



Incident Command Structure (ICS) Tool Kit

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Table of Contents

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| Table of Contents | 1 |
| What is Incident Command | 3 |
| Filling in an Incident Command Structure | 3 |
| Incident Command Structure Diagram | 4 |
| Section & Role Descriptions | 5 |
| Command Staff | 5 |
| Incident Commander | 5 |
| Public Information Officer | 6 |
| Liaison | 7 |
| Safety Officer | 8 |
| Operations Strike Team | 8 |
| Operations Officer | 8 |
| Search & Rescue | 9 |
| Security/Traffic | 10 |
| First Aid | 11 |
| Community Care Strike Team | 12 |
| Community Care Officer | 12 |
| Attendance & Assembly | 13 |
| Reunification | 13 |
| Crisis Counseling | 13 |
| Logistics Strike Team | 14 |
| Logistics Officer | 14 |
| Staffing & Supplies | 15 |
| Transportation | 16 |
| Facilities | 16 |
| Long-Term Care | 16 |
| Planning Strike Team | 17 |
| Planning Officer | 17 |
| Situational Analysis | 18 |
| Documentation | 18 |
| Finance & Administration Strike Team | 19 |
| Finance & Administration Officer | 19 |
| Time | 19 |
| Procurement | 20 |
| Incident Command Forms | 21 |

What is Incident Command

The ICS provides overall direction and sets priorities for an emergency. ICS can be used by schools to work together with public agencies during emergencies. The goal of incident command structure within schools is to respond and manage an emergency situation until professional emergency responders arrive to assist.

The ICS can be adjusted inside the organization to fit the size of the community and staffing capabilities.

The ICS structure is meant to expand and contract as the scope of the incident requires. For small-scale incidents, only the incident commander may be assigned, whereas larger incidents such as a reunification scenario may activate all sections. Command of an incident would likely transfer to the senior on-scene officer of the responding public agency when emergency services arrive on the scene. Command transfers back to the business when the public agency departs.

Filling in an Incident Command Structure

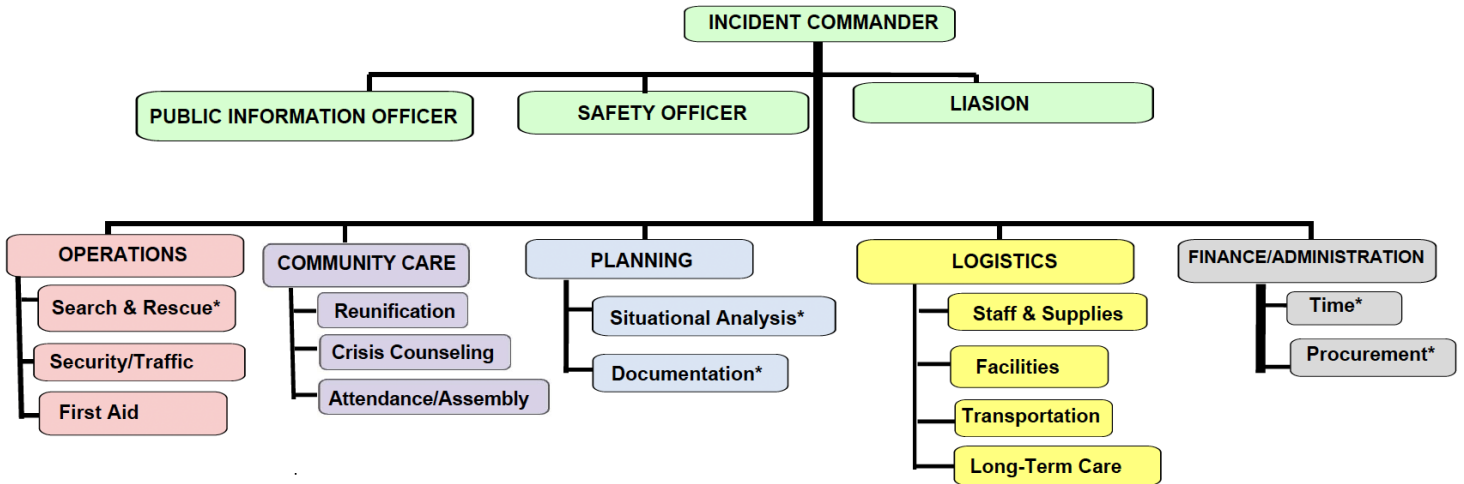
Under each of these functions, schools should predesignate specific individuals, based on their job roles and responsibilities, to assist in the management of school site operations.

Each role should have 1 assigned primary and at least 1 assigned backup. Some roles may have multiple individuals assigned. Depending on the size and scope of an incident, one individual may occupy more than 1 role.

To ensure the assigned roles best suit your staff, it is recommended that the role descriptions & responsibilities are reviewed and shared with staff prior to assigning positions.

Incident Command Structure Diagram

SCHOOL INCIDENT COMMAND SYSTEM (ICS)



Denotes a position that can be effectively carried out by an assigned individual that has more than 1 role within that section

Section & Role Descriptions

Command Staff

Incident Commander

Oversees the full emergency response by making decisions, communicating with regional/district administration, activating internal strike teams (if necessary) and if necessary, activating the Business Continuity Plan. The Incident Commander is in charge of flow of information and resource management. The Incident Commander (IC) is overseeing incident response, not actively responding to any one component of the ICS.

Start-Up Actions:

- Retrieve supplies & meet at the designated assembly area
- Set-up the command post in predetermined location
- Assess situation, activate strike-teams, & issue initial directives
- Open and ensure active communications with any activated teams

Operational Duties:

- Maintain command of scene until emergency responders are on-scene and officially transfer command
- Review information from Command Staff and Team Heads to make decisions
- Communicate decisions and information to Command Staff and Strike Team Leads
- Review Requests for additional resources
- Review & approve all messaging through the PIO

End of Incident Duties:

- Debrief with emergency officials for recommended next-step actions after stabilization
- Notify Strike-Teams of demobilization
- Notify Command Staff of demobilization
- Set-up after-action meetings and debriefs with all appropriate parties

In addition to basic emergency go-bag supplies, the Incident Commander supplies should contain:

- Command post signage
- Large laminated school/campus map

- Dry-erase markers / marking pens
- Copy of facilities information
- List of local business/agency/emergency contacts
- Portable battery & chargers for electronic devices

Public Information Officer

The PIO supports the incident commander during an emergency by communicating incident-related information to the school community and media. They are the official voice for the school during an emergency.

Set-Up Actions:

- Gather supplies & meet at command post for direction
- Set up the Media Staging Area in the predetermined location
- Open a direct line of communication with the Incident Commander

Operational Duties:

- Communicate with Incident Commander to determine the content & frequency of messages to the community and media
- Document all on-site media personnel (Affiliation, Name, & Contact Info)
- Utilize the school externally facing Emergency Notification System to provide information and directives to all members of the school community
- Create and distribute official messages to the media on behalf of the Incident Commander
- Monitor media and information sharing
- Immediately correct any misinformation that is identified

End Of Incident Duties:

- Provide final message on incident status and when/where more information will be released
- Close out all record logs & give them documentation team
- Return all supplies
- Wait for further instruction from Incident Commander regarding after-action responsibilities

In addition to basic emergency go-bag supplies, the PIO supplies should contain:

- Media Staging Area Signage
- Large laminated school/campus map
- Dry-erase markers / marking pens

- Copy of facilities information
- AM/FM Radio
- Media Personnel Log
- PIO Activity Log
- List of local business/agency/emergency contacts
- Portable battery & chargers for electronic devices

Liaison

The liaison supports the Incident Commander and all Strike-team personnel by coordinating with all outside agencies and monitoring on-site operations to identify any inter-organizational problems.

Start-Up Actions:

- Retrieve supplies & report to Command Post
- Receive situational briefing and directives from the Incident Commander

Operational Duties:

- Act as point of contact for operations-related information for all outside agencies including first-responders
- Direct, answer questions, and provide continued guidance/support to outside agencies once they arrive on scene
- Monitor internal flow of operations by interacting with responding school personnel
- Report any identified internal problems/concerns to incident commander for directive
- Maintain frequent communications with Incident Commander

End of Incident Duties:

- Close out all record logs & give them to documentation team
- Provide contact information to all outside agencies for records
- Return equipment
- Wait for further information from Incident Commander regarding after-action responsibilities

In addition to basic emergency go-bag supplies, the Liaison Officer supplies should contain:

- Large laminated school/campus map
- Dry-erase markers / marking pens
- Copy of facilities information
- AM/FM Radio

- List of local business/agency/emergency contacts
- Portable battery & chargers for electronic devices

Safety Officer

The Safety Officer is responsible for monitoring and ensuring the health and safety of all students, staff, responders and members of the community throughout the incident response. They are the “eyes in the sky” to ensure the actions being taken throughout the response are inline with proper health and safety practices.

Start-Up Actions:

- Retrieve supplies & report to command post
- Receive situation briefing and directives from Incident Commander

Operational Duties:

- Monitor activities and actions of all individuals on and around the incident site
- Identify and immediately correct all unsafe actions and activities
- Respond to inquiries and provide recommendations for safely carrying out duties
- Communicate and coordinate with emergency personnel on-site
- Post necessary health and safety signage
- Frequently communicate information to Incident Commander and Liaison
- Log all activities

End of Incident Duties:

- Remove any posted signage (If directed to)
- Close out all logs & give them to the documentation team
- Debrief with Incident Commander & await further information regarding after-action plans

Operations Strike Team

Operations Officer

The Head of the Operations Strike Team is the primary point of contact between the Incident Commander, Liaison, and the Operations Sections. The Operations Officer assists in carrying out the Incident Action Plan shared by the IC. Depending on the size and scope of the incident, the operations officer may be tasked with carrying out some or all of the

operational duties. Once the Incident Commander activates a section, the Operations officer will monitor operations and manage staff of that section.

Start-Up Actions:

- Gather supplies and report to command post
- Receive situational briefing and directives from Incident Commander

Operational Duties:

- Monitor situation and report operational-related information to Incident Commander
- Receive IC directives on when/if an operations section is activated
- IF ACTIVATED - assist in assembly of section staff and give directives
 - Receive updates and information from sections
 - Communicate changing situation and information to Liaison and Incident Commander

End of Incident Duties:

- Debrief with any activated sections
- Close out all record logs & give them to documentation team
- Return any equipment
- Debrief and wait for further instructions from IC regarding the after-action plan

In addition to basic emergency go-bag supplies, the Operations Officer supplies should contain:

- Large laminated school/campus map
- Dry-erase markers / marking pens
- Copy of facilities information
- AM/FM Radio
- Portable battery & chargers for electronic devices

Search & Rescue

The search and rescue team assists in locating any missing or injured students and staff within the facility or on school grounds. S & R Team members should *only* engage in search and rescue operations if there is no threat to their health and safety and should never leave or re-enter the building to search or assist an individual. Search and rescue staff may be activated before emergency responders arrive, while they are on site, or after they leave.

Start-Up Actions:

- Report to Command Post and receive situational briefing
- Open a direct line of communication between all S&R team members and Operations Officer

Operational Duties:

- Identify individual(s) who are missing
- Designate search area
- Perform a search
- Communicate all findings and updates to Operations Officer
- Log all activities and findings

End of Incident Duties:

- Close out all logs and give them to the documentation team
- Return supplies
- Debrief with Operations Officer and await further instructions regarding after-action plans

In addition to basic emergency go-bag supplies, the Search and Rescue supplies should contain:

- Flashlight
- Whistle
- Laminated building and campus grounds maps
- Marking pens
- Hand-held flags

Security/Traffic

The security and traffic team assists in traffic flow and securing the site. The security and traffic team coordinate with the Liaison and Head of Operations to ensure emergency responders are staged and secured, there is traffic flow management, and crowd control.

Start-Up Actions:

- Retrieve supplies and report to command post
- Receive situation briefing and directives from Operations Officer

Operational Duties:

- Place signage and physical barriers as needed
- Direct flow of traffic

- Ensure emergency service staging area perimeter is secure
- Assist in giving directions to proper staging areas for media, student guardians, and members of the public
- Report concerns and issues to Operations Officer

End of Incident Duties:

- Take down all signage and remove physical barriers
- Close out all logs and give them to documentation team
- Debrief with Operations Officer & await further instruction on after-action plans

In addition to basic emergency go-bag supplies, the Security & Traffic Team supplies should contain:

- Directional signage to be posted
- Lighted wands
- Whistle
- Hand-held campus map

First Aid

The First-Aid team offers basic medical care during and after an incident for all staff and students. The school nurse or other medical professional(s) within the school will usually staff this team. The first-aid team is not expected to perform mass-casualty care or mass-scale triage services, as emergency medical responders on site will take over medical once they arrive.

Start-Up Actions:

- Retrieve medical emergency go-bag & report to command post
- Receive situational briefing and directive from Operations Officer on staging post
 - For larger-scale incidents a medical tent/location is recommended

Operational Duties:

- Respond to requests from staff/students for basic first-aid care
- Document all medical incidents
 - When possible - log information for those who are treated by emergency personnel
- Monitor situation and make decisions on recommendations for further care
- If necessary - conduct basic triage to identify high-priority individuals for when emergency personnel arrive
 - Triage should only be done for those who can reach the staged medical area - emergency personnel will retrieve injured individuals in the building/on the school grounds*

End of Incident Duties:

- Complete all records and logs & give them to documentation team
- Ensure all appropriate emergency contacts have been notified for those who were treated
- Catalog supplies and return to appropriate location
- Debrief with operations officer & await further instruction regarding after-action plans

The supplies for the first-aid team should be found in the emergency medical go-bag.

Community Care Strike Team

Community Care Officer

The Head of the Community Care (CC) Strike Team is the primary point of contact between the Incident Commander and Liaison. The CC Officer assists in carrying out the Incident Action Plan shared by the IC. Depending on the size and scope of the incident, the community care officer may be tasked with carrying out some or all of the community care duties. Once the Incident Commander activates a section, the CC Officer will monitor operations and manage staff of that section.

Start-Up Actions:

- Gather supplies and report to command post
- Receive situational briefing and directives from Incident Commander

Operational Duties:

- Monitor situation and report all community care-related information to Incident Commander
- Receive IC directives on when/if CC section is activated
- IF ACTIVATED - assist in assembly of section staff and give directives
 - Receive updates and information from sections
 - Communicate changing situation and information to Liaison and Incident Commander

End of Incident Duties:

- Debrief with any activated sections
- Close out all record logs & give them to documentation team

- Return any equipment
- Debrief and wait for further instructions from IC regarding the after-action plan

In addition to basic emergency go-bag supplies, the Operations Officer supplies should contain:

- Large laminated school/campus map
- Dry-erase markers / marking pens
- Copy of facilities information
- AM/FM Radio
- Portable battery & chargers for electronic devices

Attendance & Assembly

The attendance and assembly team is tasked with coordinating and overseeing the procedures for evacuation, assembly/staging, and attendance of all students during an emergency. This team will have the most amount of team members as each teacher/staff member who is overseeing a group of students is facilitating attendance & assembly procedures.

The start-up, operational, and end of incident duties and the supplies for the attendance and assembly team are reflected in the evacuation protocol.

Reunification

The reunification team is responsible for coordinating and overseeing the policies and procedures for the reunification process for students with their guardians. The reunification strike team coordinates with the Incident Commander, Liaison, and the Attendance & Assembly team to facilitate systematic reunification.

The start-up, operational, and end of incident duties and the supplies for the reunification team are reflected in the reunification protocol.

Crisis Counseling

The crisis intervention team is available to offer de-escalation, grieving, and other emotional support needs to all staff, students, and parents/caretakers who are in need during a time of crisis. These team members should be staged in the student assembly area and in the parent check-in area.

Start-Up Actions:

- Retrieve supplies and report to command post
- Receive situational briefing and directives from Operations Officer

Operational Duties:

- Monitor staff, students, and student guardians for signs of emotional distress
- Assist in verbal de escalation for upset individuals
- Respond to distressed individuals and offer assistance
- Provide resources for additional support
- Log all requests and responses for support

End of Incident Duties:

- Close out all logs & give them to documentation team
- Identify additional outside resources for those seeking additional support
- Debrief with Operations Officer & await further instruction regarding after-action plans

In addition to basic emergency go-bag supplies, the Crisis Counseling Team supplies should contain:

- De-escalation media
- Campus map
- Whistle

Logistics Strike Team

Logistics Officer

The Head of Logistics is responsible for ensuring all assigned logistics-related duties are being carried out and communicating all information with the Incident Commander. Depending on the size and scope of the incident, the logistics officer may be tasked with carrying out some or all of the logistics duties.

Start-Up Actions:

- Gather supplies and report to command post
- Receive situational briefing and directives from Incident Commander

Operational Duties:

- Monitor situation and report logistics-related information to Incident Commander
- Receive IC directives on when/if a logistics section is activated
- IF ACTIVATED - assist in assembly of section staff and give directives

- Receive updates and information from sections
- Communicate changing situation and information to Liaison and Incident Commander

End of Incident Duties:

- Debrief with any activated sections
- Close out all record logs & give them to documentation team
- Return any equipment
- Debrief and wait for further instructions from IC regarding the after-action plan

In addition to basic emergency go-bag supplies, the Logistics Officer supplies should contain:

- Large laminated school/campus map
- Dry-erase markers / marking pens
- Copy of facilities information
- AM/FM Radio
- Portable battery & chargers for electronic devices

Staffing & Supplies

The staffing and supplies team is responsible for coordinating and providing all supplies that could be needed during an incident, and overseeing assigned staff to determine which staff could be re-assigned if necessary.

Start-up Actions:

- Retrieve all necessary supplies
- Report to predesignated logistics area

Operational Duties:

- Communicate with Strike Team Officers to determine staffing and supply needs
- Evaluate current activated sections and determine staffing assignments
- Identify additional need and provide the supplies to strike team sections
- Log all activities and requests
- Communicate information and activities with logistics officer and liaison

End of Incident Duties:

- Close out all logs & give them to the documentation team
- Collect, catalog, and return all supplies to the appropriate location
- Debrief with Logistics officer & await further information regarding after-action plans

In addition to basic emergency go-bag supplies, the staffing and supply team supplies should contain:

- List of all available supplies
- Daily attendance roster for all staff & personnel
- Campus map

Transportation

The transportation team is responsible for coordinating and providing transportation needed for staff and students. Depending on the geographic location of the school and nature of the incident, vehicle transportation may not be a viable option. In the event vehicle transportation is not available, the transportation team is responsible for assisting the attendance and assembly team in moving all students and staff through designated walking routes.

The start-up, operational, and end of incident duties and the supplies needed for the transportation team are reflected in the evacuation protocol.

Facilities

The facilities team is responsible for assessing, providing information, and operational duties that relate to the building and its systems during and after an incident. When there is no identified threat to personal health and safety, members of the facilities team can repair systems, remove debris, and make site assessments in accordance with the Incident Action Plan.

The start-up actions, operational, and end of incident duties along with supplies for the facilities team are dependent on the need and directives from the Logistics Officer, Incident Commander, and Emergency Personnel. The facilities team is frequently made-up of maintenance and facility staff for the campus/school and will directly communicate with the appropriate personnel to determine their role and responsibilities.

Long-Term Care

The long-term care team is responsible for coordinating and carrying out operations to care for students during an extended period of time between the initial incident and reunification with their guardians.

The start-up, operational, and end of incident duties and the supplies needed for the long-term care team are reflected in the reunification protocol.

Planning Strike Team

Planning Officer

The Head of the Planning Section is responsible for ensuring all assigned planning-related duties are being carried out and communicating all information with the Incident Commander. Depending on the size and scope of the incident, the planning officer may be tasked with carrying out some or all of the planning duties.

Start-Up Actions:

- Gather supplies and report to command post
- Receive situational briefing and directives from Incident Commander

Operational Duties:

- Monitor situation and report planning-related information to Incident Commander
- Receive IC directives on when/if a planning section is activated
- IF ACTIVATED - assist in assembly of section staff and give directives
 - Receive updates and information from sections
 - Communicate changing situation and information to Liaison and Incident Commander

End of Incident Duties:

- Debrief with any activated sections
- Close out all record logs & give them to documentation team
- Return any equipment
- Debrief and wait for further instructions from IC regarding the after-action plan

In addition to basic emergency go-bag supplies, the Planning Officer supplies should contain:

- Large laminated school/campus map
- Dry-erase markers / marking pens
- Storage options (folders, bins, etc.)
- Portable battery & chargers for electronic devices

Situational Analysis

The situational analysis team is responsible for monitoring the external situation and providing information to the Liaison and Incident Commander. The team monitors the external environment such as weather, traffic, and any other relevant information and provides important information regarding the situation.

Start-Up Actions:

- Retrieve supplies and report to predesignated planning area
- Receive situation briefing and directives from Planning Officer

Operational Duties:

- Monitor current and predicted weather conditions & communicate any anticipated changes with Planning Officer
- Monitor media for changes in traffic conditions and communicate with planning officer
- Monitor situation and identify any potential conditions that could impact incident management and response
- Log all activities and reports

End of Incident Duties:

- Close out all logs & provide them to the documentation team
- Debrief with Planning Officer & await further instructions regarding after-action plans

In addition to basic emergency go-bag supplies, the Planning Officer supplies should contain:

- Large laminated school/campus map
- Community map
- Dry-erase markers / marking pens
- Portable battery & chargers for electronic devices
- AM/FM Radio

Documentation

The documentation team is responsible for ensuring that all the logs, reports, and other written information is collected, copied, and properly filed during and after the incident. This team should be set up during an emergency to allow for responding personnel to know where they can provide their documentation throughout and after the incident. All documents and data should be collected before staff leave.

Start-Up Actions:

- Retrieve supplies and report to predesignated planning area
- Receive situation briefing and directives from Planning Officer

Operational Duties:

- Log and file all documents that are provided by personnel
- Review logs to ensure completion of all required information
- Communicate with Planning Officer all concerns and activity updates

End of Incident Duties:

- Close out filing log
- Move all documents to pre-designated storage area
- Debrief with planning officer & await further information regarding after-action plans

Finance & Administration Strike Team

Finance & Administration Officer

The Head of Finance and Administration is responsible for ensuring all assigned administration-related duties are being carried out and communicating all information with the Incident Commander. Depending on the size and scope of the incident, the Finance & Administration Officer may be tasked with carrying out some or all of the administration duties.

Time

The Time team is responsible for logging the time-related aspects of the incident. The time team should be staged at the Command Post to allow for full access and scope of the incident for adequate time-keeping abilities.

- The Time team should record all the time of activities as best as possible on paper during the incident.
- The log should then be digitized for easy reference and access during after-action review.
- The time team should work closely with the documentation team to review all logs and reports after the incident.

Procurement

The procurement team is responsible for ensuring that all staff have the appropriate supplies needed by acquiring supplies prior to an emergency. After an incident the procurement team should inventory supplies and acquire any replacement/additional supplies needed.

This position is not typically activated during an emergency situation, they instead have an active role in the planning for and after-incident response activities.

Incident Command Forms

Command Staff:

- Incident Report
- Incident Commander Activity Log
- PIO Activity Log
- PIO Media Sign-in Sheet
- Liaison Activity Log
- Safety Officer Activity Log

Operations Strike Team:

- Search & Rescue Activity Log
- Crisis Counseling Activity Log
- First Aid Treatment Log
- Security & Traffic Activity Log
- Reunification Protocol Documents*
- Attendance & Assembly Documents*

Logistics Strike Team:

- Supply Request & Dispensing Log
- Staff reassignment Log
- Transportation Documents*
- Long-Term Care Documents*

Planning Strike Team:

- Situational Analysis Activity Log
- Document Filing Log

Finance & Administration Strike Team:

- Incident Time Activity Log
- Supply Purchasing Log

**Necessary forms will be found in respective protocols*