for each checklist task and their IMT role.

This plan includes appendices to provide tools based on previous experiences and lessons learned; the appendices will aid in quicker and more effective responses.

2   SITUATION AND PLANNING ASSUMPTIONS

2.1   Situation

The Newtok Local Hazard Mitigation Plan (LHMP) was completed March 12, 2009. The hazards and threats overview is based on information contained in the draft LHMP and from planning and training sessions held in November 2008 and January 2010. The final, approved Newtok LHMP will become an appendix to this EOP.

2.2   Community Profile

The Village of Newtok is a coastal community situated on the west bank of the Newtok River, just north of the Ninglick River and approximately nine miles northwest of Nelson Island. The Ninglick River connects the Bering Sea with Baird Inlet, located upstream from Newtok. The village is located 94 miles northwest of Bethel, in the Yukon-Kuskokwim Delta Region. The north, east, and south boundaries of the community are contiguous with the Yukon Delta National Wildlife Refuge. The geographical coordinates for the community are approximately 60 degrees, 56 minutes North and 164 degrees 38 minutes West (Sec. 24, T010N, 087W, Seward Meridian). The area encompasses 1.0 square mile of land and .01 square mile of water.

2.3   Hazards and Threats

2.3.1   Fire Hazards

Newtok does not have a fire department, so volunteer fire fighters will address any structural, tundra or wildland fires. The Water Treatment Plant has hose and portable water pump to pump water from the nearest pond. This poses a risk for structural fire fighting, particularly with the limited water supply during the winter months when ponds are frozen.

In the Alaska State All-Hazards Plan (2007), Newtok is depicted in an area where there is no fire risk. Newtok is located in a full protection area of the state protection option areas. Full protection is suppression action provided on a wildland fire that threatens uninhabited private property, high-valued natural resource areas, and other high-value areas such as identified cultural and historical sites. The suppression objective is to control the fire at the smallest acreage reasonably possible. The allocation of suppression resources to fires receiving the full protection option is second in priority only to fires threatening a critical protection area.

The vegetation of the Ceñaliulriit coastal district is dominated by subarctic wet, moist, and alpine tundra underlain by permafrost. Vegetation communities on the mainland are adapted to permafrost, periodic flooding by tidal or riverine waters, and wind. The periodic flooding favors graminoid-dominated plant communities. Within the Yukon- Kuskokwim Delta National Wildlife Refuge, 38 percent of the vegetation cover is comprised of grass or sedge communities. Other significant vegetation classes in this area include dwarf scrub and peatland complexes; these communities are mixes of dwarf scrub, sphagnum mosses, and tussock-forming grasses. (Ceñaliulriit Coastal Management Plan)

In 1984, the U.S. Fish and Wildlife Service and the U.S. Geological Survey cooperatively surveyed and mapped cover types in the Yukon Delta National Wildlife Refuge using satellite (LANDSAT) imagery. High-altitude photo imagery was used to produce maps on a 1:250,000 scale depicting eighteen vegetation types and six classes of waters. Within the Yukon Delta

refuge, the dominant land cover types are graminoid tussock/dwarf shrub/peatland (19.2 percent), graminoid marsh (18.7 percent), and lichen-dwarf shrub/peatland (12.7 percent).

2.3.2   Ice Conditions

Historically, the Chukchi Sea is frozen from mid-November through mid-June; however, residents have observed later freeze-up and earlier thawing of the sea in recent years. Ice conditions in spring are much thinner (2-3 feet), preventing snow machines from going onto ice for hunting. Hunters now wait for thawing until they can use boats. In recent years, residents have observed that the ice does not freeze completely. Ten to15 years ago, hunters used to travel 50 miles offshore on the ice to hunt bearded seal.

2.3.3   Flooding and Erosion

Factors that affect the level of coastal flooding include wind conditions, exposure of the site and ice conditions. Due to climate change, some coastal areas of Alaska are freezing later in the season; with the later formation of protective shore ice, shorelines will become increasingly vulnerable to fall storms and associated storm surges.

The entire Village of Newtok is subject to continuous permafrost, although in some areas the top layer of the land may thaw during summer. All soils are subject to thermal degradation, and ice-rich fine-grained soil is the most problematic. Melting permafrost can result in lakes or depressions.

2.3.4   Extreme Weather

In addition to the threat posed by coastal storms and storm surges, Newtok is also subject to extreme weather including winter storms, heavy snow and ice buildup, high winds, lightning, and hail.

Heavy snow and ice buildup can collapse utility lines and communication towers and can inhibit transportation. It can also cause structural damage or collapse of buildings not designed to withstand the weight of the snow and/or ice. Aufeis, or the glaciations of streams and rivers, can also damage infrastructure and property. Removal of snow and/or ice and repair of the damage can impose significant economic costs on the community.

Extreme cold can lead to hypothermia and frostbite, both of which are serious medical conditions. Extreme cold can also threaten property and infrastructure. Cold can congeal the fuel necessary to produce electricity and operate heaters, which can cause frozen and ruptured water and sewer pipes. Aircraft are also subject to minimum operating temperatures.

2.3.5   Earthquake and Tsunami

There is no recorded damage in the community from earthquakes or tsunamis.

2.3.6   Hazardous Materials Incident

Listed below are extremely hazardous substances (as defined by FEMA) within the Newtok floodplain.

- Diesel; Newtok Airport, U.S. DOT

- Diesel; Ungusraq Power Plant

- Heating Oil; Newtok Bulk Fuel Storage

      ▪   Gasoline; Newtok Bulk Fuel Storage

2.3.7   Weapons and Terrorism

Although Newtok is not listed as a potential nuclear target under FEMA NOPB.90 guidance, it could be subject to radiation fallout from nuclear attack detonations in other areas of Alaska, Asia, or the Russian Far East. Attacks by conventional weapons through terrorist activities are also a possibility.

In the event of a major nuclear attack, Newtok will have to cope with any emergency situation without external assistance for days and perhaps weeks. Normal supply and transportation systems will be disrupted and survival within the village initially will depend on self-sufficiency.

2.4   Capability Assessment

2.4.1   Emergency Management

The Newtok Traditional Council does not have a dedicated emergency management staff. During an emergency event, the Council, the TPO, Fire Chief, and Newtok Search and Rescue will be actively involved in staffing incident command positions and in responding to the incident.

2.4.2   Communications

The communication formats available in Newtok include telephone, cellular/wireless telephone, satellite phone, facsimile, internet and electronic mail, VHF radio and two-way radios (walkie-talkies). Telephone and internet service is provided through United Utilities, Inc. Wireless/cellular telephone service is available through GCI.

National Oceanic and Atmospheric Administration (NOAA) weather radio provides forecasts as well as information on flood water depth, how fast water is expected to rise, and tidal peaks. A majority of community residents maintain VHF radio capabilities within their homes for receipt of emergency messages.

2.4.3   Law Enforcement/Public Safety

Newtok has two Tribal Police Officers (TPOs), who are employed by the Newtok Traditional Council. The TPO program under the Alaska Division of Public Safety is managed by the Alaska State Troopers (AST), providing a local presence and first response to immediately address all emergencies, including search and rescue, and to stabilize the situation until AST arrives. The Alaska State Legislature awards funding to participating regional native nonprofit corporations through grant requests. The Newtok Traditional Council is responsible for selecting and assigning the daily activities of the TPO. The Newtok TPO coordinates

2.4.4   Search and Rescue

Newtok Search and Rescue provides search and rescue with volunteers from the community. Whenever someone is reported overdue from trips outside of the village, usually a family member calls John Andy, coordinator and dispatcher for the Newtok Search and Rescue. Andy then calls the Tribal Council president, who normally takes the IC role during emergencies. He also dispatches a Hasty Team consisting of two or three Search and Rescue volunteers who are most familiar with the area of focus for the search.

The Hasty Team performs the initial search assessment (first 12 hours) working from town, following the trail of the missing person(s), in the direction of the missing person(s) proposed destination. The Hasty Team travels with a village health aide, equipped with emergency

medical supplies, additional fuel, blankets, food and water. Teams travel with GPS units, compass, binoculars, emergency flares and VHF radio. Hasty Teams are made up of volunteers with usually one member that has Emergency Medical Technician (EMT) certification. The teams travel in the direction of the known destination for the missing person(s) and they will check shelter cabins in the event the person(s) might seek the shelter in an emergency.

During extended search efforts, Search and Rescue establishes ICS for the next 24 hours and they track all members and volunteers, log all calls via telephone or radio, and monitor check out/donation lists. These efforts are time-critical, because of the dangers of traveling in remote areas and the extreme cold temperatures and weather conditions.

The Tribal Court Clerk keeps record of the number of snow machines, survival gear, and crews going out. If the search continues, neighboring villages will volunteer for second crews outbound. Teams replace gas and oil used in the response; replace any emergency gear from the sleds; recharge or replace batteries for all electronic equipment; and they schedule a debriefing within 24 hours after the search and rescue effort.

Andy works with the IC and any neighboring villages to determine who will go on the search. Newtok often coordinates their search and rescue operations with Chevak, Cherfornak, Toksook Bay, and Bethel, depending on the locations of the search. There are no formal agreements between neighboring villages that provide assistance for search and rescue. If volunteers from a neighboring village offer their assistance, Newtok Search and Rescue will brief them on the current status of the search and then dispatch teams as needed.

Newtok's Elders serve as an advisory group to the search and rescue operations. For example, they provide advice on care of victims of hypothermia.

The Newtok Search and Rescue Group is an all-volunteer organization. They receive financial support from fundraising activities, such as an annual basketball tournament, door prizes, and raffles. They will seek donations from corporations for equipment and supplies. Volunteers use personally owned snow machines, GPS units and supplies. If a snow machine breaks down during a response, Search and Rescue will provide financial assistance to the machine's owner for the repairs, usually equivalent to half to three-quarters of the cost for repairs, depending on the resources available.

2.4.5   Emergency Medical Services and Facilities

The health aides for the village health clinic provide emergency medical services. Three community health aide practitioners for the village health clinic provide emergency medical services. The health aides have ETT, EMT I and II training. Alternative emergency medical care is provided by volunteers from Search and Rescue, who have ETT or EMT training. transportation vehicle with heated storage and elder care facility as some of the top community priorities.

The Newtok Health Clinic provides local health care and emergency medical services. The clinic is a qualified Emergency Care Center facility. The Yukon-Kuskokwim Health Corporation (YKHC) operates the clinic and employs village health aides. The health aides have ETT, EMT I and II training. Community Health Aides provide village-based primary health care in 47 village clinics in the Yukon-Kuskokwim Delta. Health Aides receive extensive training in acute, chronic and emergency care. They usually serve the villages they grew up in.

The village health clinic is typically the first point of access to the YKHC health care system. Health Aides consult with Family Medicine Providers or specialists in Bethel and either treat patients locally or make referrals for patients needing more comprehensive care.

The nearest hospital is the sub regional health clinic in Bethel.

2.4.6   Public Health

Health promotion and disease prevention services, as well as Behavioral Health counseling or crisis response is accessible at the village level. If help his not available in the community, referrals are made to Subregional Clinics or to Bethel facilities where resident staff is available.

The Community Health Aide Program (CHAP) was established under the auspices of the Indian Health Service in 1968. This unique approach to health care utilizes local community members who are hired as Health Aides.

The Community Health Aide Program was modeled after a private working relationship between Betty Guy, community health volunteer from Kwethluk and Dr. Harriet Jackson, a private doctor in practice at Bethel. Dr. Jackson volunteered her consultation services to Betty Guy. In later years this would evolve to become what is called "Radio Medical Traffic," which referred to the use of short wave radios to report health care concerns of patients to medical providers. The use of radios compromised the privacy of patients. Today, telephones, computers, telemedicine and fax machines have replaced the radios.

In 1970, YKHC took over management of CHAP. In 1975 YKHC partnered with the Kuskokwim Community College to gain accreditation for the Community Health Aide Program. In 1984, a Statewide Training Curriculum was introduced and adopted. In 1985 State regulations for health aide training were drafted.

Health Aides now are able to obtain certification as Community Health Aide Practitioners by completing required training. The CHAP Program is considered the backbone of services in the villages.

2.5   Community Planning Considerations

While conducting planning and training sessions, Newtok participants shared their thoughts with DHS&EM contractors regarding climate change impacts. The following are some of their observations:

2.5.1   Subsistence Impacts

- Westerly winds and rain bring more flooding.

- Usually flooding in October or November; however, this year, there was no flooding, but one man observed higher water levels.

- Sewage lagoon containment was breached from flooding; there are permits with EPA and ADEC to pump out the effluent from the lagoon into the river, in the spring.

- We used to trap for furs for our coats, but there are fewer animals and you have to go a long way to trap.

- The land is sinking in Newtok.

2.5.2   Economic Impacts

Although the economy of Newtok is based on subsistence, the residents' subsistence activities are greatly affected by rising fuel costs. Rising fuel costs trickle down to rising costs for transportation of food, equipment and materials. The cost of fuel has increased in November 2008 to more than $7/gallon for diesel and gasoline. Fuel costs do not fluctuate in Newtok as much as other communities in Alaska or in the nation, because bulk fuel was ordered when prices were high and fuel was delivered by barge to the village during summer and early fall. The next lower cost fuel deliveries will not come until the next barge, anticipated in summer of 2009. In November 2008, the cost of drinking water in ranged from more than $6/gallon to about $25 for a 2.5 gallon container and by March 2009, the price for water had increased to more than $8/gallon.

2.6   Planning Assumptions

- It should be expected that a disaster, which could be natural, manmade, or technological, may occur with or without warning.

- During catastrophic events, normal emergency services provided by the TPO or the Traditional Council within the affected area will be overwhelmed.

- Response agency employees normally assigned and living within impact areas will attend to their personal family needs, respond according to parent departmental instruction, and coordinate their responses, as necessary, with local officials.

- An Emergency Operations Center (EOC) will be activated within two hours of the decision to do so by Incident Command.

- Telephone and cell phones may not work and email capability/internet service will be degraded.

- The main road may be impassable and all forms of transportation movement will be slowed.

- Community residents will want to be helpful. Volunteers and those offering services for pay will come forward, requiring resourceful leadership.

- The community will not riot or take unlawful advantage of those victimized, or tolerate those who attempt such behavior.

- The community can expect, and must be prepared to carry out, disaster response and short-term actions for at least 72 hours.

- Local government officials recognize their responsibilities for the safety and well-being of the public and will assume these responsibilities in the implementation of this emergency plan.

- Proper implementation of this plan will reduce or prevent disaster-related losses.

3	CONCEPT OF OPERATIONS

3.1   General

Newtok Traditional Council will coordinate all emergencies. In the event of an emergency, the TPO will notify the Traditional Council president, the Traditional Council members, the health aides, the Ayaprun School principal, the Ungusraq Power Company, and the Newtok Search and Rescue coordinator to dispatch volunteers. The Traditional Council president will take the lead as the Incident Commander (IC) and will determine which command staff roles will be activated. The EOC/ICP will be established at either the Community Hall or the Traditional Council pffice building. The IC will also notify the State of Alaska Emergency Coordination Center (SECC) and the Alaska Division of Homeland Security and Emergency Management (DHS&EM) and the Alaska State Troopers. SECC and DHS&EM that the EOC/ICP has been activated.

3.2   Phases of Emergency Management

This plan holds to the emergency management principle of all-hazards planning, which is based on the fact that most responsibilities and functions performed during an emergency are not hazard-specific. This EOP impacts and is informed by activities conducted before and after any emergency operations take place; consequently, a brief description of the four phases of emergency management is provided in Figure 1, below.

Mitigation and Prevention activities seek to eliminate or reduce a disaster's likelihood and/or consequences. They involve actions to protect lives and property from threats as well as long-term activities that lessen the undesirable effects of unavoidable hazards.

Preparedness activities serve to develop and/or enhance the response capabilities that will be needed should an emergency arise. Planning, training, and exercises are the major activities that support preparedness.

Recovery is both a short-term and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public. Long-term recovery focuses on restoring the community to its normal, or improved, state of affairs.

Response is the provision of emergency services during a crisis. These activities help to reduce casualties and damage and speed recovery. Activities include warning, protective actions, rescue, and other such operations. Response is the focus of this EOP.

Figure 1   Phases of Emergency Management

3.3   Preparedness Levels

The preparedness levels for the Newtok EOP are based on the preparedness levels outlined in the State of Alaska Emergency Response Plan for the State Emergency Coordination Center (SECC).

3.3.1   Level 1 – Routine Operations

Level 1 indicates routine operations. Occurring and forecasted events present little if any threat. The TPO and the Traditional Council conduct normal activities.

3.3.2   Level 2 – Heightened Awareness

Level 2 indicates a heightened sense of awareness. Occurring or forecasted events include a potential or present threat. Examples include weather watch/warning, extended search and rescue, and law enforcement action. Events exceed the routine, but responsible offices are able to manage with additional support form commonly used resources.

3.3.3   Level 3 – Local Emergency

Level 3 indicates that an actual event occurred or may be imminent. The local EOC may be activated and a local disaster may be declared. The state may send out an incident management team to react to a local crisis.

3.3.4   Level 4 – Major Emergency

Level 4 operations occur in response to a major life-threatening or property-damaging event. These events will exceed local emergency management capabilities and will require mobilization of statewide emergency resources from agencies in multiple levels of government.

3.3.5   Level 5 – Disaster

Level 5 operations occur in the event of a major loss of life, considerable property or environmental damage, or a significant threat thereof. The event will exceed statewide capability and will require significant mobilization of federal and other resources from outside Alaska.

3.4   Response Priorities

1. **Lifesaving/Self-Preservation:** Protection of community residents from the effects of a disaster is the first priority in emergency response. Residents should be sufficiently prepared to be self-reliant after the initial incident so that responders can provide timely lifesaving services and other critical operations effectively. Self-preservation includes actions taken immediately before, during, and after an event.

2. **Protection of Property:** This focuses on prevention or mitigation of major property damage if results of such damage would likely present an immediate danger to human life.

3. **Reconstitution:** Reconstitution is the recall of critical employees (if the incident occurs during non-working hours) and the collection, inventory, temporary repair, and allocation of local assets to provide maximum prompt, sustained operations in response to a

disaster. This would include activation of the EOC to coordinate emergency response activities.

4. **Emergency Food and Temporary Housing Plan:** Provision of food and temporary housing for disaster victims would become an immediate priority and would be coordinated through the Traditional Council and the Newtok Ayaprun School.

5. **Restoration of Infrastructure:** Restoration of critical infrastructure (utilities, roads, buildings, and so forth) would be a prime concern that would require coordinating local, state, and federal agencies with the community private sector and the Newtok Native Corporation.

6. **Statutory Response:** This includes providing a partial or full range of local services beyond those associated with lifesaving and law enforcement during a disaster.

7. **Recovery:** Key recovery goals include restoring critical infrastructure that was lost or impaired by the effects of the disaster or other emergency, returning to normal operating conditions, and providing non-emergency services to the public.

3.5   Incident Management

3.5.1   Preparedness and Mitigation

The Traditional Council president and his/her staff has a day-to-day obligation to protect their constituents from all threats or hazards including terrorism and natural and technological hazards. To do so, local officials must establish the capability to monitor conditions and analyze information that could signal the start of any of these events.

Information from the Division of Homeland Security and Emergency Management Daily Situation Report, the National Weather Service, the Alaska Volcano Observatory, local law enforcement, and a variety of other sources is available. The Traditional Council president and TPO receive this information daily or, in some cases, when an emergency is imminent.

If the situation has the potential to escalate into a disaster emergency, local officials should:

- Establish and maintain contact with the SECC.

- Verify recall rosters and consider mobilizing the local EOC.

- Consider implementing mitigation measures and prepositioning resources.

- Alert the school principal as soon the potential need for shelter and/or mass care becomes apparent.

- Notify other support departments and agencies as appropriate.

3.5.2 Response

The president of the Newtok Traditional Council, or his/her designee, will need to initiate disaster response operations to save lives, protect property, minimize damage, supply victims with basic human needs, maintain or restore essential services, and protect vital resources and the environment in accordance with this plan.

As illustrated in Figure 2, response actions may include:

- Mobilize first responders and key officials.

- Mobilize EOC staff and activate the EOC.

- Assess the situation, determine required actions, and coordinate them through Event Action Plans.

- If appropriate, establish a Unified Command to direct response efforts.

- Direct an evacuation and sheltering if needed.

- Request certified Damage Assessment Evaluators from the state to the impacted area to evaluate buildings/facilities affected by the disaster.

If the situation warrants, the president or his/her designee will execute a local disaster declaration that will enable emergency procurement procedures in favor of a timely response. If the disaster has the potential to overwhelm local resources, the mayor will forward the local disaster declaration to the SECC accompanied by a request for state assistance for resources. See Appendix B for a sample Disaster Declaration.

Figure 2   **Local Response and Declaration Process**

3.5.3 Recovery

Local officials will notice little decrease in the time it takes to complete their objectives as they move into the short-term recovery phase. Even though immediate life-threatening situations may no longer be an issue, local resources nevertheless may be severely taxed, especially if the disaster was so severe as to result in a disaster declaration from the state and/or the U.S. president.

Local recovery activities may include:

- Prepare to receive damage assessment teams by arranging to make property records available; provide team guides.

- Provide meeting spaces for applicant briefings and designate Disaster Recovery Center facilities.

- Monitor sheltering activities.

- Make reentry decisions based on the Evacuation Plan.

- Initiate debris removal, sanitation, and public health activities.

As recovery operations move into long-term recovery they become more routine and the pace becomes more normal. Emergency recovery activities will be ramped down and the local government structure will absorb recovery activities into its daily business. In some situations the transition to long-term recovery may occur fairly quickly. However, in others, the transition may take weeks, or even months.

3.6   Communications

3.6.1   General

The main forms of communications available in Newtok are telephone, cellular/wireless telephone, satellite phone, facsimile, internet and electronic mail, VHF radio, and two-way radios (walkie-talkies). Telephone service is provided through United Utilities, Inc. Wireless/cellular telephone service is available through GCI. In the event of a loss of telephone or wireless service, there is one satellite phone located at the health clinic. Additionally, runners could be dispatched to households to deliver verbal emergency notifications, particularly for households that do not have radios or telephones.

3.6.2   Disaster Intelligence

In the event of a disaster, or the threat of a disaster, the Newtok Traditional Council, through the Incident Commander, will coordinate directly with the SECC, the DHS&EM (1.800.478.2337), and the AST. DHS&EM no longer maintains a 24-hour SECC; therefore, the state police dispatcher in Fairbanks answers the calls to SECC or DHS&EM and the calls are forwarded to the DHS&EM duty officer. Forwarding the calls to the duty officer will ensure that information is coordinated among agencies and resources outside of Newtok that may be needed to assist the community as the disaster unfolds. Information that may be required during a disaster includes weather, risks, medical issues, geospatial data/GIS, structural design/engineering, toxic contamination levels indicated by monitoring, and utilities and public works information.

3.6.3   Internal Communications

- National Weather Service, Fairbanks, contacts the Newtok Traditional Council office, the TPO, and Alaska State Troopers with severe weather information.

- The Incident Commander (IC) will determine which members of the IMT to call out, and will notify internal entities of the situation.

- The IC or UC will determine the activation and location of the EOC/ICP. This will include assigning individuals to positions within the ICS Command and General staff.

- Once IMT has received a briefing, the IC or Public Information Officer (PIO) will coordinate and provide information internally, including to village residents, and externally.

- The IC or his/her designee will contact the SECC and DHS&EM (1.800.478.2337) in the early stages of the event to advise the state of imminent threat.

- The IC or his/her designee will decide whether a declaration of emergency or evacuation will be communicated internally and externally.

- The IC or his/her designee will coordinate an incident size-up to assess potential damage to property and loss of life; this will include an impact survey of village residents. This information will be communicated to the state and used for emergency or evacuation declaration decision-making.

- The State Disaster Mitigation/Coastal Storm Coordinator will provide information to the IC or UC on state resources that are available through the SECC. The IC will coordinate with the IMT to request resources through appropriate state channels.

- If an evacuation order is issued to village residents, City operations and the EOC will relocate to alternative facilities. This will be communicated by the PIO to the appropriate personnel.

3.6.4   External Communications

- The IC or designated PIO will prepare emergency information for public announcement via VHF radio and via KYUK radio station. The information should indicate a VHF channel to use for emergency only and a telephone number for non-emergencies.

- Other emergency contacts will be made by telephone/internet, as long as those services are available.

- Volunteers may be sent door-to-door to provide critical, time-sensitive information to emergency contacts and community members who do not have a telephone or VHF radio.

- If time permits, flyers will be posted at the Post Office, Washeteria, Toms Store, health clinic, Ayaprun School, the Catholic Church, and the Corporation Store.

| 4 | ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES |

4.1 Organization

The Newtok Traditional Council's normal, day-to-day organizational structures, as well as the services of the TPO and the volunteer search and rescue team described in the emergency management section of the Newtok EOP, will be used to the greatest extent possible during emergencies to assist with planning and execution of evacuation operations.

The normal structure will be modified by the use of the NIMS at individual incidents and in the EOC/ICP. The Traditional Council recognizes the role of the "Principal Federal Official" in the NIMS. The emergency management organization may be expanded to include other agencies and entities.

The Traditional Council departments and agencies will maintain their internal management and reporting structures during emergencies. This is important for the continuation of daily responsibilities, where possible, and the organized allocation of departmental resources.

4.2 Assignment of Responsibilities

The Newtok Traditional Council share emergency preparedness, administrative, response, and recovery responsibilities. State and federal agencies have responsibilities to support local emergency efforts. The specific functional roles and responsibilities for emergency management, response, and recovery are outlined below in the following table in accordance with the emergency functions outlined in the State Emergency Response Plan.

Newtok Emergency Roles and Responsibilities by Function

Key P – Primary Agency S – Supporting Agency	Coordination and Control	Communications	Warning	Public Information	Public Safety	Human Services	Public Works	Natural Resources	Damage Assessment	Mass Casualty	Mass Care and Shelter	Finance and Administration	Recovery
Local Agencies													
Newtok Traditional Council	P	P	P	P	P	P	P	P	P	P	P	P	P
Newtok Native Corporation	S					S			S			S	S
Tribal Police Officer	P	S	P	S	P					P	S		S
Newtok Search and Rescue	P	S	P	P	P					P	S		S
Health Clinic				P		P				P	S		
United Utilities, Inc.		S	S		P		P		P				P
Newtok Ayaprun School						S				S	S		S
Lower Kuskokwim School District						S				S	S		S
DMVA/Department of Homeland Security and Emergency Mgmt.	S	S	S	S	S	S	S	S	S	S	S	S	S
DMVA/Alaska Army National Guard	S	S	S	S	S	S	S	S	S	S	S	S	S
Department of Environmental Conservation			S	S	S			S	S				S
Department of Public Safety/Alaska State Troopers	S	S	S	S	S				S	S	S		S
Department of Health and Social Services/Department of Public Health			S	S	S	S				S	S		S
Denali Commission							S						S
Federal Agencies													
United States Coast Guard	S	S	S	S	S	S		S	S	S	S		
United States Environmental Protection Agency	S		S	S	S	S		S	S		S		S
United States Department of Transportation					S		S		S				S

Newtok Emergency Roles and Responsibilities by Function													
Key **P – Primary Agency** S – Supporting Agency	Coordination and Control	Communications	Warning	Public Information	Public Safety	Human Services	Public Works	Natural Resources	Damage Assessment	Mass Casualty	Mass Care and Shelter	Finance and Administration	Recovery
Federal Aviation Administration					S				S				S

5   DIRECTION AND CONTROL

5.1   General

The IC has overall responsibility for the management of emergencies of all hazards. The Newtok Traditional Council coordinates all emergencies. Currently, the Traditional Council President is designated as the IC, with the Search and Rescue Coordinator as the Deputy IC. During an extended 24-hour operation, the Deputy IC will assume command for day operations and the IC will command night operations. Persons assuming these command staff roles should receive ongoing training to ensure a thorough understanding of ICS. The Newtok Traditional Council should systematically conduct workshops, tabletop exercises, and drills to enhance their preparedness and knowledge, as well as to exercise components of the EOP and Emergency Evacuation Plan.

5.2   Emergency Operations Center

The Newtok Traditional Council does not have dedicated emergency management staff, aside from volunteers that serve at the Newtok Search and Rescue. However, during an emergency event, the Community Hall or Traditional Council office serves as both the Emergency Operations Center (EOC) and the Incident Command Post (ICP) for the community. The community relies on the knowledge of the elders and community leaders who are experienced with search and rescue operations and emergency response. Neighboring villages have provided mutual assistance with emergencies, without any formal agreements.

5.3   Incident Command System

In Alaska, execution of NIMS and ICS is mandatory during an emergency incident. NIMS is a comprehensive, national approach to incident management, applicable to all jurisdictional levels and across functional disciplines. ICS is a standardized, flexible, scalable, all-hazard incident management system designed to be used from the time an incident occurs until the need for management and operations no longer exists. The ICS structure can be expanded or contracted, depending on the incident's changing conditions. The system consists of practices for managing resources and activities during an emergency response. It can be staffed and operated by qualified personnel from any emergency service agency and may involve personnel from a variety of disciplines. Therefore, the system can be used for any type or size of emergency, ranging from a minor incident involving a single unit to a major emergency involving several agencies and spanning numerous jurisdictions. ICS allows agencies to communicate using common terminology and operating procedures. It also allows for effective coordination and allocation of resources throughout an incident's duration.

Newtok Traditional Council has established a command structure, supporting activation and operational procedures, and position checklists compliant with NIMS/ICS.

The use of plain language will be implemented during a multi-jurisdictional emergency response occurring in the community and is essential to public safety, especially the safety of first responders and those affected by the incident. The use of common terminology enables area commanders, state and local EOC personnel, federal operational coordinators, and responders to communicate clearly with each other and to effectively coordinate response activities, regardless of an incident's size, scope, or complexity. The ability of responders from different

jurisdictions and different disciplines to work together depends greatly on their ability to communicate with each other.

In certain instances, more than one ICS position may be managed by a single staff person due to limited personnel and resources available in Newtok. Thus, it is imperative that all primary and alternate EOC staff be trained on ICS functions as well as those in their areas of expertise. Regularly exercising the ICS, including sub-functions and liaison roles with volunteers and other support staff, will improve overall EOC operation efficiency and add depth to existing local emergency management and response organizations.

5.3.1 Command Staff

5.3.1.1 Incident Command/Unified Command

The IC/UC is responsible for the operations of the EOC when it is activated and has overall responsibility for accomplishing the EOC mission. In general, the IC/UC is responsible for:

- Approving and supporting implementation of an Incident Action Plan (IAP);

- Coordinating activities supporting the incident or event;

- Approving release of information through the PIO; and

- Performing the duties of the following command staff if no one is assigned to the position:

  - Safety Officer

  - PIO

  - Liaison Officer

5.3.1.2 Safety Officer

The Safety Officer is generally responsible for:

- Identifying initial hazards, determining personal protective equipment requirements, and defining decontamination areas;

- Implementing site control measures;

- Monitoring and assessing the health and safety of response personnel and support staff (including EOC staff);

- Preparing and implementing a site Health and Safety Plan and updating the IC/UC on safety issues or concerns as necessary; and

- Exercising emergency authority to prevent or stop unsafe acts.

5.3.1.3 Public Information Officer

The PIO will most likely coordinate and manage a larger public information network representing local, regional, and state agencies; tribal entities; political officials; and other community stakeholders. The PIO's duties include:

- Developing and coordinating release of information to incident personnel, media, and the general public;

- Coordinating information sharing among the public information network through the use of a Joint Information System (JIS) and, if applicable, establishing and staffing a Joint Information Center (JIC);

- Implementing information processes with the IC; and

- Conducting and/or managing public information and media briefings and implementing media-monitoring activities.

5.3.1.4 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the local EOC, depending on the type of emergency incident that has occurred (see Figure 3 for an example). Liaisons represent entities and organizations such as hospitals, school districts, tribes, public works/utility companies, and volunteer services such as the American Red Cross. Responsibilities typically associated with a liaison role include:

- Serving as the contact point for local government officials, agency or tribal representatives, and stakeholders;

- Coordinating information and incident updates among interagency contacts, including the public information network; and

- Providing resource status updates and limitations among personnel, capabilities, equipment, and facilities to the IC, government officials, and stakeholders.

Figure 3   Example of an Incident Command Structure for Newtok

5.3.2   General Staff

5.3.2.1 Operations Chief

The Operations Chief position is typically filled by the lead agency managing response activities for a specific type of incident. The Operations Section is organized into functional units representing agencies involved in tactical operations. Thus, typical agencies included in the Operations Section are fire (emergencies dealing with fire, earthquake with rescue, or hazardous materials); law enforcement (incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation-related accidents, and/or criminal investigations); public health officials (contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health); and public works (incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse). Private entities, companies, and NGOs may also support the Operations Section.

The Operations Chief is responsible for:

- Providing organizational support and directing implementation of unit operational plans and field response activities;

- Developing and coordinating tactical operations to carry out the IAP;

- Managing and coordinating various liaisons representing community response partners and stakeholders;

- Directing IAP tactical implementation; and

- Requesting resources needed to support the IAP.

5.3.2.2 Planning Chief

The Planning Section is responsible for forecasting future needs and events of the response effort while ensuring implementation of appropriate procedures and processes. This section is typically supported by four primary units: Resources, Situation, Documentation, and Demobilization. The Planning Chief is responsible for:

- Collecting, evaluating, and distributing information on the incident and providing a status summary;

- Preparing and disseminating the IAP;

- Conducting planning meetings and developing alternatives for tactical operations; and

- Maintaining resource status.

5.3.2.3 Logistics Chief

The Logistics Section is typically supported by the units responsible for Supply, Food, Communications, Medical, Facilities, and Ground Support. Depending on the incident's type and size, these units can be divided into two branches: Service and Support. The Logistics Chief is responsible for:

- Providing and managing resources to meet the needs of incident personnel;

- Managing various coordinators of particular resources, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel;

- Estimating future support and resource requirements; and

- Assisting with development and preparation of the IAP.

5.3.2.4 Finance/Administration

The Finance/Administration Section is specific to the incident type and severity of resulting impacts. In some instances, agencies may not require assistance, or only a specific function of the section may be needed that can be staffed by a technical specialist in the Planning Section. Potential units assigned to this section include Compensation/Claims, Procurement, Cost, and Time. The Finance and Administration Chief is responsible for:

- Monitoring costs related to the incident;

- Maintaining accounting, procurement, and personnel time records; and

- Conducting cost analyses.

Newtok Emergency Operations Plan

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6	ADMINISTRATION, FINANCE, AND LOGISTICS

6.1   Plan Administration

Newtok's governing entity consists of the Newtok Traditional Council. For the purpose of emergency management, the Traditional Council will be the point of contact with the State of Alaska SECC and DHS&EM. All financial tracking and resource support will be done through the Traditional Council, with oversight from the appropriate assigned ICS General Staff positions (Finance/Administration, Operations, Planning, and Logistics).

6.2   Plan Development and Maintenance

The Newtok Traditional Council is responsible for development and maintenance of this plan. Any changes or modifications to this plan must be made with the coordination and approval of senior officials of the Traditional Council. Modifications to this plan should be signed and dated by senior officials of the Traditional Council. See page vii for Record of Plan Changes and page viii for Record of Distribution.

6.3   Training and Exercises

All members serving in positions within the ICS for responses to all hazards in Newtok should receive, at minimum, ICS 100, 200, 300, and 400 and NIMS 700 and 800 courses. Once the EOP, EEP, and Continuity of Operations Plan are approved, the Traditional Council should develop exercises to test elements of the plans. Beginning with either a workshop or a tabletop exercise and building up to a full-scale exercise deploying equipment and personnel, these exercises and/or drills will help prepare Newtok for all emergencies, regardless of the scale.

The TPO and Search and Rescue volunteers should receive instructions on deployment of all fire-fighting equipment, including pumps and hoses. They should conduct drills deploying hoses and pumps, although the severity of water shortage in the village would prohibit drawing water during exercises.

Other recommended training:

- Occupational Safety and Health Association's (OSHA's) Hazardous Waste Operations and Emergency Response (HAZWOPER) 40-hour Certification Course or at minimum the 24-hour Certification Course

- Annual Refresher Courses for HAZWOPER

- First Aid and cardio-pulmonary resuscitation (CPR)

Newtok Emergency Operations Plan

Newtok Emergency Operations Plan

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7   AUTHORITIES AND REFERENCES

LOCAL

- Newtok Transportation Plan, ASCG, Inc., December 2001.
- Newtok Local Hazard Mitigation Plan, March 2008.
- Newtok Planning Group website,
  http://www.commerce.state.ak.us/dca/planning/npg/Newtok_Planning_Group.htm

STATE

- Recommendations Report to the Governor's Subcabinet on Climate Change, Final Report from the Immediate Action Workgroup, April 17, 2008. (A new report should be out soon; a draft was discussed on February 23, 2009.)

- 2007 Alaska State All-Hazard Mitigation Plan, November 13, 2007

- Alaska Statutes, Title 26. Military Affairs, Veterans, and Disasters, Chapter 23. Disasters, Section 135, Emergency Management Assistance Compact

- Alaska Statute 18.60.120 Search and Rescue Parties

- Alaska State Emergency Response Plan, 2004

- Small Community Template for EOP, DHS&EM website

FEDERAL

- Local and Tribal NIMS Integration, Integrating the National Incident Management System into Local and Tribal Emergency Operations Plans and Standard Operating Procedures, Version 1.0, U.S. Department of Homeland Security

- Producing Emergency Plans: A Guide for All-Hazard Emergency Operations Planning for State, Territorial, Local, and Tribal Governments, INTERIM Version 1.0, August 1, 2008

- NIMS Implementation Matrix for Tribal and Local Jurisdictions (October 1, 2006– September 30, 2007)

- Comprehensive Planning Guide 101, Developing and Maintaining State, Territorial, Tribal, and Local Government Emergency Plans, FEMA, March 2009.

Newtok Emergency Operations Plan

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8   APPENDICES

Appendix A   Memorandum of Understanding

Appendix B   Sample Disaster Declaration

Appendix C   ICS Forms

Appendix D   EOC Position Guides

Appendix E   Glossary

Appendix F   Incident Management Team Organization Chart

Newtok Emergency Operations Plan

Newtok Emergency Operations Plan

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APPENDIX A   MEMORANDUM OF UNDERSTANDING

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**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE NEWTOK TRADITIONAL COUNCIL AND
THE NEWTOK NATIVE CORPORATION
FOR DISASTER COORDINATION AND EMERGENCY MANAGEMENT
AND PREPAREDNESS**

I.   Purpose

This Memorandum of Understanding (MOU) between the Newtok Traditional Council and the Newtok Native Corporation (Corporation) is an agreement to work cooperatively and to provide mutual assistance in the areas of disaster response and emergency preparedness. Together, the Newtok Traditional Council and the Corporation will work to protect human health, property, and the environment within and around the community of Newtok.

II.   Mission

II.1   The Newtok Traditional Council is the federally-recognized, single governing entity. The Traditional Council president is directed by a seven-member council.

II.2   The Newtok Traditional Council works closely with state agencies and the Tribal Administrator manages operations under the direction of the President and the Council. The Traditional Council operates a water and sewer haul system, and solid waste disposal. The Ungusraq Power Company provides power to the village, with the exception of the school. The Newtok Local Hazard Mitigation Plan, dated March 12, 2008 states that the public washeteria closed in 2000 because of "obsolete power lines to the washeteria . . ." Additionally, the village power supply was inadequate to support the needs of the entire village.

The Traditional Council operates the Newtok Health Clinic for the Yukon-Kuskokwim Health Corporation and the TPOs provide the only local law enforcement. The Traditional Council is constructing a new wastewater treatment plant.

II.3   The Newtok Ayaprun School has its own power and water supply. Water is treated and stored in a 35,000 gallon tank. Currently, the school is constructing a new water treatment plant in Newtok. The school was designed as a modular facility and built in the late 1990s to accommodate the move to a new village site. Although the village relocation is not anticipated for several years, the school building is near its half life. The Lower Kuskokwim School District's Plant Facilities Department is faced with determining whether the building will survive its deconstruction, the move and storage over the winter at the new site, and then reconstruction of the school at Mertarvik,

II.4   On December 18, 1971, Congress passed the Alaska Native Claims Settlement Act (ANCSA), which provided for the creation of 210 Village Corporations and 13 Regional Corporations as profit-making land-holding corporations. Under the terms of ANCSA, the Newtok Native Corporation is entitled to more than 92,000 acres of surface estate. Very little of the land owned by the Newtok Corporation has been subdivided. The Corporation consists of a president, general manager, seven-member board, and shareholders. The Corporation owns surface and subsurface rights to the land.

III.   Background

III.1   Residents speak of the land sinking. In the past 30 years, the village of Newtok has experienced progressive erosion and inundation of the north bank of the Ninglick River. A 1983 erosion assessment by Woodward-Clyde Consultants determined that between 1957 and 1983, the Ninglick River had eroded at an average annual rate of 19-88 feet and if the erosion could not be slowed, community structures would be endangered within the next 25-30 years. The impacts from erosion includes flooding emergencies that resulted in state and federal declared disasters and the emergency evacuation of residents.

III.2   In 1994, the Traditional Council initiated a relocation planning process in response to the village's progressing erosion problem. The Planning Group began the work to evaluate potential relocation sites for the village and in 2000, the Newtok Traditional Council hired Arctic Slope Consulting Group (ASCG) to assist in the development of relocation plans through funding provided by the BIA and the U.S. Army Corps of Engineers (USACE). These early planning efforts resulted in three reports: 1) Newtok Background for Relocation Report (ASCG); 2) Preliminary Geotechnical Overview (USACE); and 3) Newtok Transportation Plan (ASCG).

III.3   Newtok has experienced increasingly frequent weather events, coastal erosion, and flooding emergencies that have resulted in state and federal declared disasters and the emergency evacuation of residents. These events have been attributed by climate scientists to direct impacts of climate change. In December 2003, Newtok was identified by the United States Government Accounting Office as one of nine villages affected by flooding or erosion (GAO-04-142). Of the nine villages, four are planning to relocate. The Sub-Cabinet on Climate Change: Immediate Action Workgroup identified six communities as in greatest peril due to climate change; this list included Newtok.

III.4   In September 2007, Governor Sarah Palin signed Administrative Order No. 238. This order formed the Governor's Sub-Cabinet on Climate Change, which is charged with preparing and implementing an Alaska Climate Change Strategy and developing appropriate measures and policies to prepare communities in Alaska for the anticipated impacts from climate change.

III.5   The Sub-Cabinet formed an Immediate Action Workgroup (IAW) to assess and develop an action plan; to address climate change impacts on coastal and other vulnerable communities in Alaska; and to develop a Recommendations Report to the Governor's Sub-Cabinet on Climate Change. The report recommended some immediate actions should be taken within the next 12 to 18 months, and tasked the Division of Homeland Security and Emergency Management (DHS&EM) to develop a comprehensive suite of plans for the six communities in peril. The Newtok Emergency Operations Plan (EOP), a continuity of operations annex, and an emergency evacuation plan are part of the comprehensive suite of plans.

IV.   Recitals

IV.1   The Newtok Traditional Council coordinates with the State Emergency Coordination Center (SECC) during disaster emergencies on behalf of the community of Newtok.

IV.2   The Newtok Traditional Council represents a federally recognized Alaska Native tribe and governing body of tribal members of Newtok. The Traditional Council office will be used as an Emergency Operations Center or Incident Command Post, in an emergency event.

IV.3   The Newtok Native Corporation owns the Corporation store which could provide resources to the community in the event of a disaster emergency.

IV.4   It would be mutually beneficial for the Traditional Council and the Newtok Native Corporation to cooperate in emergency management preparedness planning and training, and in coordinating their respective responses in the event of a disaster emergency.

IV.5   If a disaster emergency overwhelms the resources available in the community of Newtok, the Traditional Council will contact the SECC at 1-800-478-2337 for assistance on behalf of the community.

IV.6   Representatives from the Traditional Council and Native Corporation successfully completed training courses for NIMS 700 and 800 and ICS 100 and 200 in November 2008. Community representatives also completed ICS 300 in January 2010. Due to time constraints, they did not complete the ICS 400 course; however, much of the concepts for ICS 400 are not applicable for this community.

IV.7   Once the comprehensive suite of plans is completed, the City and the IRA Council will benefit from additional emergency management training and exercises to test the Newtok Emergency Operations Plan and Emergency Evacuation Plan. The scope and extent of the additional training and exercises will be determined by the City and the IRA Council.

IV.8   The Traditional Council may research and apply for emergency management grants or other funding, including for acquiring equipment or establishing programs, as they deem appropriate. It is not the intent of this agreement to provide for joint ownership of any property, and any equipment will be owned by either the City or the IRA Council.

IV.9   No separate entity is created by this agreement. This agreement shall be administered by the respective councils for the City and the IRA Council.

IV.10   This agreement shall be effective upon its execution by the authorized representatives of the Newtok Traditional Council and the Newtok Native Corporation, and shall remain in full force and effect until terminated by either party by giving __ days' written notice to each party.

NEWTOK TRADITIONAL COUNCIL	**NEWTOK NATIVE CORPORATION**
Moses Carl, President	Larry Charles, CEO
Newtok Traditional Council	Newtok Native Corporation
Date:	Date:

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APPENDIX B   SAMPLE DISASTER DECLARATION

WHEREAS, commencing on [*INSERT DATE*], Newtok, Alaska, sustained severe losses and threats to life and property from [*DESCRIBE EVENT OR SITUATION*]; and,

WHEREAS, Newtok is a political subdivision within the [*INSERT BOROUGH*] and the State of Alaska; and,

WHEREAS, the following conditions exist as a result of the disaster emergency [*DESCRIBE THE EVENT AND ITS IMPACTS, DAMAGES, ETC.*]; and,

WHEREAS, the severity and magnitude of the emergency requires an immediacy of response that necessitates suspension of the [*CITE ANY EXISTING FISCAL CONSTRAINTS ON PURCHASING*];

THEREFORE, be it resolved pursuant to Alaska Statute 26.23.140 that the president of the Newtok Traditional Council does declare a Disaster Emergency to exist in Newtok, Alaska.

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NEWTOK TRADITIONAL COUNCIL

</div>

Moses Carl, President
Newtok Traditional Council

Date:

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APPENDIX C   ICS FORMS

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ICS Form 201

INCIDENT BRIEFING	1. Incident Name	2. Date Prepared	3. Time Prepared

4. Map Sketch

	5. Prepared by (Name and Position)
ICS 201 Page 1 of 4	

6. Summary of Current Actions
ICS 201   Page 2 of 4

7. Current Organization

ICS 201	Page 3 of 4

8. Resources Summary				
Resources Ordered	**Resource Identification**	**ETA**	**On Scene**	**Location/Assignment**
ICS 201	Page 4 of 4			

ICS Form 202

INCIDENT OBJECTIVES	**1. INCIDENT NAME**	**2. DATE**	**3. TIME**

4. OPERATIONAL PERIOD (DATE/TIME)

5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)

6. WEATHER FORECAST FOR OPERATIONAL PERIOD

7. GENERAL SAFETY MESSAGE

8. Attachments (☑ if attached)

☐ **Organization List (ICS 203)**   ☐ **Medical Plan (ICS 206)**   ☐   Weather Forecast

☐ **Assignment List (ICS 204)**   ☐ **Incident Map**   ☐   _____

☐ **Communications Plan (ICS 205)**   ☐ **Traffic Plan**   ☐   _____

9. PREPARED BY (PLANNING SECTION CHIEF)	**10. APPROVED BY (INCIDENT COMMANDER)**

Organization Assignment List, ICS Form 203

ORGANIZATION ASSIGMENT LIST		1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
POSITION	NAME	4. OPERATIONAL PERIOD (DATE/TIME)		
5. INCIDENT COMMAND AND STAFF		**9. OPERATIONS SECTION**		
INCIDENT COMMANDER		CHIEF		
DEPUTY		DEPUTY		
SAFETY OFFICER		a. BRANCH I- DIVISION/GROUPS		
INFORMATION OFFICER		BRANCH DIRECTOR		
LIAISON OFFICER		DEPUTY		
		DIVISION/GROUP		
6. AGENCY REPRESENTATIVES		DIVISION/ GROUP		
AGENCY	**NAME**	DIVISION/ GROUP		
		DIVISION/GROUP		
		DIVISION /GROUP		
		b. BRANCH II- DIVISIONS/GROUPS		
		BRANCH DIRECTOR		
		DEPUTY		
		DIVISION/GROUP		
7. PLANNING SECTION		DIVISION/GROUP		
CHIEF		DIVISION/GROUP		
DEPUTY		DIVISION/GROUP		
RESOURCES UNIT				
SITUATION UNIT		c. BRANCH III- DIVISIONS/GROUPS		
DOCUMENTATION UNIT		BRANCH DIRECTOR		
DEMOBILIZATION UNIT		DEPUTY		
TECHNICAL SPECIALISTS		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
8. LOGISTICS SECTION		d. AIR OPERATIONS BRANCH		
CHIEF		AIR OPERATIONS BR. DIR.		
DEPUTY		AIR TACTICAL GROUP SUP.		
		AIR SUPPORT GROUP SUP.		
		HELICOPTER COORDINATOR		
a. SUPPORT BRANCH		AIR TANKER/FIXED WING CRD.		
DIRECTOR				
SUPPLY UNIT				
FACILITIES UNIT				
GROUND SUPPORT UNIT		**10. FINANCE/ADMINISTRATION SECTION**		
		CHIEF		
		DEPUTY		
b. SERVICE BRANCH		TIME UNIT		
DIRECTOR		PROCUREMENT UNIT		
COMMUNICATIONS UNIT		COMPENSATION/CLAIMS UNIT		
MEDICAL UNIT		COST UNIT		
FOOD UNIT				
PREPARED BY (RESOURCES UNIT)				

Sample Assignment List, ICS Form 204

1. BRANCH	2. DIVISION/GROUP	**ASSIGNMENT LIST**
3. INCIDENT NAME		4. OPERATIONAL PERIOD DATE _____ TIME _____

5. OPERATIONAL PERSONNEL		
OPERATIONS CHIEF _____ BRANCH DIRECTOR _____	DIVISION/GROUP SUPERVISOR AIR TACTICAL GROUP SUPERVISOR _____	

6. RESOURCES ASSIGNED TO THIS PERIOD

STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	PICKUP PT./TIME	DROP OFF PT./TIME

7. CONTROL OPERATIONS

8. SPECIAL INSTRUCTIONS

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL				SUPPORT	LOCAL			
	REPEAT					REPEAT			
DIV./GROUP TACTICAL					GROUND TO AIR				

PREPARED BY (RESOURCE UNIT LEADER)	APPROVED BY (PLANNING SECT. CH.)	DATE	TIME

Sample Incident Communications Plan, ICS Form 205

INCIDENT RADIO COMMUNICATIONS PLAN		1. Incident Name	2. Date/Time Prepared	3. Operational Period Date/Time

4. Basic Radio Channel Utilization					
System/Cache	Channel	Function	Frequency/Tone	Assignment	Remarks

5. Prepared by (Communications Unit)

MEDICAL PLAN **ICS 206**	1. Incident Name	2. Date Prepared	3. Time Prepared	4. Operational Period

5. Incident Medical Aid Station		

Medical Aid Stations	Location	Paramedics Yes No

6. Transportation

A. Ambulance Services

Name	Address	Phone	Paramedics Yes No

B. Incident Ambulances

Name	Location	Paramedics Yes No

7. Hospitals

Name	Address	Travel Time Air Ground	Phone	Helipad Yes No	Burn Center Yes No

8. Medical Emergency Procedures

Prepared by (Medical Unit Leader)	10. Reviewed by (Safety Officer)

Incident Commander

| Safety Officer |
| Liaison Officer or Agency Representative |
| Information Officer |

Incident Name _____
Operational Period _____
Date _____   Time _____

Operations Section Chief

Planning Section Chief

Logistics Section Chief

Finance Section Chief

Staging Area Manager

Branch Director

Branch Director

Air Operations Director

Resources Unit Leader

Communications Unit Leader

Supply Unit Leader

Time Unit Leader

Division/Group Supervisor

Division/Group Supervisor

Air Support Supervisor

Air Attack Supervisor

Situation Unit Leader

Medical Unit Leader

Facilities Unit Leader

Procurement Unit Leader

Division/Group Supervisor

Division/Group Supervisor

Helibase Manager

Helicopter Coordinator

Demobilization Unit Leader

Food Unit Leader

Ground Support Unit Leader

Comp/Claims Unit Leader

Division/Group Supervisor

Division/Group Supervisor

Helispot Manager

Air Tanker Coordinator

Documentation Unit Leader

Security Unit Leader

Cost Unit Leader

Division/Group Supervisor

Division/Group Supervisor

Fixed Wing Base Coordinator

Technical Specialists

Division/Group Supervisor

Division/Group Supervisor

ICS 207

NFES 1332

ICS Form 211

INCIDENT CHECK-IN LIST	1. Incident Name	2. Check-In Location (complete all that apply)					3. Date/Time

Check one:

☐ Personnel   ☐ Handcrew   ☐ Misc.
☐ Engines   ☐ Dozers
☐ Helicopters   ☐ Aircraft

2. Check-In Location (complete all that apply): ☐ Base   ☐ Camp   ☐ Staging Area   ☐ ICP Restat   ☐ Helibase

Check-In Information

4. List Personnel (overhead) by Agency & Name -OR- List equipment by the following format:					5. Order/Request Number	6. Date/ Time Check-In	7. Leader's Name	8. Total No. Personnel	9. Manifest		10. Crew or Individual's Weight	11. Home Base	12. Departure Point	13. Method of Travel	14. Incident Assignment	16. Other Qualifications	16. Sent to RESTAT Time/Int
Agency	Single	Kind	Type	I.D. No/Name					Yes	No							

Page ___ of ____

17. Prepared by (Name and Position) *Use back for remarks or comments*

ICS 213

GENERAL MESSAGE		
TO:	POSITION:	
FROM:	POSITION:	
SUBJECT:	DATE:	TIME:
MESSAGE:		
SIGNATURE:	POSITION:	
REPLY:		

DATE:	TIME:	SIGNATURE/POSITION:

ICS 214

UNIT LOG	1. Incident Name	2. Date Prepared	3. Time Prepared
	5. Unit Leader (Name and Position)		6. Operational Period
4. Unit Name/Designators			

7.   Personnel Roster Assigned

Name	ICS Position	Home Base

8.   Activity Log

Time	Major Events

9. Prepared by (Name and Position)

ICS Form 215

OPERATIONAL PLANNING WORKSHEET		1. Incident Name	2. Date Prepared Time Prepared	3. Operational Period (Date/Time)

4. Division/Group or Other Location	5. Work Assignments		Resource by Type (Show Strike Team as ST)																6. Reporting Location	7. Requested Arrival Time
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
		Req																		
		Have																		
		Need																		
		Req																		
		Have																		
		Need																		
		Req																		
		Have																		
		Need																		
9. Total Resources - Single		Req																		
		Have																		
		Need																		
Total Resources - Strike Teams		Req																	Prepared by (Name and Position)	
		Have																		
		Need																		

Incident Action Plan Safety & Risk Analysis Form, ICS 215A

INCIDENT ACTION PLAN SAFETY ANALYSIS	1. Incident Name		2. Date	3. Time
Division or Group	**Potential Hazards**		**Mitigations (e.g., PPE, buddy system, escape routes)**	
	Type of Hazard: / Type of Hazard: / Type of Hazard: / Type of Hazard: / Type of Hazard: / Type of Hazard: / Type of Hazard: / Type of Hazard:			
Prepared by (Name and Position)				

RADIO REQUIREMENTS WORKSHEET			1. Incident Name					2. Date			3. Time
4. Branch			**5. Agency**			**6. Operational Period**			**7. Tactical Frequency**		
8. Division/Group			Division/Group			Division/Group			Division/Group		
Agency			Agency			Agency			Agency		
9. Agency	ID No.	Radio Requirements	Agency	ID No.	Radio Requirements	Agency	ID No.	Radio Requirements	Agency	ID No.	Radio Requirements
ICS 216 Page ___of ____			10. Prepared by (Name and Position)								

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SUPPORT VEHICLE INVENTORY (Use separate sheet for each vehicle category)		1. Incident Name	2. Date Prepared		3. Time Prepared	

Vehicle Category:	☐ Buses	☐ Dozers	☐ Engines	☐ Lowboys	☐ Pickups/Sedans	☐ Tenders	☐ Other

Vehicle/Equipment Information								
Resource Order No. "E" Number	Incident ID No.	Vehicle Type	Vehicle Make	Capacity Size	Agency/Owner	Vehicle License Rig Number	Location	Release Time

ICS 218 Page ___of ____	5. Prepared by (Ground Support Unit)

SUPPORT VEHICLE INVENTORY (Use separate sheet for each vehicle category)		1. Incident Name	2. Date Prepared	3. Tim

Vehicle Category: ☐ Buses ☐ Dozers ☐ Engines ☐ Lowboys ☐ Pickups/Sedans

Vehicle/Equipment Information							
Resource Order No. "E" Number	Incident ID No.	Vehicle Type	Vehicle Make	Capacity Size	Agency/Owner	Vehicle License Rig Number	
ICS 218 Page ___of ____		5. Prepared by (Ground Support Unit)					

Shaktoolik Emergency Operations Plan

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APPENDIX D   EOC POSITION GUIDES

Shaktoolik Emergency Operations Plan

Shaktoolik Emergency Operations Plan

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APPENDIX D-1   INCIDENT COMMANDER CHECKLIST

Incident Commander Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	**Task**
☐	1. Ensure welfare and safety of incident personnel.
☐	2. Supervise Command and General Staff.
☐	3. Obtain initial briefing from current Incident Commander and agency administrator.
☐	4. Assess incident situation:

- Review the current situation status and initial incident objectives. Ensure that all local, State and Federal agencies impacted by the incident have been notified.

☐	5. Determine need for, establish, and participate in Unified Command.
☐	6. Authorize protective action statements, as necessary.
☐	7. Activate appropriate Command and General Staff positions. Safety Officer must be appointed on hazardous materials incidents:

- Confirm dispatch and arrival times of activated resources.
- Confirm work assignments.

☐	8. Brief staff:

- Identify incident objectives and any policy directives for the management of the incident.
- Provide a summary of current organization.
- Provide a review of current incident activities.
- Determine the time and location of first Planning Meeting.

☐	9. Determine information needs and inform staff of requirements.
☐	10. Determine status of disaster declaration and delegation of authority.

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Incident Commander Position Checklist

☐ 11. Establish parameters for resource requests and releases:

  - Review requests for critical resources.

  - Confirm who has ordering authority within the organization.

  - Confirm those orders that require Command authorization.

☐ 12. Authorize release of information to the media:

  - If operating within a Unified Command, ensure all Incident Commanders approve release.

☐ 13. Establish level of planning to be accomplished:

  - Written Incident Action Plan (IAP).

  - Contingency planning.

  - Formal Planning Meeting.

☐ 14. Ensure Planning Meetings are conducted as indicated:

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

Incident Commander Position Checklist

☐   15. Approve and authorize implementation of the IAP:

- Review IAP for completeness and accuracy.
- Verify that objectives are incorporated and prioritized.
- Sign ICS Form 202.

☐   16. Ensure Command and General Staff coordination:

- Periodically check progress on assigned tasks of Command and General Staff personnel.
- Approve necessary changes to strategic goals and IAP.
- Ensure that Liaison Officer is making periodic contact with participating agencies.

☐   17. Work with agency staff to declare state of emergency according to agency protocol.

☐   18. Keep agency administrator informed on incident-related problems and progress.

APPENDIX D-2   PUBLIC INFORMATION OFFICER CHECKLIST

Public Information Officer Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	**Task**

☐ 1. Obtain briefing from Incident Commander:

- Determine current status of Incident (ICS Form 209 or equivalent).

- Identify current organization (ICS Forms 201 and 203, resource lists, etc.).

- Determine point of contact for media (scene or Command Post).

- Determine current media presence.

☐ 2. Participate in Administrative Officer's briefing:

- Determine constraints on information process.

- Determine pre-existing agreements for information centers, Joint Information Centers (JICs), etc.

☐ 3. Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard, or which may need advance notice in order to shut down processes.

☐ 4. Coordinate the development of door-to-door protective action statements with Operations.

☐ 5. Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement:

Sample Initial Information Summary

We are aware that an *[accident/incident]* involving *[type of incident]* occurred at approximately *[time]*, in the vicinity of *[general location]*. *[Agency personnel]* are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at *[location]*, and will notify the press at least ½ hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.

Public Information Officer Position Checklist

☐   6. Arrange for necessary work space, materials, telephones, and staff. Consider assigning Assistant Public Information Officers to:

- Joint Information Center (JIC).

- Field (scene) Information.

- Internal Information.

☐   7. Establish contact with local and national media representatives, as appropriate.

☐   8. Establish location of Information Center for media and public away from Command Post.

☐   9. Establish schedule for news briefings.

☐   10. Coordinate, with Logistics, the activation and staffing of message center "rumor control" lines to receive requests and answer questions from the public. Provide statement to operators.

☐   11. Obtain current incident status reports from Planning Section; coordinate a schedule for updates.

☐   12. Observe constraints on the release of information imposed by the Incident Commander and according to agency guidance.

☐   13. Obtain approval for information release from Incident Commander:

- Confirm details to ensure no conflicting information is released.

- Identify site and time for press briefings, and confirm participation by other Incident Management Team (IMT) members.

☐   14. Release news to media, and post information in Command Post and other appropriate locations.

☐   15. Record all interviews and copy all news releases:

- Contact media to correct erroneous or misleading information being provided to the public via the media.

Public Information Officer Position Checklist

☐   16. Update off-incident agency personnel on a regular basis:

- Utilize electronic mail for agency updates.

- Establish phone line in the Command Post dedicated to internal communications to update agency personnel.

- Provide standard statement which can be given to general requests for information.

☐   17. Coordinate information releases with information staff from other impacted agencies and jurisdictions:

- Ensure that information provided to the public is consistent across jurisdictional boundaries, when appropriate.

☐   18. Attend Planning Meetings:

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

☐   19. Respond to special requests for information.

☐   20. Provide all news releases, bulletins, and summaries to Documentation Unit to be included in the final incident package.

☐   21. Confirm the process for the release of information concerning incident-related injuries or deaths.

☐   22. Document all activity on Unit Log (ICS Form 214).

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APPENDIX D-3   SAFETY OFFICER CHECKLIST

Safety Officer Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	**Task**
☐	1. Obtain briefing from Incident Commander and/or from initial on-scene Safety Officer.
☐	2. Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available, and being used.
☐	3. Staff and organize function, as appropriate:

- In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline.

- Multiple high-risk operations may require an Assistant Safety Officer at each site.

- Request additional staff through incident chain of command.

✓	**Task**
☐	4. Identify potentially unsafe acts.
☐	5. Identify corrective actions and ensure implementation. Coordinate corrective action with Command and Operations.
☐	6. Ensure adequate sanitation and safety in food preparation.
☐	7. Debrief Assistant Safety Officers prior to Planning Meetings.
☐	8. Prepare Incident Action Plan Safety and Risk Analysis (USDA ICS Form 215A).
☐	9. Participate in Planning and Tactics Meetings:

- Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.

- Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.

✓	**Task**
☐	10. Attend Planning meetings:

Safety Officer Position Checklist

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

☐ 11. Participate in the development of Incident Action Plan (IAP):

- Review and approve Medical Plan (ICS Form 206).

- Provide Safety Message (ICS Form 202) and/or approved document.

- Assist in the development of the "Special Instructions" block of ICS Form 204, as requested by the Planning Section.

☐ 12. Investigate accidents that have occurred within incident areas:

- Ensure accident scene is preserved for investigation.

- Ensure accident is properly documented.

- Coordinate with Incident Compensation and Claims Unit Leader, agency Risk Manager, and Occupational Safety and Health Administration (OSHA).

- Prepare accident report as per agency policy, procedures, and direction.

- Recommend corrective actions to Incident Commander and agency.

☐ 13. Coordinate critical incident stress, hazardous materials, and other debriefings, as necessary.

☐ 14. Document all activity on Unit Log (ICS Form 214).

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APPENDIX D-4   LIAISON OFFICER CHECKLIST

Liaison Officer Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	**Task**

☐	1. Obtain briefing from Incident Commander:
	
	   ▪ Obtain summary of incident organization (ICS Forms 201 and 203).
	
	   ▪ Determine companies/agencies/non-governmental organizations already involved in the incident, and whether they are assisting (have tactical equipment and/or personnel assigned to the organization), or cooperating (operating in a support mode "outside" the organization).

☐	2. Obtain cooperating and assisting agency information, including:
	
	   ▪ Contact person(s).
	
	   ▪ Radio frequencies.
	
	   ▪ Phone numbers.
	
	   ▪ Cooperative agreements.
	
	   ▪ Resource type.
	
	   ▪ Number of personnel.
	
	   ▪ Condition of personnel and equipment.
	
	   ▪ Agency constraints/limitations.

☐	3. Establish workspace for Liaison function and notify agency representatives of location.
☐	4. Contact and brief assisting/cooperating agency representatives and mutual aid cooperators.
☐	5. Interview agency representatives concerning resources and capabilities, and restrictions on use-provide this information at planning meetings.
☐	6. Work with Public Information Officer and Incident Commander to coordinate media releases associated with inter-governmental cooperation issues.

Liaison Officer Position Checklist

<div style="display:flex">

☐ 7. Monitor incident operations to identify potential inter-organizational problems. Keep
          Command apprised of such issues:

   ▪ Bring complaints pertaining to logistical problems, inadequate communications, and
      strategic and tactical direction to the attention of Incident Management Team (IMT).

☐ 8. Participate in Planning Meetings:

</div>

Sample Planning Meeting Agenda

Agenda Item		Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

☐ 9. Document all activity on Unit Log (ICS Form 214).

APPENDIX D-5   OPERATIONS SECTION CHIEF CHECKLIST

Operations Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	**Task**

1. Obtain briefing from Incident Commander:

   ▪ Determine incident objectives and recommended strategies.

   ▪ Determine status of current tactical assignments.

   ▪ Identify current organization, location of resources, and assignments.

   ▪ Confirm resource ordering process.

   ▪ Determine location of current Staging Areas and resources assigned there.

2. Organize Operations Section to ensure operational efficiency, personnel safety and adequate span of control.

3. Establish operational period.

4. Establish and demobilize Staging Areas.

5. Attend Operations Briefing and assign Operations personnel in accordance with Incident Action Plan (IAP):

   ▪ Brief Staging Area Manager on types and numbers of resources to be maintained in Staging.

   ▪ Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.

6. Develop and manage tactical operations to meet incident objectives.

Operations Section Chief Position Checklist

☐   7. Assess life safety:

- Adjust perimeters, as necessary, to ensure scene security.

- Evaluate and enforce use of appropriate protective clothing and equipment.

- Implement and enforce appropriate safety precautions.

☐   8. Evaluate situation and provide update to Planning Section:

- Location, status, and assignment of resources.

- Effectiveness of tactics.

- Desired contingency plans.

☐   9. Determine need and request additional resources.

☐   10. Notify Resources Unit of Section Branches, Divisions/Groups, Strike Teams/Task Forces, and single resources which are staffed, including location of resources and names of leaders.

☐   11. Keep Resources Unit up to date on changes in resource status.

☐   12. Write formal Operations portion of IAP with the Planning Section Chief, if so directed by the Incident Commander:

- Identify assignments by Division or Group.

- Identify specific tactical assignments.

- Identify resources needed to accomplish assignments.

Operations Section Chief Position Checklist

☐   13. Ensure coordination of the Operations Section with other Command and General Staff:

- Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as appropriate.

- Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process.

- Notify Logistics of communications problems.

- Keep Planning up-to-date on resource and situation status.

- Notify Liaison Officer of issues concerning cooperating and assisting agency resources.

- Keep Safety Officer involved in tactical decision-making.

- Keep Incident Commander apprised of status of operational efforts.

- Coordinate media field visits with the Public Information Officer.

☐   14. Attend the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments.

☐   15. Attend Planning Meetings:

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

☐   16. Hold Section meetings, as necessary, to ensure communication and coordination among Operations Branches, Divisions, and Groups.

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APPENDIX D-6   LOGISTICS SECTION CHIEF CHECKLIST

Logistics Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Branch Director or Unit Leader.

✓	**Task**

	1. Obtain briefing from Incident Commander:

- Review situation and resource status for number of personnel assigned to incident.

- Review current organization.

- Determine which incident facilities have been/should be activated.

	2. Ensure Incident Command Post and other incident facilities are physically activated, as appropriate.
	3. Confirm resource ordering process.
	4. Assess adequacy of current Incident Communications Plan (ICS Form 205).
	5. Organize and staff Logistics Section, as appropriate, and consider the need for facility security, and Communication and Supply Units.
	6. Assemble, brief, and assign work locations and preliminary work tasks to Section personnel:

- Provide summary of emergency situation.

- Provide summary of the kind and extent of Logistics support the Section may be asked to provide.

	7. Notify Resources Unit of other Units activated, including names and location of assigned personnel.

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Logistics Section Chief Position Checklist

☐   8. Attend Planning Meetings:

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

☐   9. Participate in preparation of Incident Action Plan (IAP):

- Provide input on resource availability, support needs, identified shortages, and response time-lines for key resources.

- Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.

- Ensure Incident Communications Plan (ICS Form 205) is prepared.

- Ensure Medical Plan (ICS Form 206) is prepared.

- Assist in the preparation of Transportation Plan.

☐   10. Review IAP and estimate section needs for next operational period; order relief personnel if necessary.

☐   11. Research availability of additional resources.

☐   12. Hold Section meetings, as necessary, to ensure communication and coordination among Logistics Branches and Units.

☐   13. Ensure coordination between Logistics and other Command and General Staff.

☐   14. Ensure general welfare and safety of Section personnel.

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Logistics Section Chief Position Checklist

<table>
<tr><td>☐</td><td>15. Provide briefing to relief on current activities and unusual situations.</td></tr>
<tr><td>☐</td><td>16. Ensure that all personnel observe established level of operational security.</td></tr>
<tr><td>☐</td><td>17. Ensure all Logistics functions are documenting actions on Unit Log (ICS Form 214).</td></tr>
<tr><td>☐</td><td>18. Submit all Section documentation to Documentation Unit.</td></tr>
</table>

APPENDIX D-7   PLANNING SECTION CHIEF CHECKLIST

Planning Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader

✓	**Task**

	1. Obtain briefing from Incident Commander:

- Determine current resource status (ICS Form 201).
- Determine current situation status/intelligence (ICS Form 201).
- Determine current incident objectives and strategy.
- Determine whether Incident Commander requires a written Incident Action Plan (IAP).
- Determine time and location of first Planning Meeting.
- Determine desired contingency plans.

	2. Activate Planning Section positions, as necessary, and notify Resources Unit of positions activated.
	3. Establish and maintain resource tracking system.
	4. Complete ICS Form 201, if not previously completed, and provide copies to Command, Command Staff, and General Staff.
	5. Advise Incident Command Post (ICP) staff of any significant changes in incident status.
	6. Compile and display incident status summary information. Document on ICS Form 209, Incident Status Summary (or other approved agency forms):

- Forward incident status summaries to Agency Administrator and/or other designated staff once per operational period, or as required.
- Provide copy to Public Information Officer.

	7. Obtain/develop incident maps.
	8. Establish information requirements and reporting schedules for ICP and field staff.

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Planning Section Chief Position Checklist

☐   9. Prepare contingency plans:

- Review current and projected incident and resource status.

- Develop alternative strategies.

- Identify resources required to implement contingency plan.

- Document alternatives for presentation to Incident Commander and Operations, and for inclusion in the written IAP.

☐   10. Meet with Operations Section Chief and/or Command, prior to Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.

☐   11. Conduct Planning Meetings according to following agenda:

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

☐   12. Supervise preparation and distribution of the written IAP, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level:

- Establish information requirements and reporting schedules for use in preparing the IAP.

- Ensure that detailed contingency plan information is available for consideration by Operations and Command.

- Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP.

Planning Section Chief Position Checklist

> - Include fiscal documentation forms in written IAP as requested by the Finance/Administration Section.
> - Coordinate IAP changes with General Staff personnel and distribute written changes, as appropriate.

☐ 13. Coordinate development of Incident Traffic Plan with Operations and the Ground Support Unit Leader.

☐ 14. Coordinate preparation of the Safety Message with Safety Officer.

☐ 15. Coordinate preparation of the Incident Communications Plan and Medical Plan with Logistics.

☐ 16. Instruct Planning Section Units in distribution of incident information.

☐ 17. Provide periodic predictions on incident potential.

☐ 18. Establish a weather data collection system, when necessary.

☐ 19. Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.

☐ 20. Ensure Section has adequate coverage and relief.

☐ 21. Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.

☐ 22. Ensure preparation of demobilization plan, if appropriate.

☐ 23. Ensure preparation of final incident package and route to Agency Administrator for archiving or follow-up after Incident Management Team (IMT) demobilization.

☐ 24. Provide briefing to relief on current and unusual situations.

☐ 25. Ensure that all staff observe established level of operational security.

☐ 26. Ensure all Planning functions are documenting actions on Unit Log (ICS Form 214).

☐ 27. Submit all Section documentation to Documentation Unit.

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APPENDIX D-8   FINANCE SECTION CHIEF CHECKLIST

Finance/Administration Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.

✓	**Task**

☐ 1. Obtain briefing from Incident Commander:

   - Incident objectives.

   - Participating/coordinating agencies.

   - Anticipated duration/complexity of incident.

   - Determine any political considerations.

   - Obtain the names of any agency contacts the Incident Commander knows about.

   - Possibility of cost sharing.

   - Work with Incident Commander and Operations Section Chief to ensure work/rest guidelines are being met, as applicable.

☐ 2. Obtain briefing from agency administrator:

   - Determine level of fiscal process required.

   - Delegation of authority to Incident Commander, as well as for financial processes, particularly procurement.

   - Assess potential for legal claims arising out of incident activities.

   - Identify applicable financial guidelines and policies, constraints and limitations.

Finance/Administration Section Chief Position Checklist

☐ 3. Obtain briefing from agency Finance/Administration representative:

- Identify financial requirements for planned and expected operations.

- Determine agreements are in place for land use, facilities, equipment, and utilities.

- Confirm/establish procurement guidelines.

- Determine procedure for establishing charge codes.

- Important local contacts.

- Agency/local guidelines, processes.

- Copies of all incident-related agreements, activated or not.

- Determine potential for rental or contract services.

- Is an Incident Business Advisor (IBA) available, or the contact information for an agency Financial/Administration representative?

- Coordinate with Command and General Staff and agency Human Resources staff to determine the need for temporary employees.

- Ensure that proper tax documentation is completed.

- Determine whether hosting agency will maintain time records, or whether the incident will document all time for the incident, and what forms will be used.

☐ 4. Ensure all Sections and the Supply Unit are aware of charge code.

☐ 5. Attend Planning Meeting:

- Provide financial and cost-analysis input.

- Provide financial summary on labor, materials, and services.

- Prepare forecasts on costs to complete operations.

- Provide cost benefit analysis, as requested.

- Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local agency/political concerns.

Finance/Administration Section Chief Position Checklist

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

☐   6.   Gather continuing information:

- Equipment time – Ground Support Unit Leader and Operations Section.

- Personnel time – Crew Leaders, Unit Leaders, and individual personnel.

- Accident reports – Safety Officer, Ground Support Unit Leader, and Operations Section.

- Potential and existing claims – Operations Section, Safety Officer, equipment contractors, agency representative, and Compensation/Claims Unit Leader.

- Arrival and demobilization of personnel and equipment – Planning Section.

- Daily incident status – Planning Section.

- Injury reports – Safety Officer, Medical Unit Leader, and Compensation/Claims Unit Leader.

- Status of supplies – Supply Unit Leader and Procurement Unit Leader.

- Guidelines of responsible agency – Incident Business Advisor, local administrative personnel.

- Use agreements – Procurement Unit Leader and local administrative personnel.

- What has been ordered? – Supply Unit Leader.

- Unassigned resources – Resource Unit Leader and Cost Unit Leader.

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Finance/Administration Section Chief Position Checklist

☐ 7. Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligation.

☐ 8. Coordinate with all cooperating agencies and specifically administrative personnel in hosting agency.

☐ 9. Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services:

- Labor - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants.

- Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.

- Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.

☐ 10. Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted personnel formally assigned to the incident, as well as paid employees and mutual aid personnel).

☐ 11. Ensure that all personnel time records reflect incident activity and that records for non-agency personnel are transmitted to home agency or department according to policy:

- Notify incident management personnel when emergency timekeeping process is in effect and where timekeeping is taking place.

- Distribute time-keeping forms to all Sections-ensure forms are being completed correctly.

☐ 12. Ensure that all obligation documents initiated by the incident are properly prepared and completed.

☐ 13. Assist Logistics in resource procurement:

- Identify vendors for which open purchase orders or contracts must be established.

- Negotiate ad hoc contracts.

☐ 14. Ensure coordination between Finance/Administration and other Command and General Staff.

☐ 15. Coordinate Finance/Administration demobilization.

☐ 16. Provide briefing to relief on current activities and unusual events.

Finance/Administration Section Chief Position Checklist

☐   17. Ensure all Logistics Units are documenting actions on Unit Log (ICS Form 214).

☐   18. Submit all Section documentation to Documentation Unit.

APPENDIX E   GLOSSARY

(Source: National Response Framework Resource Center, http://www.fema.gov/emergency/nrf/glossary.htm)

Accessible: Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

Acquisition Procedures: A process used to obtain resources to support operational requirements.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private-sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction. An Agency Administrator/Executive (or other public official with jurisdictional responsibility for the incident) usually makes the decision to establish an Area Command.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, tribal, or local government agency, or nongovernmental or private organization, that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Allocated Resource: Resource dispatched to an incident.

Area Command: An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple Incident Management Teams engaged. An Agency Administrator/Executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment: The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision-making.

Assigned Resource: Resource checked in and assigned work tasks on an incident.

Assignment: Task given to a personnel resource to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to Unit Leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See Supporting Agency.

Available Resource: Resource assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Badging: The assignment of physical incident-specific credentials to establish legitimacy and limit access to various incident sites.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Categorizing Resources: The process of organizing resources by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Certifying Personnel: The process of authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain of Command: The orderly line of authority within the ranks of the incident management organization.

Check-In: The process through which resources first report to an incident. All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: The staff who report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required. They may have an assistant or assistants, as needed.

Common Operating Picture: An overview of an incident by all relevant parties that provides incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

Common Terminology: Normally used words and phrases-avoiding the use of different words/phrases for same concepts-to ensure consistency and to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: The process of transmission of information through verbal, written, or symbolic means.

Communications/Dispatch Center: Agency or interagency dispatch centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. The center can serve as a primary coordination and support element of the Multiagency Coordination System(s) (MACS) for an incident until other elements of the MACS are formally established.

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

Comprehensive Preparedness Guide 101: A guide designed to assist jurisdictions with developing operations plans. It promotes a common understanding of the fundamentals of planning and decisionmaking to help emergency planners examine a hazard and produce integrated, coordinated, and synchronized plans.

Continuity of Government: A coordinated effort within the Federal Government's executive branch to ensure that National Essential Functions continue to be performed during a catastrophic emergency (as defined in National Security Presidential Directive 51/Homeland Security Presidential Directive 20).

Continuity of Operations: An effort within individual organizations to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance an analysis and exchange of information systematically among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Corrective Actions: The implementation of procedures that are based on lessons learned from actual incidents or from training and exercises.

Credentialing: The authentication and verification of the certification and identity of designated incident managers and emergency responders.

Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

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 the Incident Commander prior to assuming command on larger incidents. (Also known as Letter of Expectation.)

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Department Operations Center (DOC): An Emergency Operations Center (EOC) specific to a single department or agency. The focus of a DOC is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

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

Division: The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See Group.

Emergency: Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues up front: liability and reimbursement.

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, substate regional, and local governments, NGOs, private sector-organizations, critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role. (Also known as emergency responder.)

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or by some combination thereof.

Emergency Operations Plan: An ongoing plan for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of or during an emergency. In addition to providing situational information to the public, it frequently provides directive actions required to be taken by the general public.

Evacuation: The organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: See Planned Event.

Federal: Of or pertaining to the Federal Government of the United States of America.

Field Operations Guide: Durable pocket or desk guides that contain essential information required to perform specific assignments or functions.

Finance/Administration Section: The Incident Command System Section responsible for all administrative and financial considerations surrounding an incident.

Function: The five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs. The term function is also used when describing the activity involved (e.g., the planning function).

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group: An organizational subdivision established to divide the incident management structure 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.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Incident Base.

Incident Command: The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the Incident Base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects 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, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining "type," or level, of IMT.

Incident Objectives: Statements of guidance and direction needed to select 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 strategic and tactical alternatives.

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Integrated Planning System: A system designed to provide common processes for developing and integrating plans for the Federal Government to establish a comprehensive approach to national planning in accordance with the Homeland Security Management System as outlined in the National Strategy for Homeland Security.

Intelligence/Investigations: An organizational subset within ICS. Intelligence gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities-or the individual(s) involved-including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. This is different from the normal operational and situational intelligence gathered and reported by the Planning Section.

Interoperability: Ability of systems, personnel, and equipment to provide and receive functionality, data, information and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together. Allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on-demand, in real time, when needed, and when authorized.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Field Office (JFO): The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery. The JFO structure is organized, staffed, and managed in a manner consistent with National Incident Management System principles. Although the JFO uses an Incident Command System structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): A structure that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal, local boundary lines) or functional (e.g., law enforcement, public health).

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

Key Resource: Any publicly or privately controlled resource essential to the minimal operations of the economy and government.

Letter of Expectation: See Delegation of Authority.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Local Government: Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local

government; an Indian tribe or authorized tribal entity, or in Alaska a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: The process and procedure for providing resources and other services to support incident management.

Logistics Section: The Incident Command System Section responsible for providing facilities, services, and material support for the incident.

Management by Objectives: A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incident objectives; developing strategies based on overarching incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident-management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

Manager: Individual within an Incident Command System organizational unit who is assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Mitigation: Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

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

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multiagency Coordination (MAC) Group: A group of administrators or executives, or their appointed representatives, who are typically authorized to commit agency resources and funds. A MAC Group can provide coordinated decisionmaking and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the Multiagency Coordination System.

Multiagency Coordination System (MACS): A system that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. MACS assist agencies and organizations responding to an incident. The elements of a MACS include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are Emergency Operations Centers and MAC Groups.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid Agreement or Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National: Of a nationwide character, including the Federal, State, tribal, and local aspects of governance and policy.

National Essential Functions: A subset of government functions that are necessary to lead and sustain the Nation during a catastrophic emergency and that, therefore, must be supported through continuity of operations and continuity of government capabilities.

National Incident Management System: A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework: A guide to how the Nation conducts all-hazards response.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

Officer: The Incident Command System title for a person responsible for one of the Command Staff positions of Safety, Liaison, and Public Information.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12 to 24 hours.

Operations Section: The Incident Command System (ICS) Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, the Operations Section normally includes subordinate Branches, Divisions, and/or Groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, nongovernmental organizations, and the private sector.

Personal Responsibility: The obligation to be accountable for one's actions.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purpose of the National Incident Management System, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

Planned Event: A scheduled nonemergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

Planning Section: The Incident Command System Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Portability: An approach that facilitates the interaction of systems that are normally distinct. Portability of radio technologies, protocols, and frequencies among emergency management/response personnel will allow for the successful and efficient integration, transport, and deployment of communications systems when necessary. Portability includes the standardized assignment of radio channels across jurisdictions, which allows responders to participate in an incident outside their jurisdiction and still use familiar equipment.

Pre-Positioned Resource: A resource moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the National Incident Management System, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification.

Preparedness Organization: An organization that provides coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, Critical Infrastructure Sector Coordinating Councils).

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Primary Mission Essential Functions: Government functions that must be performed in order to support or implement the performance of National Essential Functions before, during, and in the aftermath of an emergency.

Private Sector: Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocol: A set of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Publications Management: Subsystem that manages the development, publication control, publication supply, and distribution of National Incident Management System materials.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; postincident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed to restore an affected area or community.

Reimbursement: A mechanism to recoup funds expended for incident-specific activities.

Resource Management: A system for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the National Incident Management System includes mutual aid agreements and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an Emergency Operations Center.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Retrograde: To return resources back to their original location.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Section: The Incident Command System organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established). The Section is organizationally situated between the Branch and the Incident Command.

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

Situation Report: Confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under the National Incident Management System, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5, or between 1:8 and 1:10 for many large-scale law enforcement operations.)

Special Needs Population: A population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures, who have limited English proficiency, or who are non-English-speaking; or who are transportation disadvantaged.

Staging Area: Temporary location for available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure: A complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Status Report: Information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Substate Region: A grouping of jurisdictions, counties, and/or localities within a State brought together for specified purposes (e.g., homeland security, education, public health), usually containing a governance structure.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

Supporting Technology: Any technology that may be used to support the National Incident Management System, such as orthophoto mapping, remote automatic weather stations, infrared technology, or communications.

System: Any combination of facilities, equipment, personnel, processes, procedures, and communications integrated for a specific purpose.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives designated by strategy.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Specialist: Person with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technology Standards: Conditions, guidelines, or characteristics that may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

Technology Support: Assistance that facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

Terrorism: As defined in the Homeland Security Act of 2002, activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tribal: Referring to any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of Incident Management Teams) experience and qualifications.

Unified Approach: The integration of resource management, communications and information management, and command and management in order to form an effective system.

Unified Area Command: Version of command established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unit: The organizational element with functional responsibility for a specific incident planning, logistics, or finance/administration activity.
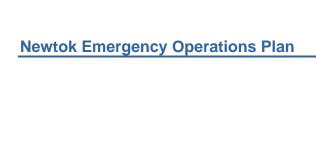
Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional Section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are preestablished within ICS (e.g., Base/Camp Manager), but many others will be assigned as technical specialists.

Unity of Command: An Incident Command System principle stating that each individual involved in incident operations will be assigned to only one supervisor.

Vital Records: The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the government and those affected by government activities (legal and financial rights records).

Volunteer: For purposes of the National Incident Management System, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.10

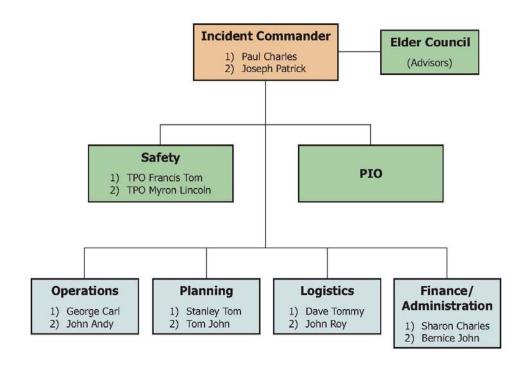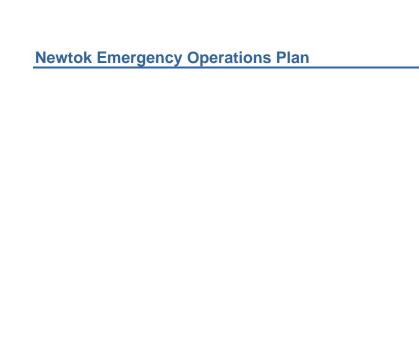**APPENDIX F   INCIDENT MANAGEMENT TEAM ORGANIZATION CHART**

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**Newtok
Incident Management Team
Organization Chart**

February 2010

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                    ┌──────────────────────┐      ┌──────────────────┐
                    │ Incident Commander   │──────│  Elder Council   │
                    │ 1) Paul Charles      │      │   (Advisors)     │
                    │ 2) Joseph Patrick    │      │                  │
                    └──────────────────────┘      └──────────────────┘
                              │
              ┌───────────────┴───────────────┐
    ┌──────────────────────┐        ┌──────────────────┐
    │       Safety         │        │       PIO        │
    │ 1) TPO Francis Tom   │        │                  │
    │ 2) TPO Myron Lincoln │        │                  │
    └──────────────────────┘        └──────────────────┘
              │
  ┌───────────┼───────────────┬───────────────────┐
┌─────────────┐ ┌─────────────┐ ┌─────────────┐ ┌──────────────────┐
│ Operations  │ │  Planning   │ │  Logistics  │ │    Finance/      │
│ 1)George Carl│ │1)Stanley Tom│ │1)Dave Tommy │ │  Administration  │
│ 2)John Andy │ │2)Tom John   │ │2)John Roy   │ │1) Sharon Charles │
└─────────────┘ └─────────────┘ └─────────────┘ │2) Bernice John   │
                                                 └──────────────────┘
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