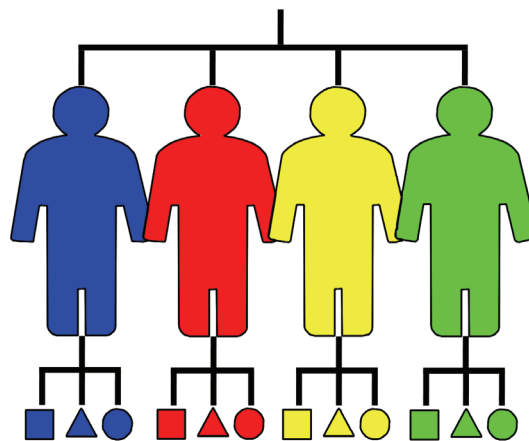




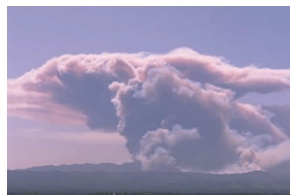
PHICS

Public Health Incident Command System

Volume II: Appendices



IMPLEMENTING ICS WITHIN PUBLIC HEALTH AGENCIES



October 2006

School of Nursing
Mailman School of Public Health
Columbia University

School of Public Health
University at Albany

PREFACE

THIS DOCUMENT IS :

This document is intended to provide the public health worker with an overview of the basic principles of the incident command system (ICS) and how those principles are applied within a public health agency during the response to emergencies or other unusual situations.

In the United States most public health policy is controlled by the states and local governments, and each jurisdiction has its own proven and successful methods for accomplishing its public health objectives. However, during a large scale emergency that requires response from multiple agencies or crosses jurisdictions, each agency has to be on the same page and speak the same emergency response language so that the response is coordinated and efficient. The ICS is not an emergency plan; it is a framework upon which a plan can be developed and implemented. It uses a common emergency response nomenclature, identifies key emergency response functions that any agency needs to have the capacity to carry out, and reinforces use of a chain of command for decision-making. Use of the ICS when implementing a public health emergency response plan assures that public health is an active player during any event that requires interagency collaboration. Public health must be able to speak the same emergency response language as the other responding agencies.

Since public health actions impact entire populations, public health as a discipline tends to collect as much information as possible and utilizes a consensus model to arrive at decisions. However, during a public health emergency, public health works with many agencies that operate on a daily basis with a command-and-control and quick decision-making structure, such as fire, law enforcement and emergency medical services. Therefore, there may be times when the public health culture seems to be different from some of these other agencies. This is why use of a common framework and emergency response language across all agencies is essential.

All recognize that the only way to assure the health of the population on a daily basis, as well as during an emergency, is through an effective public health system. In fact, public health has done a remarkable job of protecting the health of the public during a wide variety of events over the past five years. Utilization of the ICS for emergency response by every public health agency in the U.S. will improve our ability to assure the health and safety of the nation, even as the emergencies and disasters seem to be getting more frequent and complex.

THIS DOCUMENT IS NOT :

This document is not a new form or version of the ICS. Rather it is an illustration of how the basic ICS can be applied in a public health setting. Each agency has its own emergency response procedures. While we encourage all

disciplines to review this document, partners from agencies other than public health are advised to be sure to also review documents which explain how ICS is implemented in their specific agency.

CONCLUSION :

Understanding how other agencies operate by utilizing the same ICS framework will foster an understanding and respect for the challenges that each discipline faces during emergency response. Therefore, all disciplines are invited and encouraged to read this document in order to gain a better understanding of how public

health operates during an emergency response, and we also encourage public health leaders to gain an understanding of how other agencies operate during such times.

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Also available at:

<http://www.ualbanycphp.org/pinata/phics/default.cfm>

APPENDIX 1: SAMPLE JOB ACTION SHEETS

This complete set of JAS, organized by unit, represents what might be developed within a medium-sized local public health agency that has typical communicable and chronic disease programs, environmental health responsibilities, but is not the local mental health authority. Not all will be useful in every agency, and there may

well be functional roles not included in this sample set. They provide a starting point, however, for an agency developing a complete public health incident command system and wanting documentation of the functional roles that might be expected of staff.

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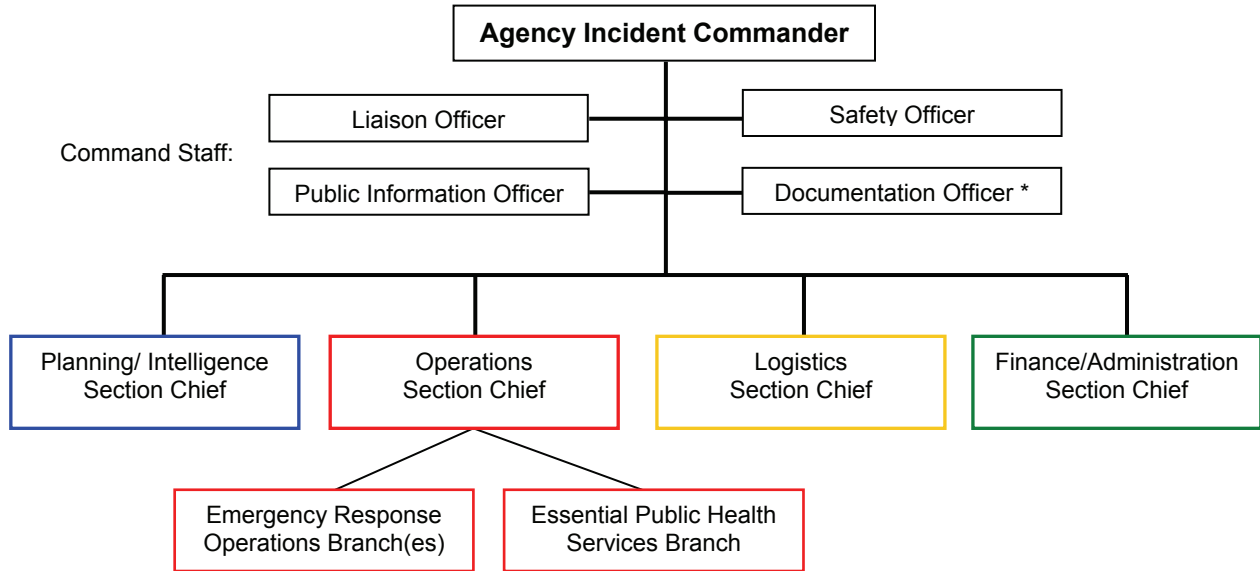
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ORGANIZATION TREES

Sample Public Health Emergency Response ICS Organization Tree

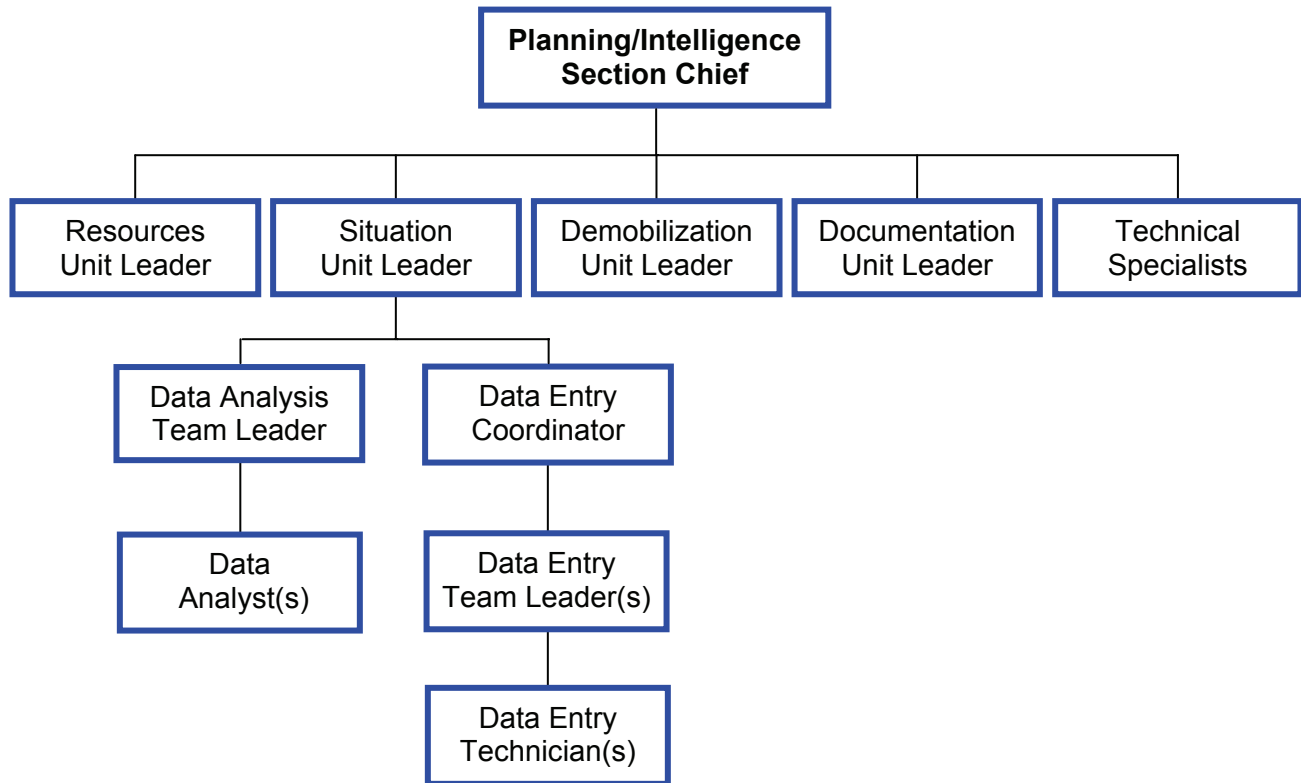
Command Level



* Note that Documentation Officer is not a standard ICS position. Because of the nature of public health agency operations, some agencies have found it a useful addition.

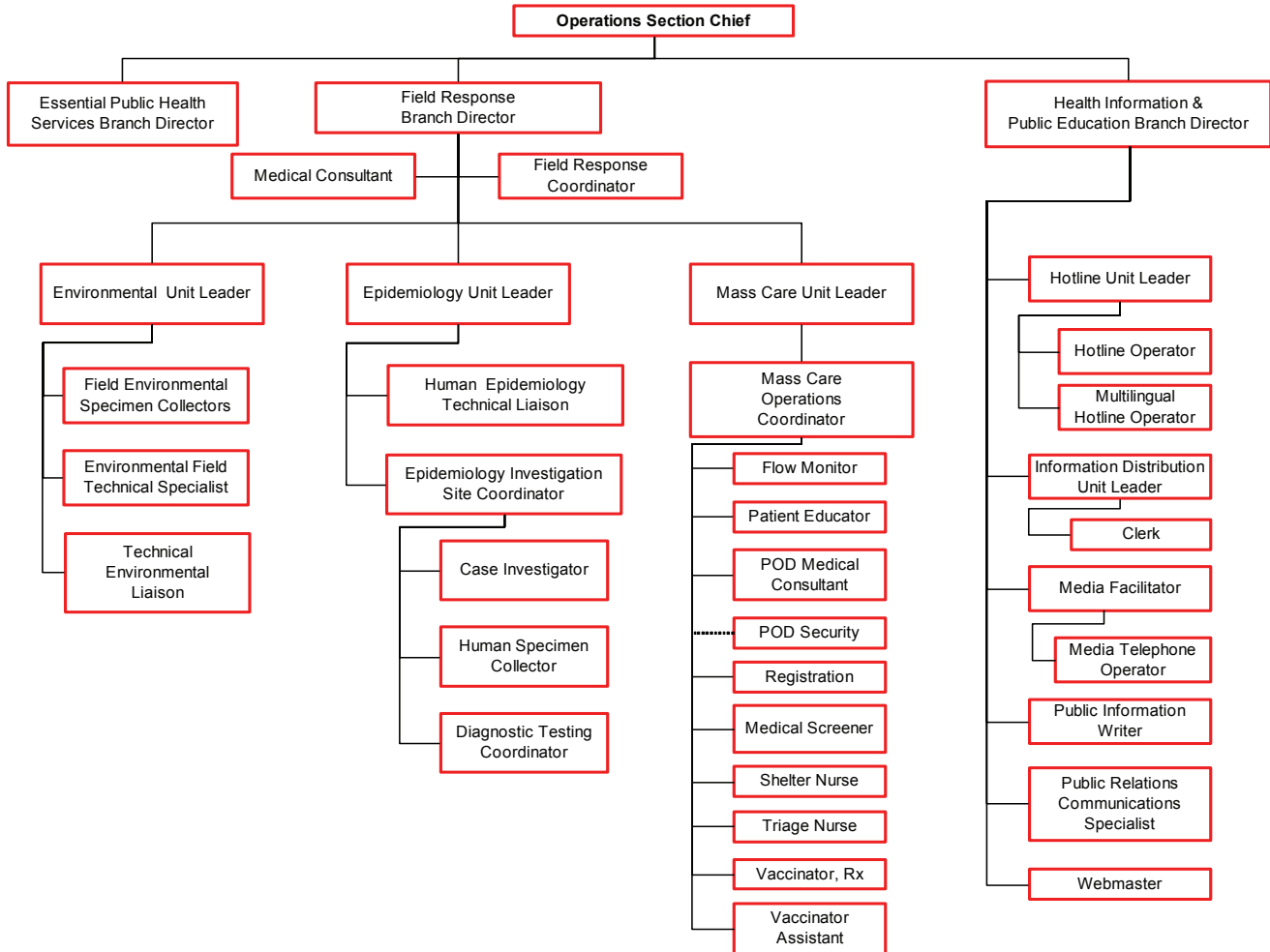
Sample Public Health Emergency Response ICS Organization Tree

Planning/Intelligence Section



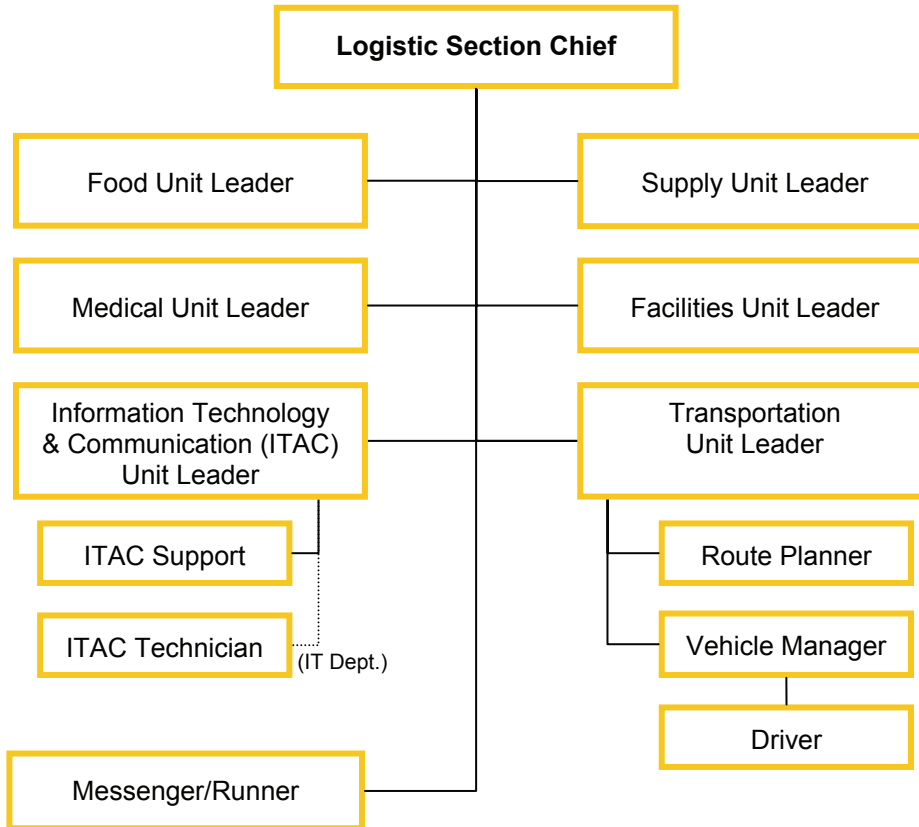
Sample Public Health Emergency Response ICS Organization Tree

Operations Section



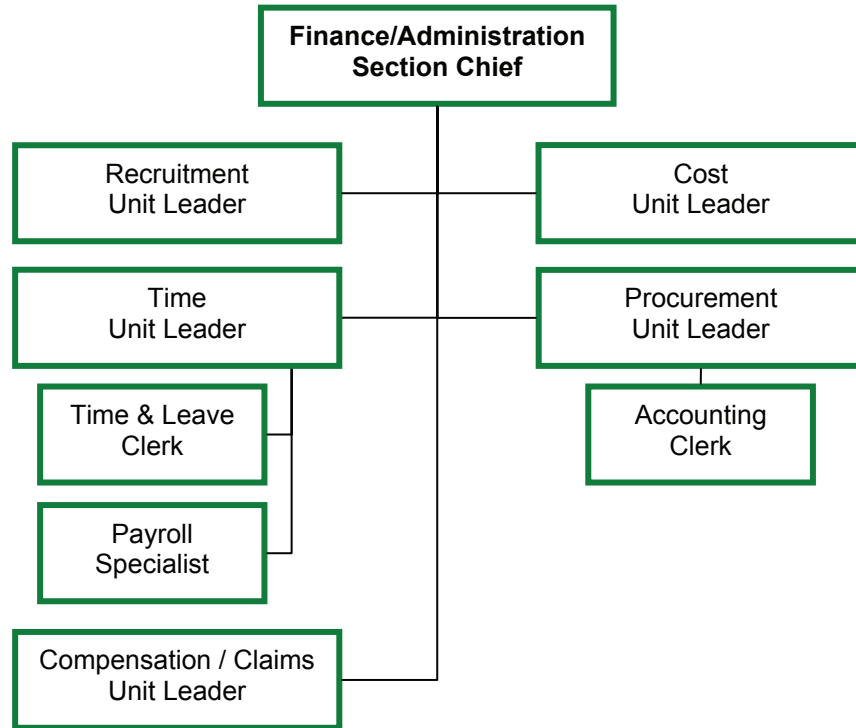
Sample Public Health Emergency Response ICS Organization Tree

Logistics Section



Sample Public Health Emergency Response ICS Organization Tree

Finance/Administration Section



JOB ACTION SHEETS

COMMAND LEVEL

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Command Staff

[Agency] Incident Commander

Reports to: County Executive and/or chief health official

Mission: *Organize and direct health department's Emergency Operations Center (EOC). Give overall direction for emergency response and operation.*

Immediate:

- Read this entire Job Action Sheet.
- Obtain a full briefing of the incident.
- Appoint all Command Staff and Section Chiefs who are required for this response and establish assistants; distribute the section packets which contain: Job Action Sheets for each position and any forms pertinent to section and positions.
- Assign someone as Documentation Officer.
- Appoint person to be responsible for maintaining essential day-to-day services.
- Activate the agency Emergency Operations Center (EOC).
- Confer with Command Staff, section chiefs and consultants and develop an Incident Action Plan (IAP) for a defined period of time, establishing priorities (Section Chiefs will communicate IAP to each section and pertinent consultants).
- Confer with Section Chiefs to identify and consider necessary health department services.
- Consider and assign responsibilities for communication with agency staff, external agencies, the general public and the media.
- Assure that contact has been established and resource information shared with relevant external agencies.
-

Intermediate:

- Authorize resources as needed or requested by Section Chiefs, through the Finance/Administration Section Chief.
- Schedule routine briefings with Section Chiefs to receive status reports and update the action plan regarding the continuance and/or termination of the action plan.
- Maintain contact with relevant agencies.
- Approve media releases submitted by the Public Information Officer (PIO).
-

Extended:

- Observe all staff for status and signs of stress.
- Provide rest periods for staff.
- Prepare end of shift report and update incident tracking board and present to chief health official, County Executive and oncoming Agency Incident Commander.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Command Staff

Liaison Officer

Reports to: Agency Incident Commander

Mission: *Function as incident contact person for representatives from other agencies.*

Immediate:

- Receive appointment from Agency Incident Commander.
- Read this entire Job Action Sheet and review organizational chart.
- Obtain briefing from Agency Incident Commander and participate in planning meetings to formulate and evaluate the Incident Action Plan (IAP).
- Establish contact with liaison counterparts of each assisting and cooperating agency.
- Keep the chief health official and other agencies and organizations updated on changes in response to incident.
-

Intermediate:

- Respond to requests and complaints from incident personnel regarding inter-agency issues.
- Relay any special information obtained to appropriate personnel in the receiving facility (e.g., information regarding toxic decontamination or any special emergency conditions).
- Keep agencies supporting the incident response aware of the incident status.
- Monitor the incident to identify current or potential inter-organizational problems.
-

Extended:

- Maintain a list of all assisting agencies, including their resources available.
- Observe all staff for signs of stress. Report issues to the Safety Officer.
- Provide rest periods and relief for staff.
- Prepare end of shift report and present to oncoming Liaison Officer.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Command Staff

Safety Officer

Reports to: Agency Incident Commander

Mission: *Develop and recommend measures for assuring health department personnel safety (psychological and physical) and assessing and/or anticipating hazardous and unsafe situations.*

Immediate:

- Receive appointment from Agency Incident Commander.
- Read this entire Job Action Sheet and review organizational chart.
- Obtain a briefing from Agency Incident Commander.
- Establish Safety Command Post in proximity to the agency Emergency Operations Center (EOC).
- Review the Incident Action Plan (IAP) for safety implications.
-

Intermediate:

- Exercise emergency authority to stop and prevent unsafe acts.
- Keep all staff alert to the need to identify and report all hazards and unsafe conditions and ensure that all accidents involving personnel are investigated and actions and observations documented.
- Arrange with Logistics to secure all areas as needed to limit unauthorized access.
- Advise the Agency Incident Commander and Section Chiefs immediately of any unsafe or hazardous situation (review Hazardous Materials Plan).
- Schedule routine briefings with Agency Incident Commander.
- Schedule routine briefings with Finance/Administration Section Chief.
-

Extended:

- Observe all staff for signs of stress. Report issues to Agency Incident Commander. Provide rest periods and relief for staff.
- Prepare end of shift report and present to oncoming Safety Officer.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Command Staff

Public Information Officer (PIO)

Reports to: Agency Incident Commander

Mission: *Serve as department spokesperson and person responsible for releasing information regarding the incident to the media or other agencies and the public. Only one PIO is appointed per incident although assistants may be appointed as necessary.*

Immediate:

- Receive appointment from Agency Incident Commander (AIC).
- Read this entire Job Action Sheet and review organizational chart.
- Identify restrictions in contents of news release information from Agency Incident Commander.
- Establish a Public Information area away from agency Emergency Operations Center and other activity areas.
- Obtain a full briefing from the AIC regarding the incident and participate in planning meetings to formulate and evaluate the Incident Action Plan (IAP).
-

Intermediate:

- Ensure that all news releases have the approval of the Agency Incident Commander (AIC) and/or chief health official or County PIO.
- Issue an initial incident information report to the news media.
- Inform on-site media of the areas which they may have access to and those which are restricted.
- Coordinate with Safety Officer.
- Contact other on-scene agencies to coordinate release of information with respective PIOs. Inform Liaison Officer of action.
- Arrange for interviews, teleconferences, video conferences, satellite broadcasts, web site revisions, broadcast faxes, etc., upon approval by AIC or chief health official or County PIO.
- Monitor incident as to the need to modify or change public alerts or risk communications.
- Approve initial and updated scripts for interviews, hotlines and web sites.
- Direct ongoing evaluation of message contents.
-

Extended:

- Review progress reports from Section Chiefs as appropriate.
- Notify media about incident status.
- Observe all staff for signs of stress. Report issues to Safety Officer. Provide rest periods and relief for staff.
- Prepare end of shift report and present to oncoming PIO.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Command Staff

Documentation Officer

Reports to: Agency Incident Commander

Mission: *Maintain accurate, up-to-date documentation relative to the incident. Incident files will be stored for legal, analytical and historical purposes.*

Immediate:

- Receive appointment from Agency Incident Commander.
- Read this entire Job Action Sheet and review organizational chart activated for this event.
- Review Incident Action Plan (IAP).
- Establish a work area within the agency Emergency Operations Center (EOC).
- Arrange for equipment (e.g., LCD projector, laptop) through Logistics Section Chief.
- Arrange for support staff if required.
- Identify important phone numbers from master contact list and give to health education personnel for internal and external distribution.
-

Intermediate:

- Review entries/records for accuracy and completeness.
- Provide for ongoing incident documentation and maintenance of the incident mission board and log.
- Track deadlines for IAP.
-

Extended:

- Store files for post-incident use.
- Review Section Action Plans (SAPs) from Section Chiefs as appropriate.
- Prepare end of shift report and present to oncoming Documentation Officer.
- Plan for the possibility of extended deployment.
-

PLANNING / INTELLIGENCE SECTION

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Planning/Intelligence

Planning/Intelligence Section Chief

Reports to: Agency Incident Commander

Mission: *Identify data elements and data sources and implement data collection and analysis procedures so that trends and forecasts can be identified related to the incident. Organize and direct all aspects of Planning/Intelligence Section operations. Ensure the distribution of critical information/data. Compile scenario/resource projections from all section chiefs and perform long range planning. Document and distribute Incident Action Plan and measure/evaluate progress.*

Immediate:

- Receive appointment from Agency Incident Commander. Obtain packet containing Section's Job Action Sheets.
- Read this entire Job Action Sheet.
- Obtain briefing from Agency Incident Commander.
- Activate the Planning/Intelligence Section leaders and distribute Job Action Sheets.
- Brief unit leaders after meeting with Agency Incident Commander.
- Determine data elements required by the Incident Action Plan (IAP) and Section Action Plan (SAP).
- Identify and establish access to data sources as needed.
- Communicate all technical support and supply needs to Logistics Section Chief.
- Establish Planning/ Data Collection Center and other data entry sites as needed.
- Ensure standardization of data collection.
- Collect, interpret, and synthesize data regarding status and response of incident and provide reports to Agency Incident Commander.
-

Intermediate:

- Assemble information in support of the IAP and or projections relative to the project.
-

Extended:

- Continue to receive projected activity reports from section chiefs and Planning/Intelligence Section at appropriate intervals.
- Maintain documentation of all actions and decisions on a continual basis; forward completed unit activity log to Agency Incident Commander.
- Assure all requests for data or plan information/status are routed/documented through the Public Information Officer (PIO).
- Observe staff for signs of stress. Report issues to Safety Officer. Provide rest periods and relief for staff.
- Prepare end of shift report and present to oncoming Planning/Intelligence Section Chief.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Planning/Intelligence

Resources Unit Leader

Reports to: Planning/Intelligence Section Chief

Mission: *Track status of human and physical resources that are in use or available for use.*

Immediate:

- Read this entire Job Action Sheet.
- Obtain briefing from supervisor.
- Make certain that all assigned personnel and other resources have checked in for the incident response.
- Keep track of the current location and status of all resources. Status may be:
 - Assigned (checked in, received, currently supporting incident operations)
 - Available (ready for a specific work detail or function)
 - Out-of-service (unusable or unable to function for mechanical, rest, or personal reasons)

Intermediate:

- Maintain master list of all resources committed to the incident response.
- Stay informed as individuals responsible for resources change the resources status or location.
- Generate reports and as needed.
- Report any problems to supervisor.
-

Extended:

- Conduct general analysis of resource use as needed.
- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Planning/Intelligence

Situation Unit Leader

Reports to: Planning/Intelligence Section Chief

Mission: *Collect and analyze information about the incident in order to report to others and make forecasts.*

Immediate:

- Read this entire Job Action Sheet.
- Obtain briefing from supervisor.
- Assign roles of subordinates to qualified individuals.
- Oversee the collection, processing, and organization of information about the incident.
- Prepare situation summaries.
- Develop projects and forecasts of future events related to the incident.
- Support the development of the Incident Action Plan (IAP) by gathering and disseminating information and developing maps or reports as needed.
- Acquire assistance of specialists/experts as needed.
-

Intermediate:

- Manage relation between data entry and data analysis staff.
- Manage relation between Situation Unit and other sections or units that provide data (such as field epidemiology or environmental staff) or need data analysis reports (such as Health Information & Public Education Branch of Operations, Incident Commander, Liaison Officer, etc.)
- Generate reports and as needed.
- Report any problems to supervisor.
-

Extended:

- Conduct general analysis of resource use as needed.
- Plan for the possibility of extended deployment.
- Observe all staff for signs of stress, and report concerns to supervisor.
- Prepare end of shift report and present to supervisor and your replacement.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Planning/Intelligence
Situation*

Data Analysis Team Leader

Reports to: Situation Unit Leader

Mission: *Ensure accurate and timely analysis and interpretation of data for the incident, including preparation of reports and trend analysis.*

Immediate:

- Read this entire Job Action Sheet.
- Obtain briefing from Planning/Intelligence Section Chief.
- Work with Planning/Intelligence Section Chief to select data elements required by the Incident Action Plan (IAP) and the Section Action Plan (SAP) and to determine essential reports.
- Assign specific personnel to interpret data received.
- Assure all data equipment is in working order, and required supplies are available.
- Communicate data analysis equipment needs to Planning/Intelligence Section Chief.
-

Intermediate:

- Maintain communication with data analysis staff to identify issues.
- Communicate to Planning/Intelligence Section Chief any issues with data.
- Maintain a log of all data requests received and staff assigned to each task.
- Immediately report to supervisor any issues which can not be resolved by your unit with current resources.
- Notify supervisor of data that has not been received in a timely or correct fashion.
- Review assembled data and finalize interpretations and reports.
- Compute projections for situation (disaster or response) based upon the data received.
- Communicate report findings and projections to supervisor.
-

Extended:

- Monitor for common data issues that can be remedied by personnel doing data collection or data entry.
- Brief supervisor on status of data analysis activities.
- Document all actions, decisions, and interventions.
- Prepare end of shift report and present to supervisor and your replacement.
- Observe all staff for signs of stress, and report concerns to supervisor.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Planning/Intelligence
Situation*

Data Analyst

Reports to: Data Analysis Team Leader

Mission: *Analyze and interpret data and generate reports.*

Immediate:

- Read this entire Job Action Sheet.
- Obtain briefing from supervisor.
- Review collected data, determine missing elements.
-

Intermediate:

- Analyze collected data.
- Report any problems with data to Data Analysis Unit Leader.
- Generate reports and maps as needed.
- Work with supervisor to interpret findings.
-

Extended:

- Communicate and refine results with supervisor.
- Conduct trend analysis as needed.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Planning/Intelligence
Situation*

Data Entry Coordinator

Reports To: Situation Unit Leader

Mission: *Ensure the accurate and timely collection of data for the incident by providing overall direction and supervision of data entry staff at all entry sites established.*

Immediate:

- Read this entire Job Action Sheet.
- Obtain briefing from supervisor.
- Review Data Elements required by the Incident Action Plan (IAP) and the Section Action Plan (SAP).
- Assist supervisor in establishing data entry procedures that ensure data quality and consistency.
- Assign specific personnel to collect, receive, collate or enter data received.
- Communicate established data elements and entry procedures to data entry staff.
- Assure that all data equipment is in working order, and required supplies are available.
- Communicate data equipment needs to supervisor.
-

Intermediate:

- Maintain communication with Data Entry staff to identify issues.
- Maintain a log of all data requests received and staff assigned to each task.
- Report staffing needs/replacements to supervisor.
- Immediately report to supervisor any issues that can not be resolved by your unit with current resources.
- Notify supervisor of data that has not been received in a timely fashion.
-

Extended:

- Monitor for common data issues that can be remedied by personnel that are collecting data from the field or recording data on forms.
- Brief supervisor on status of data collection and unit activities.
- Prepare end of shift report and present supervisor and your replacement.
- Document all actions, decisions, and interventions.
- Observe staff for signs of stress, and report concerns to supervisor.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Planning/Intelligence
Situation*

Data Entry Team Leader

Reports to: Data Entry Coordinator

Mission: *Supervise the collection, collation, and entry of data to ensure quality and consistency of data at one site.*

Immediate:

- Read this entire Job Action Sheet.
- Obtain briefing from supervisor.
- Assess data elements required by the Incident Action Plan (IAP) and the Section Action Plan (SAP).
- Communicate core data elements and procedures to Data Entry Technicians.
- Assure all data equipment is in working order and supplies are available.
- Communicate all supply and equipment needs to supervisor.
-

Intermediate:

- Continuously review data entry procedures to ensure data quality and consistency.
- Immediately report to supervisor any issues which can not be resolved by your unit with current resources.
-

Extended:

- Document all actions, decisions, and interventions.
- Prepare end of shift report and present to supervisor and your replacement.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Planning/Intelligence
Situation*

Data Entry Technician

Reports to: Data Entry Team Leader

Mission: *Accurately enter data.*

Immediate:

- Read this entire Job Action Sheet.
- Obtain briefing from supervisor.
- Familiarize self with core data elements and procedures.
- Check availability of supplies and equipment to perform assigned tasks and report any anticipated needs to supervisor.
- Enter information into data collection system in use during the event. Should an electronic system be unavailable, hand-tabulate data from paper records.
- Report any missing required data entry fields or data elements to supervisor.
-

Intermediate:

- Enter supplemental data as needed.
- Check data accuracy.
- Provide information to supervisor, identifying and reporting issues.
- Immediately report any data or fields that seem unusual to supervisor.
-

Extended:

- Continue to data enter as required.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Planning/Intelligence

Demobilization Unit Leader

Reports to: Planning/Intelligence Section Chief

Mission: *Plan and support how personnel and resources will be demobilized from participating in the incident if required by the agencies or jurisdictions that are part of the incident.*

Immediate:

- Read this entire Job Action Sheet.
- Obtain briefing from supervisor.
- If needed, develop and get approved an Incident Demobilization Plan with specific instructions for personnel and resources that will require demobilization.
- Distribute Incident Demobilization Plan.
-

Intermediate:

- Generate reports and as needed.
- Monitor adherence to Incident Demobilization Plan.
- Report any problems to supervisor.
-

Extended:

- Deliver reports on demobilization of resources as needed.
- Plan for the possibility of extended deployment.
- Observe all staff for signs of stress, and report concerns to supervisor.
- Prepare end of shift report and present to supervisor and your replacement.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Planning/Intelligence

Documentation Unit Leader

Reports to: Planning/Intelligence Section Chief

Mission: *Maintain accurate and complete incident files, including a complete record of the major steps taken to resolve the incident.*

Immediate:

- Read this entire Job Action Sheet.
- Obtain briefing from supervisor.
- Start file or filing system for the current incident.
- Receive, duplicate, and file incident plans and other documents (such as Incident Action Plans).
- Coordinate with Documentation Officer in Command Staff if that role is activated.
-

Intermediate:

- Report any problems to supervisor.
-

Extended:

- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

OPERATIONS SECTION

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Operations

Operations Section Chief

Reports to: Agency Incident Commander

Mission: *Activate and coordinates any units that may be required to achieve the goals of the Incident Action Plan (IAP). Direct the preparation of specific unit operational plans and requests and identify and dispatch resources as necessary.*

Immediate:

- Receive appointment from Agency Incident Commander. Obtain packet containing section's Job Action Sheets.
- Read this entire Job Action Sheet and review organizational chart.
- Obtain briefing from Agency Incident Commander.
- Establish Operations Section Center in proximity to the agency Emergency Operations Center.
- Appoint Operations Section branch directors.
- Brief all Operations Section branch directors on current situation and develop the Section Action Plan (SAP).
- Add additional (or delete) tasks and distribute Job Action Sheets.
- Identify and report to Liaison Officer and/ or Finance/Administration Section Chief any tactical resources needed for the Incident Action Plan (IAP).
- Coordinate IT and data entry needs with Logistics and Planning/Intelligence Section Chiefs.
-

Intermediate:

- Brief the Agency Incident Commander routinely on the status of the Operations Section.
- Coordinate and monitor Operations Section and available resources needed to achieve mission and request resources as needed.
-

Extended:

- Maintain documentations of all actions and decisions on a continual basis; forward completed unit activity log to Agency Incident Commander.
- Observe all staff for signs of stress. Report issues to Finance/Administration Section Chief.
- Provide rest periods and relief for staff.
- Prepare end of shift report and present to oncoming Operations Section Chief and Agency Incident Commander.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Operations

Essential Services of Public Health Branch Director

Reports to: Operations Section Chief

Mission: *Identify those routine essential services that MUST be maintained during the agency disaster response period.*

Immediate:

- Confer with the Agency Incident Commander and Section Chiefs to determine an estimate of the projected length of the disaster response activities.
- Prepare a list of the essential services that must be maintained, as well as those that can be suspended and submit to the Agency Incident Commander and chief health official for approval.
- Inform the other Section Chiefs during the Incident Action Plan (IAP) development meeting in the agency Emergency Operations Center.
- Work with the Finance/Administration Section Chief and agency program directors to identify personnel who must be assigned to maintain usual services.
- Communicate to agency program directors which services will be maintained and which will be suspended.
- Direct the re-allocation of personnel to disaster or essential service duty in coordination with the Recruitment Unit Leader (Finance/Administration Section).
-

Intermediate:

- Develop a plan to communicate to the public which services are to be closed (and which will remain open).
- Monitor the success of maintaining the essential services.
- Re-evaluate the need to re-open (or close) existing services.
- Work closely with the other Section Chiefs and agency directors to ensure an adequate supply of personnel for essential services.
- Communicate unresolved problems or issues to Agency Incident Commander.
-

Extended:

- Prepare an end of shift report for the Agency Incident Commander and chief health official.
- Make recommendations regarding need to alter essential services plan.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Field Response Branch Director

Reports To: Operations Section Chief

Mission: *Organize and direct the field operations activities. These may include environmental, Hazmat response, surveillance, specimen collection, scene personnel safety, communicable disease control and mass care.*

Immediate:

- Read this entire Job Action Sheet
- Obtain briefing from Operations Section Chief.
- Establish a Field Response Branch Center.
- Communicate your telephone and fax number to the agency Emergency Operations Center (EOC) and other Branch Directors.
- Review the Incident Action Plans (IAP) and Section Action Plans (SAPs), and determine the specific Field Response units to be activated.
- Assign specific personnel to coordinate of the Field Response units.
-

Intermediate:

- Convene a meeting for all unit leaders, communicate IAP and SAP and assign tasks.
- Ascertain resources needed by each unit, and arrange for procurement, transportation and delivery of these resources including personnel, supplies and equipment, to the appropriate site through the Logistics and Finance/Administration Section Chiefs.
- Maintain a log of all unit objectives and staff assigned to each task.
- Ascertain progress and status and of each unit, and immediately report to the Operations Section Chief reports of conditions that are unsafe or situations that are not improving or deteriorating.
- Receive information from unit and transmit data through the Operations Section Chief to the Planning/Intelligence Section Data Center.
- Immediately report to the Operations Section Chief issues that cannot be resolved by your unit with current resources.
-

Extended:

- Observe all staff for signs of stress, and report concerns to Section Chief.
- Document all actions, decisions and interventions.
- Plan for the possibility of extended deployment.
- Brief Operations Section Chief about status of field operation activities, and prepare end of shift report for the oncoming Field Response Branch Director.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Medical Consultant (Field Response Unit)

Reports to: Field Response Branch Director

Mission: *Serve as the senior physician for the department of health, organize and direct medical support activities to public, staff, and other agencies.*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from Field Response Branch Director and Operations Section Chief.
- Obtain the most current medical information on the conditions (and their treatment) that are most likely to occur as a result of the event (e.g. biological, chemical, etc.)
- Review Incident Action Plan (IAP) and Section Action Plan (SAP) to recommend the specific medical operations sub-units to be activated.
-

Intermediate:

- Monitor the CDC, state health department and other resources for medical updates.
- Review all planned public information to assure medical accuracy and consistency with CDC and state health department message.
- Serve as medical consultant to the department of health and other agencies (hospitals, physicians, laboratories).
- Coordinate with Epidemiology Unit Leader to monitor list of affected persons.
-

Extended:

- Continue as above.
- Document all actions, decisions, and interventions.
- Prepare end of shift report for Branch Director and incoming Medical Consultant.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Field Response Coordinator

Reports to: Field Response Branch Director

Mission: *Coordinate and communicate with other units to provide information and to request information/support/supplies.*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from Field Response Branch Director.
- Based on extent of unit activation, determine sub-unit contacts for information flow and establish list for Field Response Branch Director.
- Establish contact with Health Information and Public Education Branch Director.
-

Intermediate:

- Facilitate coordination and operation of all activities of field units.
- Provide relevant information to units as necessary.
- Request information, supplies, etc., as needed.
-

Extended:

- Same as above.
- Prepare end of shift report for Field Response Branch Director and incoming Field Response Coordinator.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Environmental Unit Leader

Reports to: Field Response Branch Director

Mission: *Overall responsibility for assessing the environmental health aspect of the incident, determining the environmental interventions required and directing the response.*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from the Field Response Branch Director, including the Incident Action Plan (IAP) and the Section Action Plan (SAP).
- Determine staffing needs and availability.
-

Intermediate:

- Deploy staff as per IAP and SAP.
- Coordinate and request Personal Protective Equipment (PPE) and supplies for response staff if required.
- Direct and coordinate sampling and specimen collection or other actions as needed.
-

Extended:

- Re-deploy or adjust sampling or field collection as required.
- Monitor staff for signs of fatigue.
- Prepare end of shift report for Field Response Branch Director and incoming Environmental Unit Leader.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Field Environmental Specimen Collector

Reports to: Environmental Unit Leader

Mission: *Gather environmental samples.*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from supervisor.
- Communicate/verify contact information.
- Obtain necessary supplies and equipment (bottles, coolers, etc.)
-

Intermediate:

- Collect, label, and submit samples according to Standard Operating Procedures (SOP).
- Report to Environmental Unit Leader regularly as directed.
- Maintain chain of custody.
-

Extended:

- Plan for the possibility of extended deployment.
- Debrief staff at the end of the shift and sign out to oncoming staff.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Environmental Field Technical Specialist

Reports to: Environmental Unit Leader

Mission: *Evaluate environmental/medical conditions at relevant facilities (such as water plants, hospitals, food facilities, waste water plants).*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from the Environmental Unit Leader.
- Evaluate environmental/medical conditions at relevant facilities (water plants, hospitals, food facilities, waste water plants).
- Draw up or map sampling plans or floor plans for mass distribution clinic.
-

Intermediate:

- Establish contact with Planning/Intelligence Section to monitor assessments.
- Report findings and unusual events to Environmental Unit Leader.
-

Extended:

- Prepare end of shift report for incoming Field Environmental Specimen Collectors.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Technical Environmental Liaison

Reports to: Environmental Unit Leader

Mission: *To maintain contact between Field Coordinator and Field Response team members.*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from Environmental Unit Leader and/or Field Response Coordinator.
- Set up reporting mechanism with Field Response Branch members.
-

Intermediate:

- Establish contact at facilities to be inspected.
- Maintain a log of all communication and inspection schedules.
- Communicate needed contact information to Field Response Branch personnel.
-

Extended:

- Continues as above.
- Prepares end of shift report for incoming Technical Environmental Liaison.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Epidemiology Unit Leader

Reports to: Field Response Branch Director

Mission: *Interpret pattern of disease, coordinate investigation, develop appropriate standardized tool to use in case investigations.*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from Field Response Branch Director.
- Establish contact with Medical Consultant.
- Create standardized interview tool (questionnaire) or other data collection tool.
- Assess staffing needs and availability.
- Instruct appropriate staff in use of interview (or data collection) tools.
-

Intermediate:

- Update and/or tailor standardized questionnaire or tool(s) as needed.
- Relate information back to Medical Consultant and Field Response Branch Director.
- Establish and maintain ongoing contact with Planning/Intelligence Section to coordinate data and analysis of information.
- Evaluate feedback from staff using tool.
- Obtain up to date information from neighboring jurisdictions, the CDC and state health department.
-

Extended:

- Document all action decisions and intervention.
- Monitor staff for signs of fatigue.
- Prepare end of shift report for Field Response Branch Director and incoming Epidemiology Unit Leader.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Epidemiology Investigation Site Coordinator

Reports to: Epidemiology Unit Leader

Mission: *Coordinate collection of data, collate, and report data coming from field, direct investigative staff.*

Immediate:

- Read the entire Job Action Sheet.
- Obtain briefing from Epidemiology Unit Leader.
- Obtain facility-specific contacts or directive from the Technical Environmental Liaison.
- Direct staff for field assignments and brief on expected data to be collected and methods for collection.
- Review staff Personal Protective Equipment (PPE) needs if relevant.
-

Intermediate:

- Redirect staff assignments as needed.
- Document all field site visits.
- Take steps to limit environmental hazards as indicated by Incident Action Plan (IAP) and/or Section Action Plan (SAP).
-

Extended:

- Monitor staff for signs of fatigue and stress.
- Prepare end of shift report for Epidemiology Unit Leader and incoming Epidemiology Investigation Site Coordinator.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Case Investigator

Reports to: Epidemiology Investigation Site Coordinator

Mission: *To interview patients using designated questionnaire and protocol and document findings.*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from Epidemiology Investigation Site Coordinator.
- Obtain and review response questionnaire.
- Obtain site interview schedule and facility contacts.
- Obtain transportation to site.
-

Intermediate:

- Collect data as instructed.
- Report any concerns with data collection tool to the Epidemiology Investigation Site Coordinator.
- Turn in completed questionnaires to Epidemiology Investigation Site Coordinator.
- Report any unusual findings immediately to the Epidemiological Investigation Site Coordinator.
-

Extended:

- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Human Specimen Collector
 Nurse Lab Technician

Reports to: Epidemiology Investigation Site Coordinator

Mission: *To be deployed as member of in field investigation team (Human Specimen Collectors) to visit individual homes or community-based sites to complete patient assessments and collect specimens (invasive procedure).*

Specimen(s) to be collected: _____

<p><u>(Nurse)</u> Immediate:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Read entire Job Action Sheet. <input type="checkbox"/> Obtain briefing from Epidemiology Investigation Site Coordinator and assignments (visits, sampling needs). <input type="checkbox"/> Receive pre-packaged specimen collection packages, appropriate Person Protective Equipment (PPE) and sample storage requirement information. <input type="checkbox"/> Conduct home/community site visit to complete assessment and collect specimen(s). <input type="checkbox"/> Label specimen containers and store as appropriate. <input type="checkbox"/> <p>Intermediate:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Return specimens to designated location. <input type="checkbox"/> Ongoing as above. <input type="checkbox"/> Report any unusual events or findings immediately to the Epidemiological Investigation Site Coordinator. <input type="checkbox"/> <p>Extended:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Plan for the possibility of extended deployment. <input type="checkbox"/> 	<p><u>(Lab Technician)</u> Immediate:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Read entire Job Action Sheet. <input type="checkbox"/> Obtain Briefing from Epidemiology Investigation Site Coordinator and receive visit assignments. <input type="checkbox"/> Receive pre-packaged phlebotomy packages and PPE and specimen storage or transport requirements. <input type="checkbox"/> Conduct home/community site visit to collect specimen(s). <input type="checkbox"/> Label specimen containers. <input type="checkbox"/> <p>Intermediate:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Return specimens to designated location. <input type="checkbox"/> <p>Extended:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Plan for the possibility of extended deployment. <input type="checkbox"/>
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**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Diagnostic Testing Coordinator

Reports to: Epidemiology Investigation Site Coordinator

Mission: *Maintains the line listing of all laboratory testing results.*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from Epidemiology Investigation Site Coordinator.
- Establish contact with testing sites.
- Establish contact with Planning/Intelligence Section to coordinate test result data.
-

Intermediate:

- Coordinate IT needs through Logistics Section.
- Document all diagnostic values.
- Communicate all test results to the Epidemiology Unit Leader and Planning/Intelligence Section.
-

Extended:

- Same as above.
- Prepare end of shift report for Epidemiology Investigation Site Coordinator and incoming Diagnostic Testing Coordinator.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

**Mass Care Operations Coordinator
(Point of Distribution Center [POD])**

Reports to: Mass Care Unit Leader

Mission: *Oversee all Mass Distribution Operations (POD) clinical functions.*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from Mass Care Unit Leader.
- Obtain list of assigned staff and site location.
- Work with Resource Unit (Planning/Intelligence Section) and Recruitment Unit (Finance/Administration Section) to ensure that all assigned staff are present and at work site.
- Work with Logistics Section to ensure that all necessary paperwork and supplies are in place at work location.
- Receive and forward all requests for additional personnel, equipment, supplies and transportation.
- Continually reassess work flow and patient flow.
-

Intermediate:

- Ensure time and attendance is communicated to Mass Care Unit Leader on appropriate forms.
- Maintain log of all activities and communications.
- Ensure that issues are related to Mass Care Unit Leader ASAP.
-

Extended:

- Monitor staff for signs of stress and fatigue.
- Monitor supplies.
- Prepare end of shift report for Mass Care Unit Leader and incoming Mass Care Operations Coordinator.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Flow Monitor

Reports to: Mass Care Operations Coordinator

Mission: *Assist all clinic participants, directing them to appropriate stations.*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from Mass Care Operations Coordinator.
- Familiarize self with each station function and location.
- Direct clinic patients to the appropriate stations.
-

Intermediate:

- Assist staff as necessary.
- Evaluate needs and report issues to Mass Care Operations Coordinator.
-

Extended:

- Brief incoming flow monitor at end of shift.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Patient Educator

Reports to: Mass Care Operations Coordinator

Mission: *Provides patient education in preparation for receiving a vaccination or other treatment.*

Immediate:

- Provide education regarding effect, side effect and contraindications associated with the vaccine or other treatment.
- Respond to questions posed by potential vaccines.
- Review adverse events and when to seek medical care.
- Provide education on care of vaccine site and supplies if indicated.
- Assess audio-visual educational needs (VCR) and report to Mass Care Operations Coordinator.
- Assist patients in completing medical screening forms.
- Review all forms for completeness.
- Provide overview of clinic process.

Intermediate:

- Continue as above.
-

Extended:

- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

**Mass Care Operations (POD)
Medical Consultant**

Reports to: Mass Care Operations Coordinator

Mission: *Provide medical consultation to patients.*

Immediate:

- Read Entire Job Action Sheet.
- Obtain Briefing from Mass Care Operations Coordinator.
- Review the Incident Action Plan (IAP) and the Section Action Plan (SAP).
- Meet with Mass Care Operations Coordinator and Clinical Staff to disseminate key medical information.
-

Intermediate:

- Support Medical Screeners by providing medical consultation to patients taking part in clinic activities
- Maintain log of significant events.
-

Extended:

- Prepare end of shift report and present to Mass Care Operations Coordinator and incoming POD Medical Consultant.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Registration

Reports to: Mass Care Operations Coordinator

Mission: *Greet and register clinic patients.*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from Mass Care Operations Coordinator.
- Familiarize self with registration procedures and forms.
- Register patients and provide appropriate forms and instructions.
- Provide educational/information package.
- Obtain signatures on consent forms as specified in procedures.
-

Intermediate:

- Direct patients to next appropriate station.
-

Extended:

- Brief incoming registration staff at end of shift.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Medical Screener

Reports to: Mass Care Operations Coordinator

Mission: *Screen clinic participant for contraindications to vaccine/other treatment.*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from Mass Care Operations Coordinator.
- Familiarize self with vaccine and/or medications being administered and contraindications.
- Interview patient and complete appropriate forms.
- Review patient medical information and contraindications to determine if individuals meet qualifications for vaccine/other treatment.
- Verify vaccination status.
- Collect specimens as needed.
-

Intermediate:

- Refer patient to POD Medical Consultant as deemed necessary.
- Evaluate needs and report requests to Mass Care Operations Coordinator.
-

Extended:

- Monitor supplies.
- Prepare end of shift report for Mass Care Operations Coordinator and Medical Screener.
- Plan for the possibility of extended deployment.
-

Public Health**Incident Command System (ICS)
Emergency Response
Job Action Sheet***Operations
Field Response***Shelter Nurse****Reports to:** Mass Care Operations Coordinator**Mission:** *Provides clinical support to clients housed in a Red Cross or other shelter.***Immediate:**

- Read entire Job Action Sheet.
- Obtain assignment briefing and assignment from Mass Care Operations Coordinator.
- Review shelter protocol.
- Report to shelter and the Shelter Manager.
- Set up station and check supplies.
-

Intermediate:

- Maintain patient log including referrals, treatment, any red flag priorities.
- Complete initial client interview and screening to determine immediate medical needs document on medical record.
- Triage clients to a higher level of care as needed.
- Maintain contact with health department Medical Consultant.
- Provide first aid as needed.
- Complete medical records.
- Evaluate needs and report requests to Shelter Manager or Mass Care Operations Coordinator (based upon need).
- Monitor public health conditions within the shelter.
-

Extended:

- Monitor supplies.
- Prepare end of shift report for Mass Care Operations Coordinator and incoming Shelter Nurse.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Triage Nurse

Reports to: Mass Care Operations Coordinator

Mission: *Assess individuals presenting for care and direct them to the appropriate level of care or care site.*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from Mass Care Operations Coordinator.
- Check equipment and supply expiration dates if appropriate.
- Conduct triage: emergent, urgent and non-urgent care.
- Refer to the appropriate level of care.
- Provide first aid as needed.
-

Intermediate:

- Maintain patient assessment log.
- Prepare patient for transport to appropriate level of care.
- Evaluate needs and report requests to Mass Care Operations Coordinator.
- Maintain contact with POD Medical Consultant.
-

Extended:

- Monitor supplies.
- Prepare end of shift report for Mass Care Operations Coordinator and incoming Triage Nurse.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Vaccinator

Reports to: Mass Care Operations Coordinator

Mission: *Administer vaccines to qualified candidates. (Vaccinators can be nurses, physicians, physician assistants or nurse practitioners or as designated by State Commissioner of Health.)*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from Mass Care Operations Coordinator.
- Obtain appropriate supplies and Personal Protective Equipment (PPE).
- Check expiration date and prepare vaccine for administration.
- Check for appropriate consent and patient signature.
- Fill out/sign vaccine administration/dispensing forms.
- Administer vaccine/Rx as appropriate.
-

Intermediate:

- Monitor vaccine information (data) disposition.
- Evaluate needs and report requests to Mass Care Operations Coordinator.
- Maintain contact with POD Medical Consultant.
-

Extended:

- Monitor supplies.
- Prepare end of shift report for Mass Care Operations Coordinator and incoming Vaccinator.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

**Mass Care Operations (POD)
Information Technology Specialist**

Reports to: Mass Care Operations Coordinator

Mission: *To assess, install, and maintain communication and technology specific needs of POD site.*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from Mass Care Operations Coordinator.
- Identify assets and needs of POD site.
- Establish a communication center to communicate with and receive information from the Emergency Operations Center (EOC) and outside organizations.
- Report completion of established communications center to Mass Care Operations Coordinator and communicate additional needs as necessary.
-

Intermediate:

- Setup registration, data entry, and other areas identified as requiring communication and technology assets.
- Monitor, support, and communicate ongoing IT needs of POD site to Mass Care Operations Coordinator.
- Document all requests, actions, and interventions in a work log.
-

Extended:

- Prepare end of shift report and present to Mass Care Operations Coordinator.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Field Response*

Vaccinator Assistant

Reports to: Mass Care Operations Coordinator

Mission: *Complete paperwork during the vaccination process.*

Immediate:

- Read this entire Job Action Sheet.
- Obtain briefing from Mass Care Operations Coordinator & POD Medical Consultant.
- Review completed paperwork.
- Verify that patient qualified for vaccine.
- Obtain patient consent for vaccine.
- Witness consent (if indicated).
- Return completed form(s) to vaccinee.
-

Intermediate:

- Observe vaccinee for signs/symptoms of anaphylactic reaction.
- Verify that all forms are completed and signed.
-

Extended:

- Function as backup vaccinator.
- Verify the patient has all necessary supplies.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Health Information & Public Education*

Health Information and Public Education Branch Director

Reports To: Operations Section Chief

Mission: *Organize and coordinate the support to ensure functioning of internal and external communications.*

Immediate:

- Read this entire Job Action Sheet (JAS).
- Obtain briefing from Operations Section Chief and/or Public Information Officer (PIO).
- Review Incident Action Plan (IAP) and Section Action Plan (SAP), revise JAS as needed and assign staff.
- Establish a Risk Communications Center.
- Communicate your telephone and fax number to the agency Emergency Operations Center (EOC) and Section Chiefs in conjunction with Logistics Section Chief, assess current status of the internal and external telephone, cell phone, internet and communication systems.
- Establish or maintain the system for receiving communication from external agencies.
- Receive from Documentation Officer the list of pertinent phone numbers for internal and external offices.

Intermediate:

- Communicate with communication team members the work to be done and assign specific personnel to tasks.
- Maintain a log of all communication received and forward all new information to the appropriate section.
- Prepare communication materials to be disseminated by the agency.
- Have all clinical/medial information reviewed by the Medical Consultant for accuracy and consistency with CDC and state health department message before release.
- Obtain approval from the PIO and Operations Section Chief before releasing any information to the public or other agency.
- Immediately report to the Operations Unit leader issues that can not be resolved by your unit with current resources.

Extended:

- Ensure there are adequate supplies, equipment and materials to produce communication products.
- Provide an end of shift report for the oncoming Health Information Public Education Branch Director.
- Observe all staff for signs of stress, and report concerns Operations Section Chief.
- Document all actions, decisions and interventions
- Plan for the possibility of extended deployment

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Health Information & Public Education*

Hotline Unit Leader

Reports to: Health Information & Public Education (HIPE) Branch Director

Mission: *To organize and coordinate hotline function.*

Immediate:

- Read entire Job Action Sheet (JAS).
- Obtain briefing from HIPE Branch Director.
- Coordinate with Information Technology & Communication (ITAC) Unit in Logistics Section to set up telephones and computers as situation requires.
- Arrange for number of staff to operate hotline.
- Create shift for hotline staff.
- Create log sheet for telephone operators use.
- Obtain script from HIPE Branch Director.
- Conduct training of operators.
- Obtain bilingual or translation staff as needed.
- Familiarize yourself with script and up-to-minute information.
- Make copies of scripts and fact sheets for staff.
- Observe staff for stress levels and necessary for break.
- Address language needs.
-

Intermediate:

- Communicate frequently with public education and health information leader for current information.
- Report Frequently Asked Questions (FAQs) or misinformation to HIPE Branch Director for inclusion in new script.
- Coordinate with Logistics Section to arrange for food, water, and bathroom for staff.
- Identify telephone for personal telephone calls.
- Handle difficult calls.
- Report unusual calls immediately to the HIPE Branch Director.
-

Extended:

- Provide reports of telephone logs.
- Brief next shifts Hotline Unit Leader.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Health Information & Public Education*

Hotline Telephone Operator

Reports to: Hotline Unit Leader

Mission: *Respond immediately to public crisis and concerns with appropriate and accurate information.*

Immediate:

- Read this entire Job Action Sheet (JAS).
- Obtain briefing from Hotline Unit Leader (includes training on telephone).
- Review questions and answers for script to be familiar with information.
- Maintain most current information sheet and/or script.
-

Intermediate:

- Identify a person to refer specific calls to: media, doctor, supervisor, etc.
- Answer telephone inquiries of public.
- Keep a log of number and length of calls.
- Verify that you have most current information.
- Identify Frequently Asked Questions (FAQs) (or misinformation) from public and give this information to Hotline Unit Leader for inclusion in new scripts.
- Report unusual calls to the Hotline Unit Leader immediately.
-

Extended:

- Prepare end of shift report and provide to supervisor and incoming Hotline Telephone Operator.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Health Information & Public Education*

Information Distribution Unit Leader

Reports to: Health Information & Public Education (HIPE) Branch Director

Mission: *To distribute accurate and appropriate information to the public.*

Immediate:

- Read complete Job Action Sheet (JAS).
- Obtain briefing from HIPE Branch Director.
- Familiarize yourself with technology in area (fax machine, telephone, copier, broadcast fax web site).
- Obtain current information from HIPE Branch Director.
- Identify routes of distribution: web site, outreach, workers, flyers, TV or radio Public Service Announcement (PSA), hotline, public information line, press release, emergency communication, broadcast fax, email.
- Identify staff for distribution (outreach workers, etc.)
- Copy flyers if necessary.
- Identifying sites of distribution: libraries, hospital, schools, community centers, senior centers, etc.
- Publish list of contacts appropriate for various needs.
-

Intermediate:

- Conduct subsequent mailings using lists of identified target populations.
- Keep log of chart of distribution.
-

Extended:

- Ensure manuals are in appropriate locations.
- Update telephone and fax numbers.
- Date and file copy of all information distributed.
- Update mailing addresses.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Health Information & Public Education*

Clerk

Reports to: Information Distribution Unit Leader

Mission: *Perform clerical duties.*

Immediate:

- Read entire Job Action Sheet (JAS).
- Obtain briefing from Information Distribution Unit Leader (where machines are located such as copiers, fax machines, printer, etc.)
- Copy flyers or other material.
- Stuff envelopes.
- Transport material to mailroom.
- Keep an inventory of paper and request as needed.
- File and perform copy services as directed.
-

Intermediate:

- Assist with health education projects as specified by the Information Distribution Unit Leader.
-

Extended:

- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Health Information & Public Education*

Media Facilitator

Reports to: Health Information & Public Education (HIPE) Branch Director

Mission: *Arrange media interviews.*

Immediate:

- Read entire Job Action Sheet (JAS).
- Obtain briefing from HIPE.
- Arrange for media interviews (time and place, TV vs. radio vs. phone) with appropriate staff member designated through Health Information and Public Education Branch.
- Meet and greet media personnel in reception area and lead to interviewee.
- Ensure copies of press release or fact sheets for media are available.
-

Intermediate:

- Fax and/or email information for Public Information Officer and Health Information and Public Education.
- Answer internal phone inquires for Public Information Officer and Health Information and Public Education.
-

Extended:

- Assist with health education projects as specified by Health Information and Public Education Branch Director.
- Maintain log of media interviews.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Health Information & Public Education*

Media Telephone Operator

Reports to: Media Facilitator

Mission: *Answer media telephone lines, maintain telephone log.*

Immediate:

- Read entire Job Action Sheet (JAS).
- Obtain briefing from Media Facilitator.
- Answer media telephone lines using media contact information sheet (top half).
- Take messages on specific media needs.
- DO NOT answer media inquires or speak on behalf of the health department or give your opinion or "off the record" answers.
- Forward all media contact sheets to Media Facilitator or Public Information Officer.
-

Intermediate:

- Fax and/or email information for Public Information Officer and Health Information and Public Education.
-

Extended:

- Maintain phone log of calls.
- Assist HIPE Branch with projects as specified by HIPE Branch Director.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Health Information & Public Education*

Public Information Writer

Reports to: Health Information & Public Education (HIPE) Branch Director

Mission: *Write accurate and current information for internal and external communication.*

Immediate:

- Read entire Job Action Sheet (JAS).
- Obtain briefing from HIPE Branch Director.
- Research and collect data on events or agents.
- Identify audience and message.
- Write initial draft.
- Obtain approval from each identified individual.
- Incorporate translation services as needed.
- Format list of important phone numbers.
-

Intermediate:

- Make changes and adjustments as necessary.
- Double check data for most current numbers or information.
- Add appropriate graphics to document.
-

Extended:

- File final copy (with sign-offs).
- Send to information distributor/web site manager/hotline manager, etc.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Operations
Health Information & Public Education*

Webmaster

Reports to: Health Information & Public Education (HIPE) Branch Director

Mission: *Maintain and update health department web site.*

Immediate:

- Read entire Job Action Sheet (JAS).
- Obtain briefing from HIPE Branch Director.
- Determine where (what page) new information should go or if you need a new page.
- Research information to be placed on web site.
- Research appropriate graphic and audio for inclusion on web site.
- Create web pages.
- Get approval from HIPE Branch Director.
- Publish web pages.
- Find appropriate links, such as Centers for Disease Control (CDC) and state department of health.
-

Intermediate:

- Review web site for inaccurate or out-of-date information.
- Recommend web site changes to Health Information and Public Education Branch Director.
-

Extended:

- Document changes to web site.
- Assist with internal phone calls.
- Assist with other tasks as directed by Health Information and Public Education Branch Director.
- Plan for the possibility of extended deployment.
-

LOGISTICS SECTION

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Logistics

Logistics Section Chief

Reports to: Agency Incident Commander

Mission: *Organize, direct and coordinate those operations associated with maintenance of the physical environment (facilities), security, personnel deployment (movement) and provide for adequate levels of shelter and supplies to support the mission's objectives.*

Immediate:

- Receive appointment from the Agency Incident Commander (AIC). Obtain packet containing Section's Job Action Sheets (JAS).
- Read this entire Job Action Sheet.
- Obtain briefing from AIC, including Incident Action Plan (IAP).
- Confer with appointed Logistics Section Unit Leaders and ensure the formulation and documentation of an incident-specific Section Action Plan (SAP) as approved by the Command Staff.
- Add additional (or delete) tasks and distribute Job Action Sheets.
- Distribute the corresponding JAS with incident-specific tasks.
- Establish Logistics Section Center in proximity to agency Emergency Operations Center (EOC).
- Advise AIC on current logistical service and support status.
-

Intermediate:

- Update Logistics Section staff on new developments and receive Section status reports.
- Secure areas as needed to limit access by unauthorized personnel.
- Obtain information and updates regularly from unit leaders and officers; maintain current status of all areas.
- Review IAP and estimate section needs for next operational period or shift through Liaison Officer, initiate contact with jurisdiction's emergency services agency for EMS, fire and police assistance when necessary.
- Prepare to manage large numbers of potential volunteers.
- Confer with Public Information Officer (PIO) to establish areas for media personnel.
- Obtain supplies as requested by Planning/Intelligence or Operations Sections.
-

Extended:

- Maintain documentation of all actions and decisions on a continual basis. Forward completed unit activity log to Finance/Administration Section Chief.
- Participate in the development and execution of the demobilization and make recommendations to AIC as necessary.
- Observe all staff for signs of stress; report issues to Safety Officer.
- Provide rest periods and relief for staff.
- Prepare end of shift report and present to oncoming AIC and Logistics Section Chief.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Logistics

Food Unit Leader

Reports to: Logistics Section Chief

Mission: *Organize food and liquids for incident response personnel.*

Immediate:

- Read entire Job Action Sheet (JAS).
- Obtain briefing from supervisor.
- Request briefing on current and proposed staffing situation.
- Interact with Planning Section to determine number of personnel that must be fed now and will need to be fed in the future.
- Determine if incident operations or current conditions have any specific food requirements. Issues may include: need for extra fluids due to heat or high activity levels; potential loss of refrigeration; staff working in field versus at central locations.
-

Intermediate:

- Survey personnel for dietary issues. Follow any absolute dietary requirements, and accommodate preferences if feasible. Issues may include: meat, dairy, extreme allergies (such as nuts), religious requirements, caffeine, blood sugar issues.
- Obtain approved vendor list and accounting information.
- Order food and liquids as needed.
- Create delivery schedule and coordinate through supervisor.
- Document all actions, orders and deliveries.
- Manage food security and food safety.
- Monitor ongoing nutritional and personal item requirements of the staff and report such to supervisor.
- Interact with Facilities Unit to arrange food service areas.
-

Extended:

- Monitor actual amounts of food ordered, delivered, and consumed and modify future deliveries as needed.
- Coordinate with Safety Officer regarding amount of food and liquids consumed to monitor whether personnel are consuming enough to stay healthy and are not reducing intake too much because of stress or excess work.
- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Logistics

Supply Unit Leader

Reports to: Logistics Section Chief

Mission: *Organize and supply response-specific equipment and supplies.*

Immediate:

- Read entire Job Action Sheet (JAS).
- Obtain briefing from supervisor.
- Inventory equipment and supplies and project needs based upon requests from the Operations Section and projections from the Planning Section.
- Submit inventories and requests to supervisor for approval as needed.
-

Intermediate:

- Obtain approved vendor access instructions and required accounting information.
- Work with Finance/Administration Section to identify alternate methods for procurement and document suggestions to supervisor.
- Document all actions, orders and deliveries.
-

Extended:

- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Logistics

Medical Unit Leader

Reports to: Logistics Section Chief

Mission: *Organize provision of medical and mental health care to incident response personnel for illness or injury that occur during or as a result of their participation in the emergency response operations.*

Immediate:

- Read entire Job Action Sheet (JAS).
- Obtain briefing from supervisor.
- Work with Safety Officer and others as needed to determine what medical issues may arise directly from the public health emergency.
- Develop medical plan to deal with likely injuries and ensure provision of appropriate medical and mental health services.
- Notify personnel at all locations of how to receive medical or mental health care.
- Inventory medical supplies for those medical services that you will directly provide.
-

Intermediate:

- Determine how to contact Emergency Medical Services in case of need for transportation of injured personnel.
- Ensure provision of vaccinations, prophylaxis, occupational health, and mental health services.
- Ensure that incident personnel patients are tracked as they receive care and their health and ability to work is determined.
- Assist in processing all paperwork related to injuries or deaths.
- Report commonly occurring injuries to Safety Officer.
- Document all actions.
- Assist Finance/Administration Section with administrative requirements related to injury compensation (written authorizations, billing forms, witness statements, administrative medical documents, reimbursement).
-

Extended:

- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Logistics

Facilities Unit Leader

Reports to: Logistics Section Chief

Mission: *Maintain and secure appropriate physical facilities to support the mission or assignment.*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from supervisor.
- Set up agency Emergency Operations Center as needed, working with Information Technology & Communication Unit and others as needed.
- Establish staging area where personnel can wait before being assigned.
- Inventory and report on physical plant status to supervisor.
-

Intermediate:

- Determine potential needs such as heat, electrical, furniture, fans, parking, delivery access, bathing, and other physical plant issues.
- Establish area for provision of food and water services if needed.
- Establish sleeping area if needed, working with the Supply Unit.
- Ensure safety assessment of various sites and that recommendations are implemented.
-

Extended:

- Document all information and actions.
- Prepare emergency evacuation plan if not already available in conjunction with Safety Officer.
- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Logistics

Information Technology and Communications (ITAC) Unit Leader

Reports To: Logistics Section Chief

Mission: *Organize and coordinate communications plan and communications and information technology (IT) support to ensure functioning of internal and external communications and data-related equipment.*

Immediate:

- Read this entire Job Action Sheet (JAS).
- Obtain briefing from Logistics Section Chief.
- Review Incident Action Plan (IAP) and Section Action Plan (SAP) and assign specific personnel to tasks.
- Establish a Communications Center.
- Communicate your telephone and fax number to the agency Emergency Operations Center (EOC) and other Section Chiefs.
- Assess current status and inventory of the internal and external communication resources (e.g., telephone, Nextel, internet, blackberries, fax machines, beepers, wireless laptops, radios, ISDN lines for video conferencing) and make a list of work to be done.
- Create and distribute a communications plan covering the use of telephone numbers, radio frequencies, etc.
- Create and distribute list of current telephone number or other means of contact for other sections and units.
- Establish or maintain the system for receiving communication from external agencies.
- Meet with personnel you supervise to review IAP and SAP, and assign specific personnel to tasks.
-

Intermediate:

- Maintain a log of all communication equipment requests received and forward all new requests to Logistics Section Chief.
- Immediately report to the Logistics Section Chief issues that cannot be resolved by your unit with current resources.
- Work with IT department to facilitate hardware, equipment and software installation.
- Ensure there are adequate supplies, equipment and materials to produce communication products.
-

Extended:

- Brief supervisor about status of computers, communication requirements and prepare report for oncoming unit leader.
- Observe all staff for signs of stress, and report concerns to supervisor.
- Document all actions, decisions and interventions.
- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Logistics
IT & Communications*

Information Technology and Communication (ITAC) Support

Reports to: Information Technology and Communications (ITAC) Unit Leader

Mission: *To assess and distribute available communication equipment.*

Immediate:

- Read this entire Job Action Sheet (JAS).
- Obtain briefing from ITAC Unit Leader.
- Take inventory of equipment as directed (e.g., computers, laptops, telephones, cell phones, pagers and blackberries).
- Check functionality of equipment.
- Report status and equipment needs to ITAC Unit Leader.
-

Intermediate:

- Assist ITAC Unit Leader in setting up data center and telephone bank if necessary.
- Distribute laptops, phones, etc., as needed.
- Assist ITAC Technician, if necessary, with on-sight repairs or changes.
- Provide IT and Communication support where needed.
- Request additional supplies if needed.
-

Extended:

- Maintain an inventory log and distribution log.
- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Logistics

Transportation Unit Leader

Reports To: Logistics Section Chief

Mission: *Organize and arrange transportation for all personnel and resources.*

Immediate:

- Read this entire Job Action Sheet (JAS).
- Obtain briefing from supervisor.
- Establish a Transportation Unit Center.
- Communicate your telephone and fax number to the agency Emergency Operations Center (EOC) and other Section Chiefs.
- Review Incident Action Plan (IAP) and Section Action Plan (SAP) to identify transportation requirements of the health department response personnel.
- Conduct an inventory of available transportation staff and vehicles, including vehicle type and location.
- Assure vehicle energy resources and access/dispatch instructions are available.
- Assure trip and travel log formats are established.
- Assign reservationists, dispatchers and drivers.
-

Intermediate:

- Communicate with Transportation Unit members the specific work to be done for the shift, and assign specific personnel to tasks.
- Maintain a log of all transportation requests received, and staff and vehicles assigned.
- Immediately report issues that cannot be resolved by your unit with current resources to supervisor.
- Provide up-to-date information on location and status of vehicles to Resources Unit.
-

Extended:

- Brief Logistics Section Chief about status of drivers and vehicle availability, and prepare report for the oncoming Transportation Unit Leader.
- Observe all staff for signs of stress, and report concerns to Logistics Section Chief.
- Document all actions, decisions and interventions.
- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Logistics
Transportation*

Route Planner

Reports to: Transportation Unit Leader

Mission: *Plan the best possible route under existing circumstances (current road/traffic conditions) for all required trips, and provide a map and/or written driving instructions for drivers.*

Immediate:

- Read entire Job Action Sheet (JAS).
- Obtain briefing and trip requests from Transportation Unit Leader.
- Route trips via PC when available (MapQuest/Google Map), or manually via atlas/maps and through knowledge of county geography and roads.
- Provide Vehicle Manager with maps/driving instructions.
-

Intermediate:

- Coordinate efforts with Transportation Unit Leader and Vehicle Manager.
- Maintain current status of road/traffic conditions via communications with Vehicle Manager (who receives updates from drivers), police, radio, etc.
-

Extended:

- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Logistics
Transportation*

Vehicle Manager (Key Master)

Reports to: Transportation Unit Leader

Mission: *Manage pool of vehicles to be used for incident response.*

Immediate:

- Read entire Job Action Sheet (JAS).
- Obtain briefing from Transportation Unit Leader.
- Centralize vehicle dispatching (keys).
- Get supply of communication devices and maps for distribution to drivers.
- Identify authorized drivers and establish driver pool.
- Dispatch vehicles.
- Inventory type and number of vehicles available.
-

Intermediate:

- Arrange service, repair, and refuel.
- Report findings to Transportation Unit Leader.
- Track vehicle distribution and availability.
-

Extended:

- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Logistics
Transportation*

Driver

Reports to: Vehicle Manager

Mission: *Transport material, equipment, staff, supplies.*

Immediate:

- Read entire Job Action Sheet (JAS).
- Get keys and sign out vehicle from Vehicle Manager.
- Get assignment, map, directions, and communication device(s) from Vehicle Manager and Route Planner.
-

Intermediate:

- Help maintain vehicle operations.
- Report road conditions.
- Return keys to Vehicle Manager when no longer needed.
- Assist Vehicle Manager with identifying additional vehicles and drivers.
-

Extended:

- Report vehicle problems and communicate progress.
- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*Logistics
Staff Support*

Messenger/Runner

Reports to: Logistics Section Chief (or other as assigned)

Mission: *To facilitate the flow of information or office supplies to the emergency response ICS units.*

Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from supervisor.
- Don comfortable shoes and clothing.
- Set up log form to record requests by type and location.
- If needed, request communication device.
-

Intermediate:

- Procure any tools or support items (e.g, carts, boxes.)
- Monitor self for personal needs (food, drink, restroom, etc.)

Extended:

- Document all actions and requests as appropriate.
- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

FINANCE / ADMINISTRATION SECTION

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Finance/Administration

Finance/Administration Section Chief

Reports to: Agency Incident Commander

Mission: *Monitor the utilization of financial assets and human resources. Ensure the documentation of expenditures relevant to the emergency incident. Authorize expenditures to carry out the Incident Action Plan (IAP) and ensure appropriate documentation to support reimbursement.*

Immediate:

- Receive appointment and briefing from Agency Incident Commander (AIC). Obtain packet containing Section's Job Action Sheets.
- Read this entire Job Action Sheet and review organizational chart that has been activated.
- Appoint unit leaders.
- Review Incident Action Plan (IAP) and Section Action Plan (SAP) (if already developed).
- Inform team leaders of incident name.
- Obtain unique finance code for incident from the agency finance officer.
- Confer with appointed unit leaders and ensure the formulation and documentation of an incident-specific Section Action Plan (SAP) as approved by the Command Staff.
- Distribute the corresponding Job Action Sheets with incident-specific tasks.
- Establish a Finance/Administration Section Operations Center near the Logistics Center and ensure that there are adequate documentation/recording personnel.
- Implement jurisdiction-wide emergency procurement process for effecting rapid procurement of supplies, major equipment, leases, etc.
- Establish a mechanism for rapid review of requests and approval/release of fiscal resources for emergency procurement.
-

Intermediate:

- Approve a "cost-to-date" incident financial status in agreement with the AIC and summarize financial data as often as required by the nature of the incident, reporting personnel and hours worked, supplies, equipment, facilities and miscellaneous expenses.
- Obtain briefings and updates from Agency Incident Commander as appropriate.
- Incorporate information into financial status reports.
- Maintain a requisition log, identifying all contracts initiated or activated during emergency response.
- Schedule planning meetings with unit leaders to discuss updating the Section Action Plan and termination procedures.
- Authorize utilization or diversion of financial resources.
- Maintain a line of communication with unit leaders in Logistics and/or Operations Sections.
-

Extended:

- Observe all staff for signs of stress and report issues to Safety Officer.
- Provide rest periods and relief for staff.
- Coordinate response regarding staff work related issues, assignments and questions; work with Human Resources Director as appropriate.
- Coordinate injury or incident reporting procedures and protocol with Safety Officer.
- Create end of shift report for Agency Incident Commander and the oncoming Finance/Administration Section Chief.
- Document significant actions, decisions and interventions.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Finance/Administration

Recruitment Unit Leader

Reports to: Finance/Administration Section Chief

Mission: *Identify and mobilize additional staffing resources for emergency response if necessary.*

Immediate:

- Read Job Action Sheet.
- Report to and obtain instructions from supervisor.
- Identify availability of appropriate internal staffing resources in accordance with Section Action Plan (SAP) and previous emergency response functional role training and/or notify supervisor that external staffing resources are required.
- Establish a roster of staff that are available for emergency response, including staff location, schedule, and supervisor. When staff assigned to emergency response, coordinate with Resource Unit Leader (Planning/Intelligence Section) who will assure they check in and monitor their status while responding.
-

Intermediate:

- Refer any volunteers from the community to the volunteer center designated to receive them for this incident (e.g., United Way, Red Cross.)
- Coordinate with outside agencies to secure staffing resources if directed by supervisor.
- Initiate appropriate paperwork to process photo ID's and access cards, if directed by supervisor.
- Initiate rapid pre-clearance, medical and background checks, if directed by supervisor.
- Coordinate with Logistics Section to secure necessary work space, communications equipment, computer program access, parking, and other support needs, if directed by supervisor.
-

Extended:

- Identify resources as required to support the emergency response beyond 72 hours, if directed by supervisor.
- Organize and maintain files.
- Prepare reports for senior administrative staff as required.
- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Finance/Administration

Time Unit Leader

Reports to: Finance/Administration Section Chief

Mission: *Secure, organize, and process time & leave and payroll information related to the emergency response, including proper daily recording of personnel time.*

Immediate:

- Read this Job Action Sheet.
- Report to and obtain briefing from supervisor.
- Read materials provided regarding time & leave and salary administration for various collective bargaining units and instructions for automated time & leave and payroll processing.
- Identify time-keeping and overtime liaisons in individual sections/units and provide them with appropriate tracking forms.
- Collect and reconcile time & leave data and enter into automated system.
- Collect overtime (O.T.) sheets.
- Reconcile/calculate and code overtime rates and data enter into automated system.
-

Intermediate:

- Maintain a backup log of time & leave usage and balances if manually processed time & leave is required.
- Maintain backup log of hours/costs if manually processed payroll is required.
- Record leave without pay.
- Provide automated hours/costs to health department finance office.
- If necessary and appropriate, support the retrieval and distribution of payroll checks from central finance office.
-

Extended:

- Organize and maintain files and payroll documents.
- Prepare reports for senior administrative staff as required.
- Prepare end of shift report and present to supervisor and your replacement.
- Plan for the possibility of extended deployment.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Finance/Administration

Compensation/Claims Unit Leader

Reports to: Finance/Administration Section Chief

Mission: *Support worker injury compensation and claims by ensuring that all necessary forms, files, and witness statements are processed.*

Immediate:

- Read this Job Action Sheet.
- Report to and obtain briefing from supervisor.
- Coordinate with the Medical Unit (Logistics Section) regarding collection of injury records and statements.
-

Intermediate:

- Maintain written log of worker injury claims.
- Ensure that all forms required by workers' compensation programs and local agencies are completed.
- Maintain files on injuries and illnesses associated with the incident.
- Ensure that all witness statements are obtained in writing.
- Document investigations and agency follow-up requirements.
- Ensure that injuries are reported to the Safety Officer.
-

Extended:

- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Finance/Administration

Cost Unit Leader

Reports to: Finance/Administration Section Chief

Mission: *Provide cost analysis data for the incident. Ensure the finance information is adequately documented for auditing and reimbursement purposes and assures the determination of all eligible expenses.*

Immediate:

- Read this entire Job Action Sheet (JAS).
- Obtain briefing from Finance/Administration Section Chief.
- Thoroughly review all financial regulations concerning eligible expenses and documentation required by all federal, state, local, and other agencies for reimbursement and reporting.
- Compile and review data collected by Procurement Unit and Time Unit.
- Track and collect all backup documents.
- Ensure that equipment and personnel for which payment is required are properly identified.
- Obtain and record all cost data.
- Analyze and prepare estimates of incident costs.
-

Intermediate:

- Provide input on cost estimates for resource use to the Planning/Intelligence Section.
- Maintain accurate information on the actual costs of all assigned personnel and equipment.
-

Extended:

- File and track reimbursements.
- Complete all cost documentation for all federal, state, and local reimbursement.
- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Finance/Administration

Procurement Unit Leader

Reports to: Finance/Administration Section Chief

Mission: *Obtain supplies, equipment, and space as required in order to immediately help the department in emergency response activities.*

Immediate:

- Read this entire Job Action Sheet.
- Obtain briefing from the Finance/Administration Section Chief.
- Establish liaison with jurisdiction's agency for purchasing and supplies.
- Procure data on quantity, kinds of equipment, cost and specifications from Planning/Intelligence, Operations and Logistics Sections.
- Advise Finance/Administration Section Chief of any special procedures for any special procurement.
- Refer all unusual procurement requests to the Finance/Administration Section Chief.
-

Intermediate:

- Follow up on status of all orders and requests.
- Establish inventory of vendor information.
- Prepare report for Finance/Administration Section Chief on a periodic basis to be determined.
-

Extended:

- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

Finance/Administration

Accounting Clerk

Reports to: Procurement Unit Leader

Mission: *Assures all requisitions are completed accurately and comply with county procurement regulations.*

Immediate:

- Read this entire Job Action Sheet.
- Obtain briefing from supervisor.
- Submit requisitions to Procurement Unit Leader for final approval and signoff.
- Review requisitions to ensure accuracy and completeness, including name assigned to incident and financial code.
- Capture all cost data and documentation (requisitions).
-

Intermediate:

- Receive requisitions for approval and signoff.
- Follow up on payment to vendors.
-

Extended:

- Collect and follow up on all receiving reports and required documentation.
- Plan for the possibility of extended deployment.
- Prepare end of shift report and present to supervisor and your replacement.
-

Department of Health

SECTION ACTION PLAN (SAP)

Incident _____ Date _____ Section/Position _____

Officer:	For Time Period:
GOAL(S):	OBJECTIVES for Goal Achievement:
	1.
	2.
	3.
	4.
	5.
Resources needed:	Obtained from/time:
1.	
2.	
3.	
4.	
5.	
Goals(s) Completed/Status	Reported to/time:

Signature _____

Position _____

Time _____

**Public Health
Incident Command System (ICS)
Emergency Response
Job Action Sheet**

*[Insert appropriate section (Operations, Logistics, etc.)]
[Insert appropriate sub-section (unit, branch, etc.) (Optional)]*

[Insert functional role title here]

Reports to: [Insert name of supervising role (name of functional role, not name of person.)]

Mission: *[Insert mission of this role here.]*

Immediate:

- [Insert tasks that must be completed in the immediate time frame.]
-
- [Leave one line blank for writing incident-specific tasks.]

Intermediate:

- [Insert tasks that must be completed in the intermediate time frame.]
-
- [Leave one line blank for writing incident-specific tasks.]

Extended:

- [Insert tasks that must be completed in the intermediate time frame.]
-
- [Leave one line blank for writing incident-specific tasks.]

APPENDIX 3: SAMPLE EMERGENCY PLAN OUTLINE

Source: "Project Public Health Ready Criteria: Draft Individual LPHA Documentation Checklist, Fall 2004"¹ and *BtPREP: A Bioterrorism Response Plan Design Guide for Local Public Health Agencies* (NACCHO. CD-ROM)

See also: Rottman S, Shoaf K, Dorian A. Writing a Disaster Plan: A Guide for Health Departments. July 2005; First edition. UCLA Center for Public Health and Disasters. Accessed at <http://www.cphd.ucla.edu> on August 30, 2005.

- A. **Plan update:** The plan is dated as reviewed/revised within one year of submission.
- B. **Authority, Signatures and Acknowledgement**
 - 1. List of agency representatives participating in the plan's development and to whom the plan applies and acknowledgements by the agencies participating in the planning process.
 - 2. Statement signed by municipal authorities acknowledging adoption, or support, of the plan and including citations of applicable statutes or administrative rules governing the plan's creation and use (this item is dependent upon local and state legal practice).
- C. **Table of Contents:** Sets forth sections and subsections with an appropriate pagination scheme. Ideally, this scheme should be consistent with the Local and State Civil Defense Emergency Management Agency's Emergency Response Plan.
- D. **Purpose/Introductory Material:** Sets forth the purpose of the plan/overview and introduction to the plan.
- E. **Situation and Assumptions:**
 - 1. Description of situations likely to affect local emergency response - unique vulnerabilities and distinguishing characteristics that may affect the circumstances of an emergency event.
 - 2. Consideration of availability and surge capacity of personnel, treatment facilities, laboratories, redundant communications, pharmacologic supplies and security; in relation to scope and duration for anticipated events.
 - 3. Acknowledgement of mutual aid agreements, if available.
- F. **Role(s) and Responsibility:** In table or other format, a description of the emergency response responsibilities of the local emergency agency(ies) or team(s). This table indicates the primary and secondary support roles for local, state and federal asset acquisition. Describe roles and responsibilities for ESF-8 functions [Emergency Support Function 8: Health and Medical Support]².
 - 1. List, table or other format indicating the necessary roles to be filled during response operations and detail of the specific functions of each role.
 - 2. Identification of the LPHA response roles and associated response functions for:
 - a. Command and Control

¹ Project Public Health Ready. Criteria: Draft Individual LPHA Documentation Checklist. Fall 2004: <http://archive.naccho.org/Public-Health-Ready/Criteria.pdf>. Accessed on March 8, 2004.

² "Emergency Support Function (ESF) #8 – Public Health and Medical Services provides the mechanism for coordinated Federal assistance to supplement State, local, and tribal resources in response to public health and medical care needs...." (Department of Homeland Security. National Response Plan, Emergency Support Function (ESF) Annexes, page ESF #8-1. December 2004: http://www.dhs.gov/dhspublic/interapp/editorial/editorial_0566.xml. Accessed March 9, 2005.)

- b. Communication
- c. Early Recognition and Surveillance
- d. Investigation
- e. Epidemiology
- f. Sample Testing, including:
 - 1. Evidence of current packaging and shipping regulations on infectious substances and dangerous goods.
 - 2. Capability to transport specimens/samples to a confirmatory reference lab on nights, weekends, and holidays.
- g. Evidence Management
- h. Mass Prophylaxis and Immunization
- i. Mass Patient Care
- j. Mass Fatality Management
- k. Environmental Surety
- l. Mental Health of Public Health Emergency Response Personnel

G. Concept of Operations: What should happen, when and under whose direction.

1. Description of organizational structure to be used for coordinating response (typically Incident or Unified Command System).
2. Overall approach to organizing and coordinating the response to a public health emergency, accounting for existing emergency response structures and facilities (as noted above).
3. Description of anticipated operational activities including each agency's role and responsibilities.
4. Preliminary Circumstance Matrix to indicate when "to consider deploying specific response activities and procedures" (an example is provided in *BtPREP*, Template F-1) to detail outbreak investigations.
5. Surge Capacity: Expected Outcome to delineate response capability/capacity of local, state, federal and private resources (e.g., defining the limits of present capabilities, internal agency surge capacity, and determining when to ask for higher order support based on models or past experience; how far can an agency or partner manage with present human and physical resources before asking for outside/jurisdictional assistance).
6. Identification of the Local Public Health Agency (LPHA) response roles and associated response functions for:
 - a. Command and Control
 - b. Communication
 - c. Early Recognition and Surveillance
 - d. Investigation
 - e. Epidemiology
 - f. Sample Testing
 1. Evidence of current packaging and shipping regulations on infectious substances and dangerous goods.

2. Capability to transport specimens/samples to a confirmatory reference lab on nights, weekends, and holidays.
 - g. Evidence Management
 - h. Mass Prophylaxis and Immunization
 - i. Mass Patient Care
 - j. Mass Fatality Management
 - k. Environmental Surety
 - l. Mental Health of Public Health Emergency Response Personnel
- H. Activation Circumstances**
1. Activation/Execution matrix or narrative description (activated from initiation to resolution, an example of this is Figure 12 in BtPREP).
 2. Identification of indicators that suggest a possible bioterrorist event has occurred.
 3. Response actions to be taken, by whom and how documented (resources include Template G-1 and Template I-1, as well as Table 16 in BtPREP).
- I. Event Sequence Following Activation** – Standard Operating Procedures (SOPs), decision matrix, flow chart, decision tree or other format describing the following (an example of a decision matrix is included in *BtPREP*, Template H-1):
1. Who – responsible agency(ies)
 2. What – type of activity(ies)
 3. Where – location of activity(ies)
 4. When – timing of the activity(ies)
 5. How – procedures to be followed
- J. Tribal/International/Military Installations and Neighboring Jurisdictions:** The LPHA submits evidence of efforts to coordinate with neighboring jurisdictions, and if applicable, with tribal/international/military installations to do the following tasks:
1. Identify the installations or neighboring jurisdictions the LPHA jurisdiction shares borders with.
 2. Jointly participate in disaster planning meetings (e.g., city-state-tribal collaboration or city-state-international collaboration). Evidence includes one or more of the following:
 - a. Invitation from the LPHA to installations or neighboring jurisdictions to participate in planning process.
 - b. Meetings notes or minutes.
 - c. Indicate installation or neighboring jurisdiction part of LPHA response plan development committee (Refer to PPHR Measure #1-Item B).
 - d. If available, mutual aid agreement.
 3. Health alert messages
 - a. Evidence includes sample health alert messages that have been shared by the LPHA with the installations or neighboring jurisdictions.
 4. Epidemiological data
 - a. Evidence includes epidemiological data shared by the LPHA with the installations or neighboring jurisdictions.

5. Laboratory data
 - a. Evidence includes a description of how lab samples would be tested and results shared with installations or neighboring jurisdictions.
6. Mutual aid across borders and boundaries. Evidence includes one or more of the following:
 - a. A description on the process by which the LPHA is working to develop a mutual aid agreement with the installations or neighboring jurisdictions;
 - b. If available, mutual aid agreements;
 - c. If your state health department is responsible for all mutual aid agreements, submit appropriate reference to these agreements.

K. Appendices

1. Notification tree/activation information:
 - a. Whom to notify and at what level (alert, standby, report, etc.)
 - b. Responsible party(s) for notification, alerts, mobilization
 - c. Pertinent contact information (EOC, phone, cell, fax, etc.)
 - d. Method of notification
 - e. Where to report
2. Communication plan
 - a. Interdepartmental
 - b. Media relations
 - c. Public Information
 - d. Joint Information Center
 - e. Partner Notification (How sending, receiving, and interacting with the Health Alert Network)
 - f. Essential Service Designation
3. Information on specific agents of terrorism
4. Supporting and/or reference documents, as needed

L. Quarantine & Isolation

1. The statutory or regulatory process in the jurisdiction to order individual quarantine and isolation.
2. The statutory or regulatory process in the jurisdiction to order mass quarantine and isolation.

RESOURCE DIRECTORY

Public Health Incident Command System (PHICS): Implementing ICS within Public Health Agencies. Volume 1: Guide. Volume 2: Appendices.

Qureshi K, Gebbie KM, Gebbie EN. Available for download at:
<http://www.ualbanycphp.org/pinata/phics/default.cfm>

Making Sense of the National Incident Management System (NIMS)

Archived satellite broadcast with Donald F. Sutton. University at Albany Center for Public Health Preparedness Grand Rounds Series, March 9, 2006.
<http://www.ualbanycphp.org/GRS/eventpast.cfm?id=50>

Centers for Public Health Preparedness Resource Center

Maintained by the Association of Schools of Public Health, this database provides descriptions of and links to ICS and other preparedness training material produced specifically for public health agencies.
<http://www.asph.org/acphp/phprc.cfm>

Federal Emergency Management Agency (FEMA):

This portal is a starting point for access to Emergency Management Institute (EMI), independent study courses (IS), National Emergency Training Center's (NETC) Virtual Campus, and face-to-face courses.
<http://training.fema.gov/>

Hospital Incident Command System

<http://www.emsa.ca.gov/hics/hics.asp>

National Association of County and City Health Officials (NACCHO)

The Public Health Agency Role in the Incident Command System (ICS) CD-ROM Training Course & Student Booklet.
http://www.naccho.org/pubs/product1.cfm?Product_ID=79

National Incident Management System (NIMS)

See the core NIMS document, including:
Chapter II, Section A: Incident Command System (pages 7-26)
Appendix A "The Incident Command System" (pages 63-138)
Glossary of Key Terms (pages 127 – 138)
Acronyms (page 139)
<http://www.fema.gov/emergency/nims/index.shtm>

National Wildfire Coordinating Group

An extensive collection of manuals and supporting materials for the 17 modules of the Incident Command System National Training Curriculum (1994):
<http://www.nwcg.gov/pms/forms/ics.htm>

Occupational Safety & Health Administration

Incident Command System eTool
<http://www.osha.gov/SLTC/etools/ics/>

FEEDBACK

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