

regarding information gathering and sharing. Observe constraints on release of information.

- Develop and receive Incident Commander's approval of a comprehensive, proactive communications strategy that reflects both immediate and long-term goals.
- Prepare initial information summary as soon as possible after arrival.
- Obtain approval for release of information from the CBC or IC.
- Attend meetings to update information releases.
- Arrange for meetings between media and the CBC.
- Provide escort service to the media and VIP's; provide PPE as necessary.
- Respond to special requests for information.
- Keep informed of incident developments and control progress through planning meetings and regular contacts with incident staff and cooperating agencies.
- Keep the Incident Commander informed of any potential issues involving the general public, news media, or other sources.

Media Interviews

- Prepare: Know the facts. Develop 2-3 key messages and deliver them. Prepare responses to potential tough questions. If possible, talk to reporter beforehand to get an idea of subjects, direction and slant of the interview.
- Be concise. Give 10-20 seconds, simple answers, and when you're done, be quiet. If you botch the answer, simply ask to start again.
- Be honest, personable, professional, presentable (remove sunglasses and hats).
- Look at the reporter, not the camera.
- Ensure media are escorted and wearing PPE where necessary.

- NEVER talk "off the record", exaggerate, or try to be cute or funny.
- DON'T guess or speculate or say "no comment." Either explain why you can't answer the question or offer to track down the answer.
- DON'T disagree with the report. Instead tactfully and immediately clarify and correct the information.
- DON'T speak for other agencies or offices; or use jargon or acronyms.

Liaison Officer / HR The Liaison Officer, a member of the Command Staff, is the point of contact for the assisting and cooperating Agency Representatives. This includes Rock Island County EOC, Levee Districts, Red Cross, State Patrol, etc.

Critical Responsibilities:

- Obtain briefing from Incident Commander.
- Be the IMT's Liaison with the Rock Island Count EOC.
- Be the conduit of information between the County EOC and the Quad City Area IMT.
- Provide a point of contact for assisting/cooperating Agency Representatives.
- Identify each Agency Representative including communication link and location.
- Maintain a current list of cooperating and assisting agencies assigned. Confirm resource list with Resource Unit Leader.
- Respond to requests from incident personnel for inter-organizational problems.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Remain visible on the incident to incoming cooperators and assisting agencies.

- Participate in planning meetings providing current resource status, limitations, and capability of other agency resources.

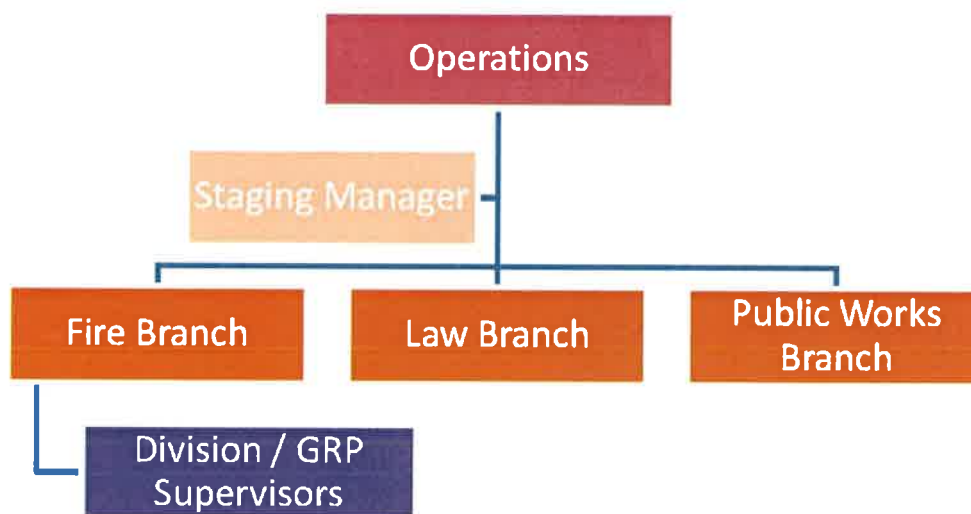
Business Liaison Officer The Business Liaison Officer, a member of the Command Staff, is the point of contact for assisting business with information and flood preparations.

Critical Responsibilities:

- Obtain briefing from Incident Commander.
- Be the principle contact for the Business Community.
- Be the conduit of information between the IMT and County Businesses.
- Brief business owners on where sand and sand bags can be obtained for protecting businesses.

Operations Section (OPS)

The Operations Section is comprised of the Operations Section Chief, Staging Manager, Branch Coordinators (Fire, Law & Public Works), and the Division/Group Supervisors. The OPS Section is comprised of the field staff engaged in building the “operational” components of the Flood Fight. This includes; building the flood wall, and coordinating the manpower and equipment to manage the incident.



Operations Section Chief The Operations Section Chief, a member of the General Staff, is responsible for the management of all operations directly applicable to the primary mission. During a flood fight, the Public Works Operations Chief will be the ranking Section Chief.

Critical Responsibilities:

- Obtain briefing from Incident Commander.
- Determine needs and request additional resources.
- Develop strategy to achieve the Incident Commander's objectives.

- Determine resource allocation to manage incident.
- Utilize branch directors and division supervisors to supervise operations.

Other Duties:

- Develop operations portion (ICS Form 215) of the Incident Action Plan with the Planning Section Chief.
- Brief and assign operations personnel in accordance with the Incident Action Plan.
- Review suggested list of resources to be released and initiate recommendations for resource release.
- Assemble and disassemble Division teams assigned to operations.
- Report information about special activities, events and occurrences.
- Maintain Unit Log (ICS Form 214).

Staging Area Manager A Staging Area Manager is responsible for managing all activities within a Staging Area. During a flood fight, staging areas will be determined by the jurisdiction.

Critical Assignment:

- Respond to requests for resource assignments.

Other Duties:

- Establish staging area layout.
- Determine and order support needed.
- Establish check-in function as needed.
- Post traffic plan for Staging Area.
- Report resources status changes as required.

- Maintain staging area in orderly condition.
- Maintain Unit Logs.

Fire Branch The Fire Branch Director is responsible for managing the flood fight volunteers and carrying out the strategies of the Operations Chief.

Critical Responsibilities:

- Obtain briefing from Operations Chief.
- Supervise branch operations.
- Supervise division/group supervisors.
- Develop alternatives for branch control operations.

Other Duties:

- Attend planning meetings at the request of the Operations Chief.
- Review division/group assignment lists.
- Assign specific work tasks to division/group supervisors.
- Maintain unit log (ICS 214)

Law Enforcement Branch Director

The Law Enforcement Branch Director is responsible to protect life and essential public facilities; to alert people in a flood zone and coordinate evacuation; to provide security to vulnerable neighborhoods; to control vehicular and pedestrian traffic in and around areas in crisis.

Critical Responsibilities:

- Obtaining briefing from Incident Commander.
- Develop evacuation contingency plan for potentially affected areas. Plan shall be submitted to Planning Section Chief.

- Traffic Control: ensure compliance with traffic plan; man key intersections outside of clear zone; communicate with appropriate providers for signage; ensure clear route for sand trucks.
- Crowd Control: monitor behavior of people and vehicles at usual public observation points.
- Flood Zone Access Control: create and man clear zones for emergency operations; man ingress/egress points of clear zone; verify identification of people entering clear zones.
- Public Warning: provide audible warning to areas projected to be effected by incident
- Evacuation: log evacuated areas; provide evacuated persons with shelter information; arrange transportation for disabled.
- Security: provide mobile security to evacuated areas as resources allow; provide mobile and/or foot security to clear zones. Staging areas, media center, command post, EOC as resources allow and circumstances warrant.
- Public Facilities: provide security to hospitals, County hall, fire stations, water providers, etc. as circumstances warrant.

Other Duties:

- Provide emergency police response to areas unaffected by incident and service areas affected by incident as needed.
- Provide a representative to the JIC.

Public Works Branch The Public Works Branch Director if filled is responsible for managing heavy machinery assigned at the incident, implementing and strategic deployment of specialized machinery and coordinating construction/contracting crews.

Critical Responsibilities:

- Obtain briefing from Operations Chief.
- Coordinate group deployment of heavy equipment.
- Apply risk management practices to equipment operations.

- Ensure "safe practices" are being performed.

Other Duties:

- Determine coordination procedures with Operations Section Chief.
- Request equipment through logistics branch.
- Provide assistance with development of incident action plan.
- Supervise all heavy machinery, construction and contract crews.
- Resolve conflicts within the branch.

Division/ Group Supervisor The Division/Group Supervisor is responsible for the implementation of the assigned portion of the Incident Action Plan (building the retaining wall).

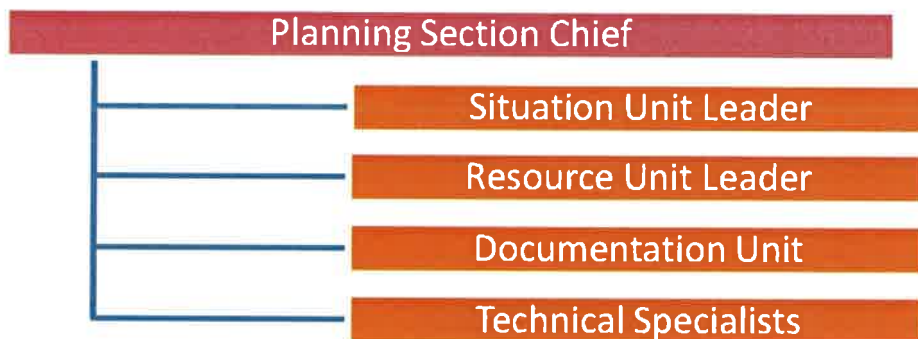
Critical Safety Responsibilities

- Obtain briefing from Supervisor.
- Coordinate activities with adjacent Division.
- Keep supervisor informed of situation and resources status.
- Resolve logistics problems within the Division/Group.
- Keep supervisor informed of hazardous situations and significant events.

Other Duties

- Review the assignment with subordinates.
- Inform Incident Communications and/or resources Unit of all status changes of resources assigned to Division/Group.
- Ensure that assigned personnel and equipment get on and off the line in a timely and orderly manner.

Planning Section (PLANS) The Planning Section is comprised of the Planning Section Chief, Situation Unit Leader, Resource Unit Leader, Documentation Unit Leader, and Technical Specialist (such as GIS). The primary goal of the planning section is to develop an incident action plan and developing alternative strategies for other scenarios.



Planning Section Chief The Planning Section Chief, a member of the General Staff, is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident, status of resources, and demobilization of the incident. Information is needed to understand the current situation, predict probable course of incident events, prepare alternative strategies and control operations for the incident, and provide for an orderly and economic demobilization of the incident.

Critical Responsibilities:

- Obtain briefing from Incident Commander.
- Establish information requirements and reporting schedules for all ICS organizational elements for use in preparing the Incident Action Plan.
- Conduct planning meetings and operational briefings.
- Supervise preparation of Incident Action Plan and ensure sufficient copies are available for distribution through Unit Leader level.
- Assemble information on alternative strategies.

- Perform operational planning for Planning Section.
- Advise General Staff on any significant changes in incident status.
- Prepare and distribute Incident Commander's orders.
- Ensure that normal agency information collection and reporting requirements are met.
- Prepare recommendations for release of resources (for approval by the Incident Commander).
- Ensure that information concerning special environmental protection needed is included in the Incident Action Plan.
- Maintain Unit Log (ICS Form 214).
- Instruct planning section units in distribution of information.
- Ensure demobilization plan and schedules are developed and coordinated with Command, General Staff, and Agency Dispatchers.
- Establish a communications link between the agency demobilization organization and the incident demobilization unit.

Resource Unit Leader The Resource Unit Leader is responsible for establishing all incident check-in activities; the preparation and processing of resource status information; the preparation and maintenance of display, charts, and lists which reflect the current status and location of suppression resources, transportation, and support vehicles; and maintaining a master check-in list of resources assigned to the incident.

Duties

- Obtain briefing from Planning Section Chief.
- Establish check-in function at incident locations.
- Verify that all resources are checked in.

- Using the Incident Briefing (ICS 201) prepare and maintain the Command Post display (organization Chart and resource allocation and deployment sections of display).
- Establish contacts with incident facilities and maintain resource status information.
- Participate in planning meetings as required by the Planning Section Chief.
- Gather, post and maintain current incident resource status including transportation, support vehicles, and personnel.
- Maintain master list of all resources checked in at the incident.
- Prepare Organization Assignment List and Incident Organization Chart.
- Prepare Division Assignment Lists after Planning Meeting.
- Provide resource summary information to Situation Unit as requested.

Situation Unit Leader The Situation Unit Leader is responsible for the collection and organization of incident status and information and the evaluation, analysis and display of that information from use by ICS personnel and agency dispatchers.

Duties

- Obtain briefing from Planning Section Chief.
- Collect and analyze situation data.
- Obtain available pre-attack plans, maps and photographs.
- Prepare predictions at periodic intervals or upon request of the Planning Section Chief.
- Post data on unit work displays and Command Post displays as scheduled intervals.
- Provide information on transportation system to Ground Support Unit Leader for the Transportation Plan.

- Prepare the Incident Status Summary
- Maintain Situation Unit records.
- Maintain incident history on maps and narrative from initial attack to final demobilization.

Documentation Unit Leader (DOCL) The Documentation Unit Leader is responsible for maintaining accurate and complete incident files, providing duplication services to incident personnel, and packing and storing incident files.

Duties

- Primary duty is to photography of the flood fight operations and critical areas during the flood.
- Obtain briefing from Planning Section Chief.
- Establish and organize incident files with Planning Chief.
- Establish duplication service and respond to requests.
- Retain and file duplicate copies of official forms and reports, including those generate by computers.
- Provide duplicates of forms and reports.
- Prepare incident documentation when requested.
- Maintain, retain, and store incident files.
- Maintain Unit Log (ICS Form 214).

GIS Specialist (GIS) The GIS specialist is responsible for the creation of maps for the incident. The GIS specialist works closely with the Situation Unit Leader in determining what maps will be needed.

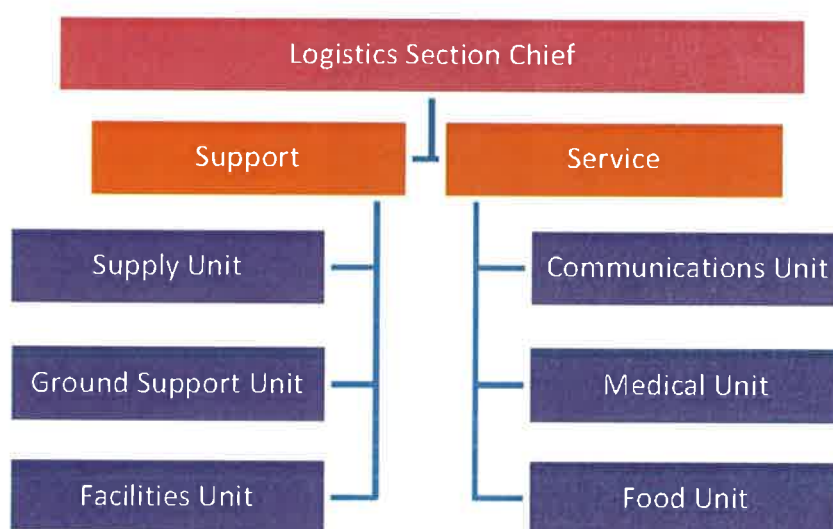
Duties

- Obtain briefing from Planning Section Chief.
- Determine mapping needs for incident with Situation Unit Leader.

- Create maps for incident action plan.
- Create large display maps for EOC.
- Update maps accordingly throughout incident.
- Maintain Unit Log (ICS Form 214).

Logistics Section (LOGS)

The logistics section is responsible for providing facilities service and materials for the incident. Under the control of the Logistics Chief, who reports to the IC, this function takes on great significance in flood operations. The Logistics section is an expanded organization divided into two branches—service and support. The following graph shows some of the services managed by the logistics section.



Logistics Section Chief The Logistics Section Chief, a member of the General Staff, is responsible for providing facilities, services, and materials in support of the incident. The Logistics Section Chief participates in development and implementation of the Incident Action Plan and activates and supervises the Branches and Units within the Logistics Section.

Critical Responsibilities:

- Obtain briefing for the Incident Commander.
- Provide for the safety and welfare of assigned personnel.

- Gather information necessary to assess incident assignment and determine immediate needs and actions.
- Identify service and support requirements for planned and expected operations.
- Supervise Logistics Section personnel.
- Participate in preparation of Incident Action Plan.
- Conduct logistics section meeting and / or briefing.
- Ensure Communication Plan, Medical Plan, and Transportation Plans are updated and provided to Planning Section.

Other Duties:

- Obtain and assemble information and materials needed for logistics kit.
- Establish and maintain positive interpersonal and interagency working relationships.
- Advise on current service and support capabilities.
- Plan organization of Logistics Sections.
- Assign work locations and preliminary work tasks to Section Leaders
- Participate in the operational period briefing.
- Interact and coordinate with all Command and General Staff to ensure role as a team player.
- Update Incident Commander on accomplishments and/or problems.
- Maintain Unit Log (ICS Form 214).
- Ensure all personnel and equipment time is completed at the end of each operational period.

Service Branch Director (SVBD) The Service Branch Director is responsible for the management of all service activities at the incident. The Service Branch Director supervises the operations of the Communications, Medical, and Food Unit Leaders. Specifically, during a flood fight, the Service Branch Director is responsible for overseeing the food unit and working in cooperating agencies such as the Red Cross, schools and churches.

Critical Responsibilities:

- Obtain briefing from Logistic Section Chief.
- Provide for the safety and welfare of assigned personnel.
- Gather information necessary to assess incident assignment and determine immediate needs and actions.

Other Duties:

- Establish and maintain positive interpersonal and interagency working relationships.
- Advise on current service capabilities.
- Identify service requirements for planned and expected operations.
- Plan organization of Service Branch.
- Coordinate activities of Branch Units.
- Assign work locations and preliminary work tasks to Service Branch Leaders.
- Inform Logistics Chief of Branch activities.
- Resolve Service Branch problems.
- Participate in Logistics Section planning.
- Update Logistics Section Chief on accomplishments and/or problems.

- Maintain Unit Log (ICS Form 214).
- Ensure all personnel and equipment time is completed at the end of each operational period.

Call Taker Leader The Call Taker is responsible for receiving and routing telephone calls from the community, other agencies and the press.

Critical Responsibilities:

- Obtain briefing from Incident Commander.
- Receive incoming calls from the public and disseminate information regarding the flood status as needed.
- Track incoming call questions and follow up with the IC regarding answers every hour.
- Receive status briefings from PIO.

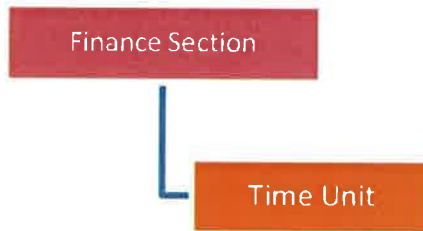
Support Branch Director (SUBD) The Support Branch Director is responsible for development and implementation of logistics plans in support of the Incident Action Plan. The Support Branch Director supervises the operations of the Supply, Facilities, and Ground Support Units. Specifically, in a flood fight, the Support Branch is responsible for ordering personnel, equipment, and supplies; receiving and storing all supplies for the incident; maintaining an inventory of supplies; and servicing non-expendable supplies and equipment.

Critical Responsibilities:

- Determine level of service needed to support operations.
- Participate in Logistics Section planning.
- Organize and prepare assignments for Support Branch personnel.
- Coordinate activities of Branch Units.
- Inform Logistics Section Chief of Branch activities.
- Resolve Support Branch problems.

- Determine the type and amount of supplies needed to support incident.
- Arrange for receiving ordered supplies.
- Order, receive, store, and distribute supplies and equipment.
- Order personnel, supplies, and equipment as requested.
- Maintain inventory and accountability of supplies and equipment.
- Service reusable equipment.
- Maintain Unit Log (ICS Form 214).
- Responsible or proper disposal of expendable supplies and hazardous wastes.

Finance Section (FIN) The Finance Section is critical for tracking incident costs and reimbursement accounting. During a flood fight, the Finance Section will assist in "check in" volunteers and contractors during the event. This responsibility is conducted in cooperation with the Resource Unit Leader in the Planning Section. Additionally, the Finance Section may include other units (if needed) to assist in financial tracking. The organization for finance is as follows:



Finance / Administration Section Chief The Finance/Administration Section Chief is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Finance / Administration Section.

Critical Responsibilities:

- Obtain briefing from Incident Commander.
- Monitor costs and provide input on financial and cost analysis matters.
- Maintain listing of all paid staff utilized during the incident.
- Maintain a listing of all County Equipment utilized during the incident.
- Maintain a listing of all volunteers and donated equipment utilized during the incident.
- Review contracts, memoranda of understanding, and cooperative agreements for proper signature and initiations.
- Track all injuries or damages to individuals and / or property.

Time Unit Leader (TUL) The Time Unit Leader is responsible for personnel check-in and time recording. The TUL will ensure that all personnel paid staff are appropriately "check-in" and accounted for.

Critical Responsibilities:

- Establishing a "check-in" area for volunteers.
- Insuring all personnel assigned to the incident are checked-in on a form that includes; Name, Address, Phone Number and corresponding badge number.
- Insure all volunteers are issued "volunteer badge and neck lanyard".
- Obtain briefing from Finance Chief.

Other Duties:

- Post signs so arriving volunteers can easily find the check-in location.
 - Transmit check-in information to the Resource Unit Leader on a regular basis.
 - Maintain Unit Log (ICS Form 214) as necessary.
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Flood Season Preparation Phase I Flood preparation is a dynamic process that begins in March of every year. History has taught us that making last minute adjustments in flood management protocols can be disastrous. Every attempt should be made to proactively prepare, coordinate, improve and train on managing flood fight operations long before the event happens. Listed below are several key functions and approximate time frames in which preparation should occur. It is the responsibility of the leaders of the Policy Group (CBC) and the jurisdiction to insure the following are completed.

Policy Group March (Week1)

- A) Establish new policies or directives based on previous flood season
- B) Review and modify Flood Manual as necessary
- C) Convene with jurisdictions and set fall training schedule
- D) Discuss addition (or deletion) of personnel September (Week 1)
Convene and review, discuss and adopt revisions from March meeting

Incident Management Team March (Week 2)

- A) IC and Section Chiefs– Working meeting based on Policy Group directives March (Week 1) IC and Section Chief Meeting – Initiate pre-season objectives for each Section Notification of training and new IMT October (Week 2) IMT training
- B) IMT Section Chiefs to attend County Flood meetings

A Flood Warning has been issued Phase II Once the National Weather service declares a *Flood Warning* for the Mississippi or Rock Island River, the jurisdictions closely monitor the river levels upstream. This monitoring process is accomplished by;

- 1) Forecast information from the National Weather Service (NWS)
- 2) Based on river monitoring by NWS
- 3) NOAA weather forecasts The river level forecasts are based on river gauges and can be found on the web:
<http://www.crh.noaa.gov/ahps2/index.php?wfo=dvn>.

After a Flood Warning has been issued, the Incident Commander establishes a policy board meeting place and time (usually at RICO EOC). The Planning Section Chief and Operations Chief prepare a briefing of the Policy Board based on the "intelligence" received from above. The Policy Board, collectively, shall discuss and formulate objectives based on the information provided by the IC and OSC.

Discussions should include;

- Should the IMT be mobilized?
- Is there enough information to warrant Phase III activation?
- Should pre-staging of sand be completed
- When should the Policy Board reconvene?

Objectives may include:

- Implement IMT for Phase III operations.
- Provide for safety of all responders to flood fight.
- Establish a sandbag fill site for public and business owners.
- The IMT shall perform Policy Board briefing at (X) hrs and (X) hrs.

Lastly, the Section Chiefs (Operations, Logistics, Planning and Finance) shall be in "preparation mode" when a flood warning has been issued. The paragraphs below depict some general duties that should be implemented during a Phase II—Flood Warning.

Incident Commander The Incident Commander shall implement the objectives formulated by the Policy Board. This shall be conducted by delegating responsibilities to the Jurisdictional Section Chiefs below.

Operations Section Chief The Jurisdictional Operations Section Chief continues to monitor the river levels.

Law Enforcement Branch Director Monitors security of levees, flood walls, etc and ensures security of homes evacuated by flood waters.

Logistics Section Chief The Logistics Section Chief begins to notify his/her logistics team and begins making the necessary preliminary calls to equipment rental locations, fast food locations, etc. This preliminary calls serve as the initial information of the possibility of a flood fight and gathers pertinent information such as contact names and cell phone numbers for contracting agencies.

Planning Section Chief The Planning Section Chief notifies his/her team and begins to prepare the EOC. The Section Chief works closely with the Operations Section Chief in gathering "intelligence" on the river status. This may include weather forecast and predictions, river gauge heights, and preparing maps for the Policy Board briefings.

Flood Fight Phase III Immediately following the declaration of a flood fight by the CBC and the Policy Group, the Incident Management Team is mobilized.

The Incident Commander will determine a specific time and location for the IMT to meet. The IC and Operations Chief shall conduct an "in-brief" and planning meeting to begin the Phase III operations. Concurrently, the County EOC is established.

The "in-brief" will update all IMT members of the current situation and the objectives established by the Policy Board. Additionally, the "in-brief" will serve as a starting point for the development of;

- 1) Strategy
- 2) Incident Action Plan
- 3) Logistical and Financial Management

All IMT members have an obligation to ask questions and facilitate an exchange of information pertinent to the incident.

Next, a "planning meeting" will be lead by the Planning Section Chief to orchestrate the development of the Incident Action Plan. The process checklist is as follows.

Planning Process Checklist

Primary Responsibility

Planning Step

- | | |
|--|---|
| 1. Briefing on situation and resources status. | Planning Section Chief |
| 2. Set/review incident objectives. | Incident Commander |
| 3. Plot control lines, establish branch and division boundaries, and identify group assignments. | Operations Section Chief |
| 4. Specify tactics for each division/group. | Operations Section Chief |
| 5. Specify safety mitigation measures for identified hazard in divisions/group. | Safety Officer |
| 6. Specify resources needed by division and group. | Operations Section Chief |
| 7. Specify Operations facilities and reporting locations. Plot on map. | Operations Section Chief
Planning Section Chief
Logistics Section Chief |
| 8. Develop resource and personnel order. | Logistic Section Chief |
| 9. Consider Communications, Medical, and Traffic Plan requirements. | Logistics Section Chief
Planning Section Chief |
| 10. Finalize, approve, and implement incident Action Plan. | Planning Section Chief
Incident Commander
Operations Section Chief |
| 11. Determine time and place for Operational briefing | Planning Section Chief |

Once the planning meeting is completed, each Section Chief shall begin preparing for the implementation of the IAP. Responsibilities are listed in the earlier section of this guide for each position.