



LEADING FROM THE FRONTIER TO THE FUTURE

KENTON
COUNTY
HOMELAND SECURITY
EMERGENCY MANAGEMENT

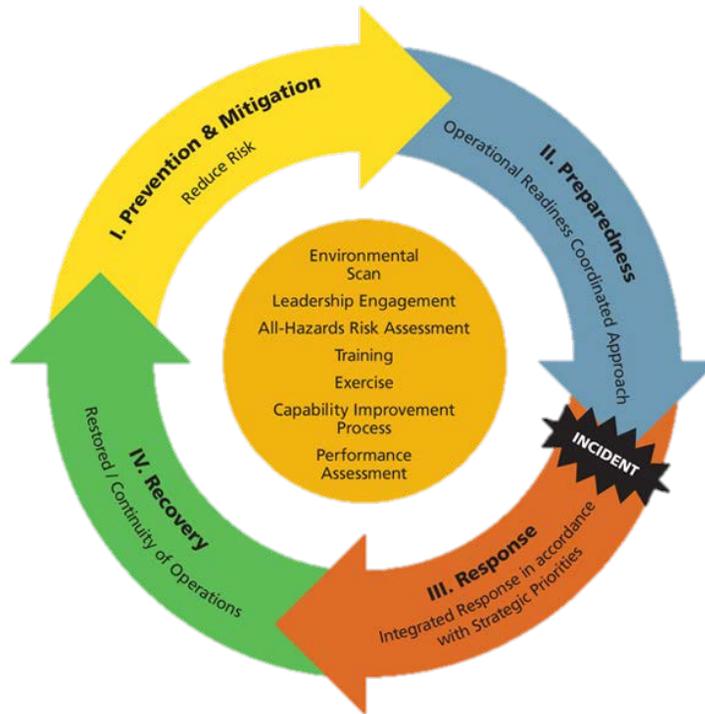
Kenton County Emergency Operations Plan



All-Hazards Incident Management System / Plan Kenton County Kentucky

(Version IMSP 059-02-2023)

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This **All-Hazards Incident Management System** planning document are collected from several first responder Organizations plans, experiences, applicable websites, open sources, intelligence reports, best practices, planning/training manuals & publications, After Action Reports and various media outlets in the US, Greater Cincinnati and Northern Kentucky region.

Remember – Any operational plan is a guideline. Circumstances and rapidly changing scenarios are common during any form of event or Emergency – let Policies and Procedures guide you. Allow reasonable thoughts, experience, training, and intellectual intelligence be the conductor for your actions. These plans are for guidance only and not intended to substitute agency policy and procedures.

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PLAN DEVELOPMENT AND MAINTENANCE

This Plan is developed in support of the Kenton County Emergency Operations Plan (EOP) to facilitate response during incidents of civil disturbances.

This plan is developed in cooperation and with input from the county and city/county departments that have primary response or support responsibilities, as well as input from appropriate agencies with identified activities related to civil disturbance events.

This plan is developed to describe the overall countywide response function and capabilities, and is to be used by each department identified within this Plan to develop their own Standard Operating Procedures (SOP's) specifically for their department to direct tactical operations. When developing SOP's, each department is to take into consideration how all of the operations identified in this document directly related to their own department, as well as how those operations interact with, support, or require support from other departments identified within this plan. Departments must ensure that their SOP's are inclusive of planning for people with disabilities and others with access and functional needs. If, at any time, any department identifies a conflict in how their field response or support activities are performed in comparison to what is described in this Plan, or identifies a conflict between their listed activities and/or responsibilities within this Plan and how they relate to or support another department's listed activities, such conflict is to be immediately reported to Kenton County Homeland Security Emergency Management (KCHSEM).

If, at any time, a department, agency, or stakeholder to this document changes, develops, or amends any policy, procedure, or operation that will change or affect the contents of this document, that entity is to immediately notify KCHSEM.

This Plan is to be corrected immediately upon notification or observation of any operational errors or conflicts. Such corrections are to be reflected within the Record of Changes.

Every 2 years, KCHSEM will conduct a formal review of this Plan by the departments and agencies identified within the Plan, as well as any other departments or agencies that may need to be part of the review process. Upon completion of such formal review, all corrections to the document will be reflected within the Record of Changes.

RECORD OF CHANGES

Each revision or correction to this Plan must be recorded. The record contains the date, location, and brief description of change, as well as who requested or performed such change.

Official Change Date	Section(s) / Page(s)	Description of Change	Changed By
11/10/2021	Plan Developed	Plan Development	Todd Schulkers
11/01/22	All	General Updates	Todd Schulkers

APPROVAL AND IMPLEMENTATION

This document is a Stand-Alone Specific Plan that serves as a supplemental support plan to the Kenton County EOP. The Plan is developed with input from all applicable Kenton County departments and allied stakeholders. It is compliant with the Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Guide (CPG) 101, Developing and Maintaining Emergency Operations Plans, Version 2.0 (CPG 101 V.2)1.

Upon completion, it will be reviewed and approved by the Kenton County Fiscal Court. Upon formal approval by the Kenton County Fiscal Court, this document becomes an official Support Plan to the Kenton County EOP.

BACKGROUND

ICS was developed in the 1970s by an interagency group in Southern California called FIRESCOPE. FIRESCOPE stood for **F**irefighting **R**esources of **S**outhern **C**alifornia **O**rganized for **P**otential **E**mergencies and they set out to develop two interrelated, yet independent, systems for managing wildland fire. Those two systems were the:

- Multiagency Coordination System (MACS)
- Incident Command System (ICS)

I. PURPOSE, SCOPE, SITUATION, AND ASSUMPTIONS

A. Purpose

The purpose of this all-hazards event planning document is being provided for guidance and to prepare for management at large scale critical incidents requiring use of an Incident Management System. These incidents can be premeditated as multijurisdictional, multiagency, multidisciplinary, complex event. To establish plans necessary to reduce or minimize threats to persons and the loss of property resulting from any incident and or assist in the restoration of civil order and a return to normal activity after any incident.

This plan details the Kenton County general concept of operations and responsibilities for responding to and managing a civil disturbance event. It is applicable to all locations and to all agencies, organizations, and personnel with public safety responsibilities. Organizations, operational concepts, responsibilities, and procedures regarding civil disturbance capabilities are defined within this plan.

The plan has been developed to meet the following objectives:

1. Provide a concept of operations and identify roles and responsibilities for each appropriate County department responding to a civil disturbance event.
2. Define methods and procedures necessary for the rapid notification of departments, agencies, and the public in the event of a civil disturbance event.
3. Identify actions that can realistically be accomplished within a few hours to a few days to mitigate any adverse impact.
4. Ensure consistency with Federal, State, and local governments' emergency response plans, operations and best practices.

All personnel are to be familiar with their respective agency's emergency plan and the emergency plans of responding agencies. All departments and agencies that have identified responsibilities during a civil disturbance event have established a Plan that outlines departmental responsibilities during such an event.

B. Scope

Effective incident management begins with a host of preparedness activities conducted well in advance of any potential incident. Preparedness involves an integrated combination of planning; training; exercises; personnel qualification and certification standards; equipment acquisition and certification standards; and publication management processes and activities.

Plans may apply to all agencies and individuals that may have a role in any mission for demonstrations / protest events. Plans are designed to be flexible document in which changes from the content of the plan may occur due to the unique nature of emergencies. Each agency and individual that has a supported role in any plan or its elements should have and or develop Standard Operating Guidelines or Procedures that provides systematic instructions or guidance for accomplishing assigned missions or functions.

This plan is applicable to Kenton County departments with Emergency Operations Organization responsibilities and other departments with essential resources. Of particular importance to this document are:

1. City and County departments with emergency public safety functions.
2. City and County departments having routine interaction with the public.
3. City and County departments performing emergency public safety or other critical services.

C. Situation & Assumptions

1. Planning for and responding to civil disturbances is primarily the responsibility of local Law Enforcement and associated resources. Unless other considerations warrant, all other city and county departments are responsible for maintaining their own operations and services during this type of event.
2. Should a Civil disturbance require State assistance Kenton County Homeland Security Emergency Management will make the formal request for State assistance through the Kentucky Division of Emergency Management (KYEM).

D. Mission

To establish the plans necessary to reduce, or minimize, threats to persons and or loss of property resulting from of any large scale or critical incident and to assist in the restoration of order and a return to normal activity after such incidents.

E. Situation Overview

1. County Characteristics

Kenton County Basic Demographics

County Seats:	Covington and Independence
Coordinates:	38°56'N 84°32'W
Total Population:	166,998 (2018 US Census estimate)
Total Square miles:	164 sq. mi. (160 sq. mi. of Land and 4.1 sq. mi. Water)
Total Housing units:	69,242

Incorporated Cities in Kenton County, Kentucky

- ❖ Bromley
- ❖ Covington
- ❖ Crescent Springs
- ❖ Crestview Hills
- ❖ Edgewood
- ❖ Elsmere
- ❖ Erlanger
- ❖ Fairview
- ❖ Fort Mitchell
- ❖ Fort Wright
- ❖ Independence
- ❖ Kenton Vale
- ❖ Lakeside Park
- ❖ Ludlow
- ❖ Park Hills
- ❖ Ryland Heights
- ❖ Taylor Mill
- ❖ Villa Hills
- ❖ Walton (Boone/Kenton)

2. Kenton County Hazard Analysis Summary

Kenton County has a significant industrial presence, which equates to the manufacture and use of numerous chemicals. In 2020 Kenton County was home to twenty (20) facilities reporting Extremely Hazardous Substances (EHS) and 233 facilities reporting Hazardous Substances, all of which require emergency support and planning. The most notable chemicals used and transported in the county are gasoline, chlorine and anhydrous ammonia. In recent years, Kenton County has experienced several anhydrous ammonia releases (most recently in 2018).

Kenton County is bound on its northern and eastern borders by the Ohio and Licking Rivers, which presents issues and concerns with commercial river traffic, highway crossings, and pleasure boating. The Ohio River is also a tourist attraction drawing populations of 100,000 or more several times each year to the City of Covington.

Norfolk Southern and CSX railroad routes run through the county and carry large quantities of cargo, including hazardous materials. The county has Interstates 71, 75, 275, US 25/42 and Ky 17 as major truck routes through the county. Kenton County has three main vehicular traffic bridges crossing the Ohio River and four crossing the Licking River, and are used by hundreds of thousands of vehicles each day.

a. Examples of Common Critical Infrastructures / Facilities Needing Protection:

- Police Departments
- Fire Departments
- City / County / Federal Buildings
- Court Houses
- Airports / Helipads / Pre-Established LZ Zones
- Bridges
- Critical Manufacturing
- Detention Centers / Jails / Prisons
- Utilities - Electricity / Gas / Phone / Internet / Cable
- Critical Health Care Facilities (Hospitals, Dialysis, Etc.)
- Nursing Homes
- Pipeline Transport
- River Ports
- Transportation Systems / Mass Transit
- Schools
- Railroad's
- Highways / Roads
- Telecommunications / Broadband
- Dams / Levees
- Water Supply Systems
- Wastewater / Sewage Systems
- Chemical Facilities With EHS (Extremely Hazardous Substance) Chemicals & TIER II Facilities

b. Kenton County Critical Infrastructures / Specific Target Hazards:

Target Hazards are primarily defined in Kenton County as critical infrastructure, high-life hazard occupancies, places of assembly, or places with significant symbolic importance. Target hazards can pose specific risks to occupants, have significant importance to the county or a city, and/or can be a target for harm, extreme activism and/or terrorism.

- Kenton County Government Center Building (AKA Kenton County Fiscal Court or Kenton County Courthouse)
- Kenton County Justice Center
- City Government Buildings, Police Stations, and Fire Stations
- United States Federal Building / Federal District Court Building
- IRS At Gateway Building
- United States Post Office – Covington
- Congressional District Offices and Other Federal Government Offices
- Cincinnati / Northern Kentucky International Airport (Owned By Kenton County And Located In Boone County)
- Petroleum Facilities / Tank Farms (these are also River Ports)
- Marathon Petroleum Corporation - Marathon Terminal (Tank farm)
- BP Oil Company Terminal (Tank farm)
- Trans Montaigne Terminal (Tank farm)
- Thomas More University
- Gateway Community And Technical College Buildings
- EHS Facilities, TIER II And/or Large Chemical Storage & Manufacturing Facilities
- Owen Electric & Duke Energy - Gas Pipelines & Electrical Grid Systems Infrastructures
- Water / Waste Water Treatment Plants
 - Northern Kentucky Water District (including intakes)
 - Sanitation District 1
- Cincinnati Bell Information Systems & Infrastructures
- Critical Transportation Infrastructures
 - Interstates ~ I-75 / I-71 / I-275
 - I-71/I-75 Brent Spence Bridge
 - I-275 Bridge over Licking River
 - Clay Wade Baily Bridge
 - CSX Railroad Bridge
 - Norfolk Southern Railroad Bridge
 - John A. Roebling Suspension Bridge
- Ohio River & Licking River
- Transit Authority Of Northern Kentucky (TANK)
- St. Elizabeth Healthcare Hospitals/Facilities
- Crestview Hills Mall
- Cathedral Basilica Assumption
- Northern Kentucky Convention Center & Rivercenter Convention Hotels (The Cincinnati Marriott At Rivercenter And Embassy Suites By Hilton At Rivercenter)
- Mainstrasse Village / Clock Tower
- Riverfest (WEBN Fireworks) Event (attracts 500,000 people)
- See attachment Appendix H for complete address listing of “Critical Infrastructures” that include Governmental structures

3. Vulnerabilities

Kenton County has multiple accessible, redundant systems to provide warning and notification to the public. Effectiveness of these systems is dependent on several factors, including the type of disaster, the vastness of the population, and the terrain in certain areas of Kenton County. In some instances, the consequences of a disaster along with the terrain and geographical area, may impact the effectiveness of notification systems. Due to these factors it is recognized that, despite a good faith effort, the County may not have the capabilities or resources to reach every individual in terms of public warnings, notification, and/or support.

Kenton County recognizes that disasters may exhaust local resources. The County will continue to develop Memorandums of Understanding (MOU's), Memorandums of Agreement (MOA's), and contract amendments with private vendors to increase response capabilities and available resources.

Kenton County is vulnerable to civil unrest and susceptible to placing all County assets at risk. There are no pre-identified hazard zones. The cause and effects of civil unrest range from local to international.

F. Assumptions

- This Plan was created to integrate the concepts and structure defined by the National Incident Management System (NIMS) and the Incident Command System (ICS).
- All County, State, and Federal processes, procedures, and protocols reflected or referenced in this document were current as of the date of approval. Before implementing this plan, confirm that the processes, procedures, and protocols are unchanged. If necessary, before implementing, modify the Plan so that it is consistent with updated processes, procedures, and protocols.
- Only departments that have a response role or a role closely supporting the response to a civil disturbance event are included in this document. The departmental roles listed are limited to those applicable to the event.
- In any disaster, primary consideration is given to the preservation of life, then incident stabilization and property preservation. Additionally, time and effort must be given to providing critical life-sustaining needs.
- The Kenton County Emergency Operations Center (EOC) may or may not be activated in support of a civil disturbance event. KCEOC activation level will be determined based on the scope and scale of the event.
- Residents could be displaced; requiring shelter and social service needs. Sheltering activities could be short term or long term depending on the severity of the incident.
- Vital infrastructure such as potable water supplies, electrical power, natural gas distribution systems, and sewer services could be compromised. Re-establishment of these vital resources will be critical.
- Vital vehicle, rail, and waterway transportation corridors could be damaged and impassible, causing severe disruption of transportation operations. Re-establishment of transportation infrastructure will be critical.
- Communications infrastructure could be damaged causing disruption in landline telephone, cellular telephone, radio, microwave, computer, and other communication services. Kenton County IT Services and other County and City departments will be responsible for the re-establishment, restoration, and continued operations of applications and infrastructure under their respective charge. Re-establishment of communications infrastructure will be critical.
- Looting and vandalism of businesses, residential, commercial, and institutional structures may ensue, resulting in critical infrastructure damage.
- There is potential for the number of civil disturbance participants to rapidly expand in size, and a disturbance can spread from one area to another in a relatively short amount of time.
- Citizens may take law enforcement into their own hands and use lethal force if necessary to protect themselves or their property.
- All printed public education material produced to support this Plan for distribution to the general public will be accessible and made available in alternative formats.
- There can be an overwhelming interest from the media.
- Each agency and individual with roles and responsibilities activities will follow sponsoring agency specific policies and guidelines. Any conflict between policies and specific mission

instructions from the Unified Commanders should be reported immediately for remedies or resource restructuring.

- This event is subject to a variety of hazards. According to the Threat and Hazard Identification and Risk Assessment, the most likely and damaging of these include, but are not limited to: minor to life threatening injuries, medical emergencies, weather emergencies, transportation accidents, fires, terrorism and hazardous materials incidents.
- When local or event resources are exhausted, the Kenton County Homeland Security & Emergency Management Agency will coordinate assistance and help satisfy unmet needs. Similarly, if the region requires additional assistance, it will call on mutual aid from adjacent counties or from the State of Kentucky and or Federal Authority agencies.
- This plan embraces an “All-Hazards” principle: that most Emergency response functions are similar, regardless of the hazard. The IC/UC will operate incident management activities in accordance with NIMS to mobilize resources and personnel as appropriate and needed.
- Public Safety agencies will respond and operate as required in accordance with the standards of the National Incident Management System (NIMS) as adopted. This includes institutionalizing the Incident Command Structure (ICS) for all response disciplines at various locations to provide for an efficient response operation as well as establishing an efficient public information system within the structure.
- All agencies interacting to manage incidents will utilize common terminology prescribed by NIMS and KCECC communication protocols.
- All public safety information announcements will be distributed and coordinated via the Unified Commanders and the appropriate Public Information Officer(s).
- The LEO and Fire Unified Commanders are trusting that each individual will successfully execute this plan and each mission to quantitate a friendly and successful mission.

G. Direction And Control

- a. The local first responder agency having jurisdiction in the location where the incident takes place will be the lead agency. Upon notification, Kenton County Homeland Security Emergency Management will assist in Incident Management, activate the Emergency Operations Center (EOC), if necessary, and will make notification to KYEM. KCHSEM and/or the Kenton County EOC, if activated, will help ensure that:
 1. There is a unified command incident management system in place to ensure operational coordination.
 2. A common operating picture is maintained to the extent possible and those involved in managing the incident are provided this situational awareness as it becomes available.
 3. The release of public information at the local level will be through the law enforcement agency PIO. If the State provides assistance a Joint Information (JIC) will be established. (See Joint Information Center Plan)
- b. Local resources which are committed to a civil disturbance will be managed through Unified Command and the Emergency Operations Center (EOC) if activated.
- c. The level of State assistance provided will be coordinated with the local jurisdiction and will usually be provided only at the request of the local jurisdiction. KCHSEM will make the formal request for State assistance through KYEM.

H. Basic Concept Of Operations

- a. This plan envisions 4 primary Mission Areas: Protection, Mitigation, Response, and Recovery.
 1. Protection and Mitigation include pre-event readiness:
 - a. Planning - maintain and review this plan annually.
 - b. Preparatory efforts such as training or exercises.
 - c. Efforts to avoid, prevent or stop civil disturbances when possible.
 - d. Efforts to reduce the impact of a civil disturbance on life and property.
 2. Response- The actions taken to save lives, protect property and the environment. Begins when law enforcement determines they have actionable intelligence which requires a response (i.e. a credible threat of a potential civil disturbance or an actual civil disturbance underway).
- b. The Fire Chief of the jurisdiction in which the incident takes place will be responsible for coordinating all fire suppression and Emergency Medical Services (EMS) activities related to civil disturbances. If the EOC is activated ESF 4- Firefighting and ESF 8 – Health and Medical will provide support.
- c. Other local agencies may be called upon in civil disturbance events. They will be directed by Unified Command and the EOC, if activated.
- d. Kentucky National Guard support may be requested by Kenton County Homeland Security Emergency Management through the Kentucky Division of Emergency Management.
- e. If the nature of the incident involves an act of terrorism, the Federal Bureau of Investigation (FBI) will likely assume the lead role. All state and local agencies will then work in support of the Federal effort.

II. COMMAND AND CONTROL

Command and control is a "set of organizational and technical attributes and processes that employs human, physical, and information resources to solve problems and accomplish missions" to achieve the goals of an organization. Agencies should use the Incident Command System (ICS) as a basis to structure a law enforcement response to crowd management events. The Incident Commander is in command of the event. The Incident Commander must establish the objectives of the Incident Action Plan, consider new information, continually re-evaluate the situation, assess available resources, and balance competing demands to best achieve incident objectives.

Establishing a clear command structure during an incident is essential. Unity of command is the concept that each officer is assigned to only one supervisor. It clearly identifies the individual in charge of any specific group of officers, function or assignment. Unity of command provides for effective management of both pre-planned and spontaneous events.

A. Incident Management System:

Incident Management System shall be established to provide effective management of multijurisdictional, multiagency, multidisciplinary, complex incidents. By standardizing key elements of the Incident Management System, IMS is intended to • Facilitate the flow of information within and between levels of the system, and • Facilitate coordination among all event/responding agencies. Use of IMS reduces the incidence of poor coordination and communications, and reduces resource-ordering duplication on multi-agency and multi-jurisdictional responses. IMS is designed to be flexible and adaptable to the varied events/disasters that occur in jurisdictions and to the needs of all emergency responders. IMS early Implementation improves the likelihood of success of incident management & outcomes.

B. The Incident Command System (ICS):

A nationally used standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS is the combination of facilities; equipment, personnel, procedures, and communications operating within a common organizational structure, with responsibility for the management of resources to effectively accomplish stated objectives pertinent to an incident.

C. Unified Command (UC):

Unified command is a key component to effective multi-agency and or multi-jurisdiction response with Law Enforcement as the Lead Agency. The Unified Command (UC) is a structure that brings together the "Incident Commanders" of all major organizations with responsibility for the incident in order to coordinate an effective response while at the same time carrying out their own jurisdictional responsibilities. Law enforcement agencies should expect modest communications barriers at times but ultimately rely on trusting the tactical and agreed upon decisions coming from the unified command.

1. Suggested Unified Command Team:

- Law Enforcement Organization – Police Chief/Command Staff
- Fire/EMS – Fire Chief/Command Staff
- Emergency Management – Director
- Agency PIO
- Intelligence Group
- Other:

2. Suggested Unified Command Support Agencies:

- Emergency Communications Center
- City or County Public Works
- Health Department
- National Weather Service
- American Red Cross
- Kentucky National Guard
- Mutual Aid Police / Fire Chief's
- Highway Transportation Cabinet
- Mutual Aid Police / Fire Chief's

D. Area Command / Coordination

When an incident evolves to involve disparate locations within a single jurisdiction or spans multiple locations, Incident Commanders should consider the implementation of Area Command development. Reporting to the Incident Commander (Unified IC), Area Command will retain the authority of setting priorities and strategies within the context of the incident objectives to address challenges specific to the Area of Operation.

E. Incident Management Team

All-Hazard Incident Management Teams (AHIMT) - a rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff that play an essential role in the management of, and response to, medium to large local/regional/national emergencies, natural disasters and public events. An Incident Management Team (IMT) provides on-scene incident management support during incidents or events that exceed a jurisdiction's or agency's capability or capacity. Teams can include members of local, regional and state entities; Nongovernmental Organizations (NGO); and private sector organizations. Teams encompass locally trained Command Staff personnel from various local agencies and jurisdictions to assist Unified Commanders in preparing Incident Action Plans and or incident documentation.

F. Incident Complexity, Complex Incidents and Incident Complex

Incident Complexity is the combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy. Incident complexity is considered when making incident management level, staffing, and safety decisions. Incident complexity is assessed on a five-point scale ranging from Type 5 (the least complex incident) to Type 1 (the most complex incident). Various analysis tools have been developed to assist consideration of important factors involved in incident complexity.

G. ICS Organizational Structure and Elements

Command Staff: The staff who report directly to the Incident Commander/Unified Commanders, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required.

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

Branch: The organizational level having functional and/or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief

and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Division: The organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.

Group: An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are located between Branches (when activated) and resources (personnel, equipment, teams, supplies, and facilities) in the Operations Section.

Unit: The organizational element with functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Task Force: Any combination of resources assembled to support a specific mission or operational need. A Task Force will contain resources of different kinds and types, all resource elements within a Task Force must have common communications and a designated leader.

Strike Team/ Resource Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a designated leader. In the law enforcement community, Strike Teams are sometimes referred to as Resource Teams.

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

Incident/Unified Commander(s): The Incident/Unified Commander(s) is responsible for overall incident management and has responsibility for all activities at the Incident Command Post (ICP).

Command Staff: The Command Staff is assigned to carry out staff functions needed to support the Incident Commander. The Incident Commander may appoint Command Staff personnel, including a Public Information Officer, Safety Officer, and Liaison Officer. In a large or complex incident, Command Staff members may appoint one or more Assistants to help manage their workload.

General Staff: The General Staff is responsible for the functional aspects of the incident command structure. The General Staff is made up of an Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. General Staff members may exchange information with any person within the organization. Direction takes place through Chain of Command, which is an important concept of ICS.

The Incident/Unified Commander(s) will appoint Command Staff and General Staff positions, which will operate from the Command Post. The Command Staff and General Staff may appoint subordinate positions and Assistants/Deputies, depending on the complexity of the incident. Only positions or functions that are needed should be activated.

Command Staff and General Staff members should provide regular briefings to their personnel as positions are activated, deactivated, and/or at the beginning of each operational period. The names of all personnel appointed to active ICS roles should be written on an organizational chart and announced to all staff.

H. Organization And Management

The National Incident Management System (NIMS) should be used on all missions. The following functions must be considered on any mission, regardless of the terminology used or the size of the mission. In the very early stages, some functions may be unnecessary and several or even all may be carried out by one or few persons. As the mission becomes more complex, the need to designate specific functions increase. The more complex the mission, the greater the need for individuals with specialized training to carry out the function.

Incident Commander - Responsible for the coordination and control of all incident activities and the associated decisions. Establishment of a Unified Command is recommended.

Operations Section Chief - Oversees the activities of the all search operations. All field deployable resources, regardless of type come under the Operations Section. Duties include:

- | | |
|---|--|
| a. Implement operations to accomplish the objectives established in the IAP | c. Briefing and debriefing of teams |
| b. Prepare task assignments | d. Report significant events to the SAR Incident Commander |
| | e. Coordinate ground resources |

Planning Section Chief - Is responsible for collection, evaluation, and dissemination of incident information and for the preparation of the Incident Action Plan (IAP). Duties include:

- | | |
|--|--|
| a. Conduct Planning Meetings | e. Provide maps and photographic services |
| b. Prepare the Incident Action Plan | f. Collect and disseminate weather information |
| c. Register and track incident resources | g. Intelligence and investigation |
| d. Prepare incident status summary | |

Logistics Section Chief - Is responsible for providing personnel, supplies, equipment, and services necessary to support the mission. Duties include:

- | | |
|--|--------------------------------------|
| a. Equipment procurement and maintenance | d. Command Post Operations |
| b. Transportation | e. Rehab and EMS for field personnel |
| c. Food Service | f. Communications |

Finance/Administration Section Chief - Is responsible for tracking costs associated with the search effort. Duties include:

- | | |
|---------------------------------------|--|
| a. Total number of man-hours expended | c. Recording damaged equipment |
| b. Expendable equipment costs | d. Assuring payment of all expenses incurred |

Public Information Officer (PIO) - Is responsible for media coordination and news releases. If necessary establishes a Joint Information Center (JIC). May also be called upon to provide briefings for Chief Elected Officials.

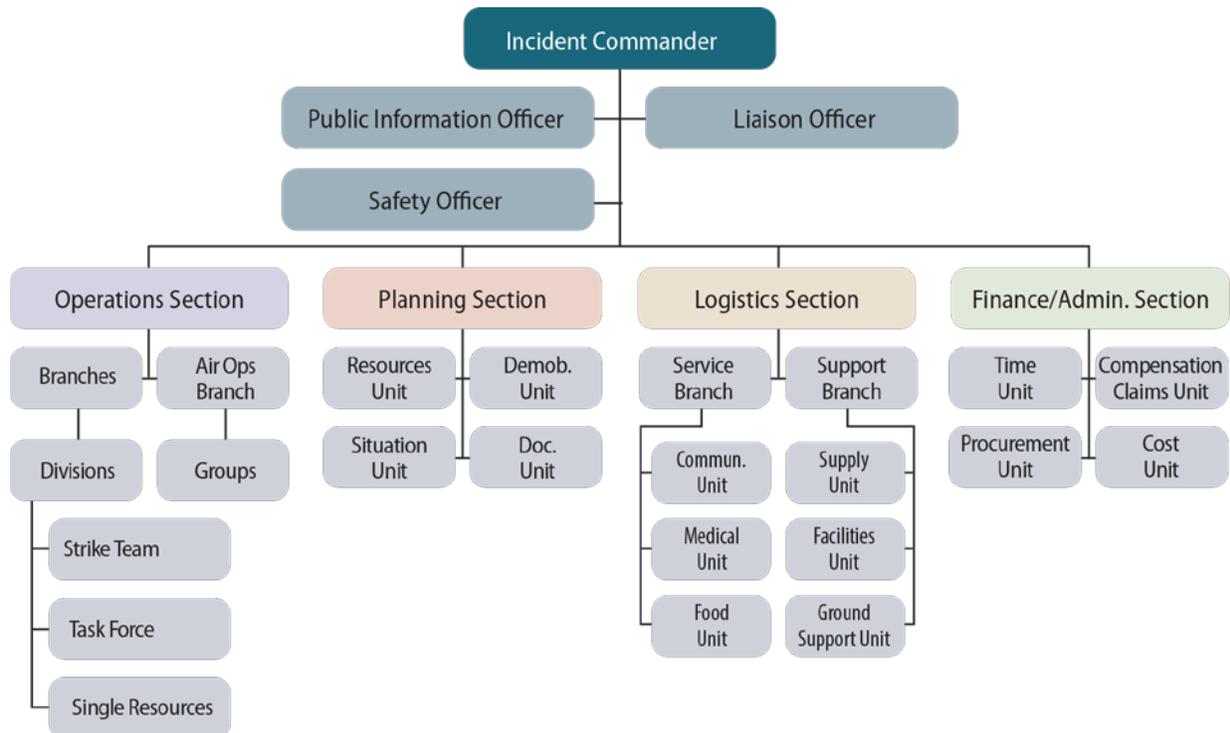
Safety Officer - Is responsible for the identification of potentially hazardous areas and situations, and has the authority to stop and prevent unsafe actions.

Liaison Officer - Provides a point of contact for assisting and cooperating departments/agencies and organizational representatives.

Communications Unit Leader – The Communications Unit Leader is under the direction of the Logistics Section Chief. The Communications Unit Leader is responsible for installing, maintaining, and operating the mission's communications system per the IAP. Duties include:

- a. Operate the mission's communications
- b. Provide radio operator(s)
- c. Maintain communications logs

FEMA's ICS organizational chart:



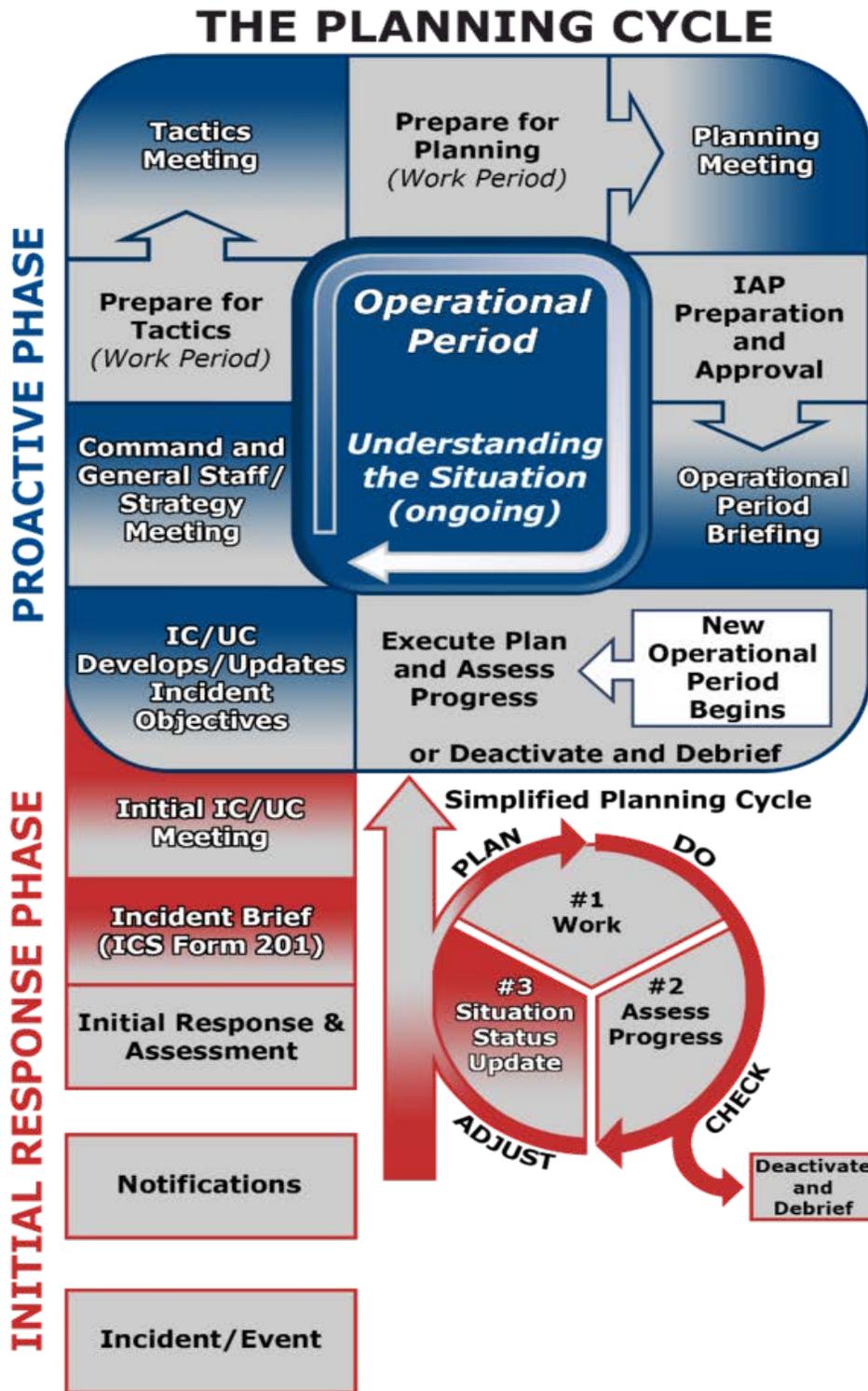
I. Command Post And Operational Needs

As soon as practical, the following items should be considered for establishing and helping to support the Command Post:

1. Potential fixed location for a Command Post.
2. Mobile Command Post (request Command 100 through Boone County PSCC)
3. Additional Portable Radios and Batteries
4. Equipment to patch radio bands or use of "Fire / Law" (i.e. Law Enforcement to Fire)
5. Establish Access Control measures and personnel log
6. Law Enforcement to establish Command Post security and traffic control
7. Vehicle and equipment staging area established at another location
8. External power source(s) for mobile equipment
9. Sanitation facilities (portable toilets and hand washing station)
10. Food Services (Red Cross and/or Salvation Army for Canteen)
11. Helicopter Landing Zone(s) for potential air operations.
12. Rehabilitation Area for searchers
13. Lighting and generators
14. Fuel for generators and or vehicles
15. EMS unit(s) to standby on site
16. Media briefing area away from Command and Operations
17. Offsite building or area for family of missing person(s)

J. The Planning “P” ~ The Incident Action Planning Process:

The Planning “P” (Figure) depicts the stages in the incident action planning process. The leg of the “P” includes the initial steps to gain awareness of the situation and establish the organization for incident management. Although maintaining situational awareness is essential throughout the life cycle of the incident, the steps in Phase 1 are done only one time. Once they are accomplished, incident management shifts into a cycle that of planning and operations, informed by ongoing situational awareness, that continues and is repeated each operational period. This cycle, which is depicted in the barrel of the “P”, becomes the Operations “O”.



K. Incident Command / Unified Command Forms List

IC/UC Forms List. The following table lists all of the IC/UC forms. IC/UC forms identified with an asterisk (*) are typically used to help develop the Incident Action Plan (IAP). See Attachment A

Table 1 – IC/UC Form List		
IC/UC Form #	Form Title	Typically Prepared By
IC/UC 201	Incident Briefing	Initial Incident Commander
*IC/UC 202	Incident Objectives	Planning Section Chief
*IC/UC 203	Organization Assignment List	Resources Unit Leader
*IC/UC 204	Assignment List	Resources Unit Leader and Operations Section Chief
*IC/UC 205	Incident Radio Communications Plan	Communications Unit Leader
IC/UC 205A	Communications List	Communications Unit Leader
*IC/UC 206	Medical Plan	Medical Unit Leader (reviewed by Safety Officer)
IC/UC 207	Incident Organization Chart (wall mount size, optional 8½ x 14)	Resources Unit Leader
IC/UC 208	Safety Message/Plan	Safety Officer
*IC/UC 209	Incident Status Summary	Situation Unit Leader
*IC/UC 210	Status Change	Communications Unit Leader
*IC/UC 211	Incident Check In List (optional 8½ x 14 and 11 x 17)	Resources Unit/Check in Recorder
IC/UC 213	General Message (3 part form)	Message Originator
*IC/UC 214	Activity Log (optional 2 sided form)	All Sections and Units
IC/UC 215	Operational Planning Worksheet (optional 8½ x 14 and 11 x 17)	Operations Section Chief
IC/UC 215A	Hazard Risk Analysis Worksheet	Safety Officer
*IC/UC 218	Support Vehicle Inventory (optional 8½ x 14 and 11 x 17)	Ground Support Unit
*IC/UC 219-1 to IC/UC 219-8 (Cards)	Resource Status T-Card (may be printed on cardstock)	Resources Unit
IC/UC 220	Air Operations Summary Worksheet	Operations Section Chief or Air Branch Director

L. Incident Action Plan (IAP) ~ Priorities / Emphasis / Objectives / Initial Actions

Coordinated Incident Action Plan (IAP) guides incident management activities. IAP's represent concise, coherent means of capturing and communicating incident objectives, tactics, and assignments for operational and support activities. The (IAP) is a vehicle by which drives the senior leaders of an incident —The incident action planning process

requires collaboration and participation among all incident partners involved in the incident (Emergency Support Functions [ESFs], NGOs/private sector, STT, etc.) to achieve unity of effort through the disciplined incident action planning process. The IAP identifies incident objectives and provides essential information regarding incident organization, resource allocation, work assignments, safety, and weather.

For FEMA, the IAP is a plan that is central to managing the response to an incident using ICS. The team that is managing an incident develops an IAP each operational period, the time scheduled for executing a given set of actions as specified in the IAP, using the standard ICS incident action planning process. The IAP itself communicates the incident objectives and the tactics that will be used to manage the incident during the operational period that the plan covers.

The incident action planning process provides a tool to synchronize operations at the incident level and ensure that incident operations are conducted in support of incident objectives. A disciplined system of planning phases and meetings fosters collaboration and partnerships, and focuses on incident operations. A well-conceived, complete IAP facilitates successful incident operations and provides a basis for evaluating performance in achieving incident objectives.

The Kenton County Homeland Security Emergency Management agency maintains and updates a sample/draft Incident Action Plan should a local first responder organization(s) wish to apply to a specific event as a starting point and or foundation.

Mission/Operational & Incident Priorities/Objectives/Priority & Command Emphasis

1. Mission:

Effectively Coordinate And Direct Available Resources To Protect The Public And Property From Hazards Or Threats.

2. Incident Priorities (In priority order):

- 1) Life Safety, Health & Wellbeing;
- 2) Incident Stabilization (Preserve / Maintain / Restore Rule of Law & Order);
- 3) Preserving and Protecting the Environment & Property Conservation;
- 4) Return to Normalcy

3. Operational Priorities

Irrelevant to the type of threat, hazard, incident, or event, there has to be a prioritization of response, recovery, and KCEOC operations. This priority is based on the belief that human life is the most precious of all commodities and resources, followed by safety and health/wellbeing, then that of the environment and property. Therefore, these operational priorities are used to guide all response and recovery efforts (in priority order):

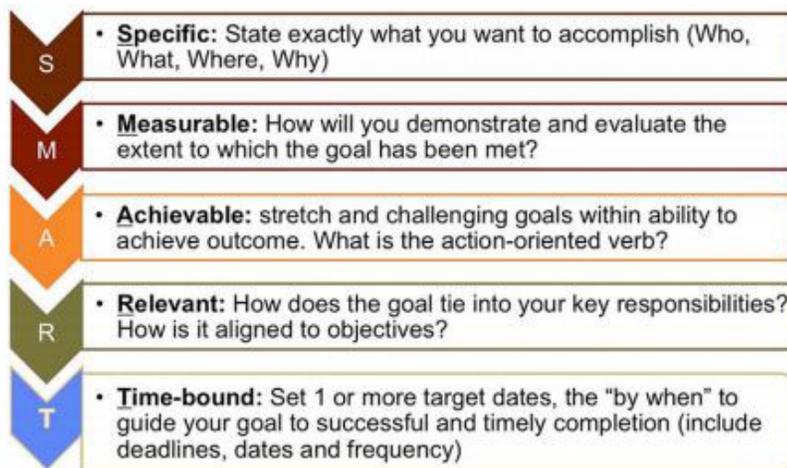
- | | |
|--|--|
| 1) Life | 6) Sustain / Restoration of Essential Functions and Services |
| 2) Safety | 7) Property Conservation and Protection |
| 3) Health / Wellbeing | 8) Restoration of Non-Essential Functions and Services |
| 4) Coordination Among all Levels of Government | 9) Recovery - Return to Normalcy |
| 5) Environmental Protection | |

4. Incident Objectives:

The Incident Objectives describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period. Under the UC concept, the leaders need to set good all-hazards objectives to drive the organization in the desired direction. The process needs to ensure that the concerns of all stakeholders are considered. These concerns may be turned into incident objectives. Emergency responders who become members of a UC on the basis of their legal authorities and jurisdiction should have good incident management skills and working knowledge of ICS/UC concepts and processes. Members of the UC need to be able to cooperate with each other in setting objectives and priorities and have the authority to represent their jurisdiction. They need to be empowered to make decisions on behalf of their jurisdiction or organization.

SMART Objectives:

S – Specific **M** – Measureable **A** – Attainable **R** – Realistic **T** – Time Sensitive



Sample of Pro-Forma Initial Planned Objectives (For ICS 201/202 Forms):

- 1) Provide And/Or Ensure Safety, Security, Protection, Health And Welfare Of Responders And Civilians Is The Primary Objective Of All Operations Throughout The Event / Incident.
- 2) Respond, Confine, Contain, Control, Extinguish, Treatment, Eliminate And Or Mitigation Of All Emergencies And Or Threats as Necessary.
- 3) Protection And Security Of The Environment, Public & Private Dwelling/Property, Rights-Of-Ways, And Critical Infrastructures Throughout This Operational Period.
- 4) Implement Local, Regional, And State Planning Protocols And Process, Identifying And Executing Specific Planning Objectives Continuously.
- 5) Communicate, Cooperate, Collaborate, And Coordinate With Event Organizers Continuously.
- 6) Develop And Maintain A Common Operating Picture By Ensuring Continued Collaboration By Providing Support, Interoperability, Communication, And Coordination With All Departments, Partners And Related Agencies On The Current Briefing And Incident Action Plan's Continuously.
- 7) Communicate And Coordinate Incident Action Plans With Partners Regularly.
- 8) Maintain Situational Awareness And Provide Updates As Necessary To Partners.

5. Sample Priority & Command Emphasis (For ICS Form 202):

a. **Priority Emphasis:** will be placed on;

- 1) Safety, Security, Protection, Health & Welfare of First Responders, Survivors and Community Members.
- 2) Respond, Confine, Contain, Control, Extinguish, Treatment, Eliminate, Arrest & or Mitigation Of Emergencies, Violations, & or Threats
- 3) Preserve & Protect The Environment, Public & Private Dwellings/Property, Right-A-Ways, & Critical Infrastructures
- 4) Risk / Threat / Attack Planning, Prevention, Protection, Promotion & Education
- 5) Ensure Unity of Operations & Common Operating Picture through interoperability, Inter/Intra-Agency Communication, Coordination, Collaboration, Cooperation, Support, & Information Sharing with Partners
- 6) Continually Evaluate Risk Versus Benefits

b. **Command Emphasis (For ICS Form 202):**

- | | |
|--|---|
| 1. Safety, Security, Protection & Welfare of First Responders, Civilians & Demonstrators | 19. Enforcement of Life Safety Fire, Over-Crowding, Building & Health Codes |
| 2. Preserve Positive Community Relationships Before, During & After Incidents/Events | 20. Maintain / Restore Order |
| 3. Communicate, Cooperate, Collaborate, And Coordinate With Event Organizers | 21. Capture, Contain Eliminate Any Immediate Threats |
| 4. Maintain Open And Honest Dialog With The Communities | 22. Establish & Control Perimeter Points |
| 5. Ensure IAP Objectives & Priorities Are Met | 23. Identify, Protect & Secure Critical, Sensitive & Vital Infrastructures & Facilities |
| 6. Provide Emergency Medical Care PRN | 24. Promote Civilian Individual Wellbeing Practices |
| 7. Maintain Situational Awareness | 25. Adhere To Agency Guidelines, Protocols, Policies & Procedures |
| 8. React / Respond To Assistance Immediately | 26. Thwart Civilian Unsafe & Bad Behaviors |
| 9. Take Reasonable Action To Prevent Harm And Property Damage | 27. Surveillance of Impact Areas and Observe for Suspicious Activity |
| 10. Encourage Personnel Rehab & Hydration | 28. Report & React To Significant Intelligence Discoveries & Unusual Activity |
| 11. Use Proper PPE & Remember Safety First | 29. Ensure Unity of Effort & Operations With Partners |
| 12. Preserve & Promote Peace | 30. Communicate, Cooperate, Collaborate, And Coordinate With Partners |
| 13. Prevent & Limit Lawlessness | 31. Review & Familiarize IAP's, Safety Messages & Medical Plans |
| 14. Protect & Limit Environmental Impacts | 32. Monitor Threat Streams |
| 15. Communicate Promptly & Effectively | 33. Continually Evaluate Risk versus Benefits |
| 16. Rule-Of-Law - Enforcement of Current Laws, Regulations, Codes, & Ordinances | 34. Provide Resource Support to Command & On-Scene Personnel As Needed or Necessary |
| 17. Uniformed Personnel - Be Seen / Strong Presence | |
| 18. Fulfil Agency & Discipline Specific Statutory Requirements & Obligations | |

III. DIRECTION, CONTROL, AND COORDINATION

This Plan may be activated when the County Judge Executive and/or any City Mayor or designee proclaims a local emergency, or if there is an automatic activation. An automatic activation follows a disaster or event that the county has identified, in advance, as one that requires an immediate response. Disasters requiring automatic activation are those events that pose an immediate threat to public safety.

Some portions of this plan, such as the initial response, go into effect immediately following an event. The remainder of this Plan is only activated when the incident grows in scope to a point where activation of the EOC or an Alternate EOC is warranted. Activation of the EOC is not necessarily automatic or necessary with all civil disturbance incidents.

In advance of (or simultaneous with) the County EOP activation, cities will also activate their appropriate Plan(s) and policies.

IV. KENTON COUNTY EMERGENCY OPERATIONS CENTER

This is the physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. It may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOC's may be organized by major functional disciplines (e.g. Federal, State, Regional, County, and City) or by a combination thereof. The KCEOC serves as the point for collection, analysis and dissemination of disaster related information for response agencies and the public.

The Kenton County EOC will utilize the National Incident Management System (NIMS) to:

1. Provide for the safe and effective management of the incident through coordination with the on scene Incident Commander(s);
2. Provide direction, control and coordination of resources during emergency operations;
3. Ensure the efficient use of all resources to protect lives, the environment and property;
4. Collect, process and disseminate information about an actual or potential emergency.

A. Department Operation Center - County or local agencies may choose to activate a Departmental Operations Center (DOC) to coordinate resources within their specific jurisdiction or operational area. The DOC should be located at the department / agencies usual place of business – not at the EOC. DOC's should not prevent or limit the department or agency from full participation in County EOC operations as required.

- On-Scene Command Posts may be established in the emergency / disaster area and staffed by appropriate agencies and organizations.
- In the event of a large-scale emergency or disaster, a Joint Information Center (JIC) may be established within the Kenton County EOC or at another location nearby.

B. KCEOC Activation Procedures

1. The Kenton County EOC may be activated in response to natural, technological and human caused incidents or any significant or potential event which endangers public health, safety or well-being and/or public property, or which disrupts essential community services.
2. The Kenton County EOC may be activated to support emergency operations within Kenton County by the Kenton County Homeland Security Emergency Management

Director, or when requested by the Kentucky Division of Emergency Management to support response/recovery operations in another part of the Commonwealth.

3. When conditions warrant the County Judge-Executive (or designee) or a City Mayor (or designee) will order the activation of the Kenton County EOC and declare that a local State of Emergency exists. At this point, the Kenton County EOC will coordinate emergency response operations countywide and/or citywide.
4. All requests to activate the Kenton County EOC are directed to the Kenton County Homeland Security Emergency Management Director (or if unavailable the Deputy EM staff). After Hours HSEM staff can be reached through the Kenton County Emergency Communications Center. The Kenton County EOC will be activated based on the emergency activation level established by the Homeland Security Emergency Management Department and or KCEOC Policies.
5. Self-triggering – In the event of an emergency impacting the community if ESF Coordinators are unable to make contact with the Homeland Security Emergency Management Director, Kenton County Emergency Communication Center or the EOC the primary ESF Coordinators should report to the EOC.

C. Virtual Emergency Operations Center (VEOC) / Virtual Monitoring

This is a virtual location or activity at which the coordination of information and resources to support domestic incident management activities normally takes place. It may be a temporary location or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. VEOC's may be organized by major functional disciplines (e.g. Federal, State, Regional, County, and City) or by a combination thereof. The EOC serves as the point for collection, analysis and dissemination of disaster related information for response agencies and the public.

- Monitoring, supporting, and managing normal daily readiness, steady state incident and / or threat activities via virtual mediums that includes one or more of the following apparatuses: situational awareness reports or observations, telephone, technology/Internet/computer networks, telephonic and video conference calling, emergency radio operations, WebEOC network, social media, GIS/ESRI systems, intelligence/surveillance reports, media broadcast, computer aided dispatch (CAD) records, email, video camera/footage, text messaging, etc.
- Virtual activities can organize within traditional Emergency Operation Centers and / or off site satellite locations in Real-Time. Satellite locations can include but are not limited to command apparatus, office, conference room, private dwelling, etc.
- Virtual Operations Support Team (VOST) - Monitors & potentially responds to Social Media Feeds / Activity. May also assist with VEOC Monitoring Activities & Operations.

D. Kenton County Emergency Operations Center Facilities / Location(s):

The Primary KCEOC is located at:

- Kenton County Government Center, 1840 Simon Kenton Way, Covington, Ky 41011 on the Second Floor North Tower (Room 2011 - EOC / Training Room).

Alternate KCEOC locations are:

- Secondary locations can be found within the KCEOP.
- EOC's can also be located within the community experiencing an event/Incident.

The primary KCEOC encompasses an operational area of approximately 2,000 square feet

in a twin five-story structures with the EOC in the North Tower. This space includes storage facilities, emergency dispatch communications room, access to adjoining fiscal court chambers and conference rooms, a kitchenette and restroom facilities. An emergency generator, one specifically for north tower provides emergency back-up power. Fifteen Lap Top computer stations can be connected to an Emergency Operations Center Server in the Kenton County Government Center for each of the Emergency Support Functions (ESF).

There are multiple displays incorporated into the EOC. An Overhead Projector will be utilized to display the most current Situational Awareness dashboard information and / or local weather information including radar.

There are also three TV / computer monitor displays in the EOC for displaying:

- KCECC Computer Aided Dispatch (CAD) system.
- Planning and Development Services of Kenton County Geographic Information System (GIS) mapping images.
- Local / National news reports.

These systems can also connect to an overhead LCD display projectors that will allow for the EOC staff to obtain immediate situational awareness and information on the status of the incident / event and public safety resources.

Unified Command and Emergency Operations Center rosters will be completed at the beginning of each operational period, updated as necessary and distributed to individuals operating, serving within any role and or personnel with a need to know within the defined event/incident.

Roster should include the follow:

1. Full Name, Title, Event Functional Role
2. Work Station/Site Location
3. Agency Full Name
4. Cell Phone Number & Work Station Phone Number
5. Email Address

E. Emergency Operations Center Activation Levels

Activation Level		Description
3	Normal Operations / Steady State	<ul style="list-style-type: none"> Activities that are normal for the EOC when no incident or specific risk or hazard has been identified. Routine watch and warning activities if the EOC normally houses this function (including Virtual Monitoring).
2	Enhanced Steady-State / Partial Activation	<ul style="list-style-type: none"> Certain EOC team members / organizations are activated to monitor a credible threat, risk, or hazard and / or to support the response to a new and potentially evolving incident.
1	Full Activation	<ul style="list-style-type: none"> EOC team is activated, including personnel from all assisting agencies, to support the response to a major incident or credible threat.
<p style="text-align: center;">Virtual Monitoring / Virtual Emergency Operations Center (VEOC)</p> <p>(Virtual Monitoring and or Virtual Emergency Operations Center can occur at any activation level or standalone)</p>		<ul style="list-style-type: none"> Monitoring, supporting, and managing normal daily readiness steady state, incident and or threat activities via virtual mediums that includes one or more of the following apparatuses: situational awareness reports or observations, telephone, audio & video camera / footage, intelligence & surveillance reports, media broadcast, digital technologies (including internet, Internet of Things (IoT), computer networks, telephonic and video teleconference calling, digital emergency two-way radio operations, software's (WebEOC network, GIS/ESRI systems, computer aided dispatch (CAD) records), social media, email, personal / mobile device technology, text messaging, etc.), etc. Virtual activities can organize within traditional Emergency Operation Centers and or off site satellite locations in Real-Time. Satellite locations can include but not limited to command apparatus, office, conference room, private dwelling, etc.
<p>Virtual Operations Support Team (VOST) (Monitors Social Media Feeds / Activity. May also assist with VEOC Operations)</p> <p>A VOST can be establish to monitor and potentially respond to social media activity related to an incident.</p>		
<p>Time-Phased Activation ~ As the size, scope and complexity of the incident grow, the level of activity within an EOC often grows. Key personnel normally include the KCHSEM Director, EOC Floor Manager, EOC Support staff, Law Enforcement, Fire and EMS representatives that perform public affairs, situational awareness, resource management and planning.</p>		

V. ADMINISTRATION, FINANCE, AND LOGISTICS

Each department or agency is required to have documented internal administrative procedures in place to track financial costs related specifically to the response and/or recovery of an incident. These procedures must include tracking all expenditures specifically related to the incident, including personnel costs such as straight and overtime payroll costs related specifically to the incident. If an incident meets designated thresholds for Proclamation or Declaration of a State and/or Federal Emergency or Disaster, each jurisdiction will have an Authorized Applicant Agent, who will develop a method for collecting financial documentation from departments as needed for submission as part of the jurisdictions' reimbursement application process.

VI. AGREEMENTS AND UNDERSTANDINGS

- ④ Kenton County Police Chief's Mutual Aid Agreement
- ④ Kenton County Fire Chief's Mutual Aid Agreement
- ④ Northern Kentucky Fire/EMS Mutual Aid Agreement
- ④ Northern Kentucky Police Chief's Association Mutual Aid Agreement
- ④ Inter/Intra-State Mutual Aid Agreement

VII. AUTHORITIES, DIRECTIVES, SOURCES & REFERENCES

The following authorities have been used in the development of the Civil Unrest Plan.

- ⊙ Governor of Kentucky Executive Orders 96-1120 and 2004-1314
- ⊙ United States Federal Law 18 U.S.C. § 2102
- ⊙ Kentucky State Law, KRS 525.010(5)
- ⊙ Kentucky Division of Emergency Management Planning Guidance
- ⊙ Developing and Maintaining Emergency Operations Plans – Federal Emergency Management Agency (FEMA) CPG 101 Version 2.0
- ⊙ The Atomic Energy Act of 1954, (PL 83-703 as amended)
- ⊙ The Robert T. Stafford Disaster and Emergency Relief Act of 1966 and all amendments.
- ⊙ The Superfund Amendment and Reauthorization Act of 1986, (PL99-499), Title III (SARA)
- ⊙ Disaster Mitigation Act of 2000 (PL 106-390)
- ⊙ Kentucky Revised Statutes Chapter 39A through 39G
- ⊙ National Incident Management System (NIMS)
- ⊙ National Preparedness System
- ⊙ National Preparedness Goal
- ⊙ National Response Framework
- ⊙ National Disaster Recovery Framework
- ⊙ National Infrastructure Protection Plan
- ⊙ National Mitigation Framework
- ⊙ NFPA 1600 – National Fire Protection Association Standard on Disaster / Emergency Management and Business Continuity Programs
- ⊙ Presidential Homeland Security Directives 1 to 12
- ⊙ Presidential Directive Decisions 39 & 62 (Anti-Terrorism)
- ⊙ Public Law 81-920, 88-352, 91-190, 91-606, 91-616, 91-646, 92-255, 92-385, 93- 234, 93-288, 93-523, 94-68, 96-511, 99-499, 100-707, 101-121, 107-296
- ⊙ Homeland Security Act of 2002
- ⊙ Executive Order 11795, Delegating Disaster Relief Functions Pursuant to the Disaster Relief Act of 1974
- ⊙ Executive Order 12656, Assignment of Emergency Preparedness Responsibilities
- ⊙ Kenton County Ordinance(s) 340.4 (Title III, Chapter 38)
- ⊙ Historical, Present-Time and Real-Life Experiences and Training
- ⊙ Kenton County Homeland Security Emergency Management Staff
- ⊙ Kenton County Emergency Operations Plan

VIII. LIST OF ACRONYMS USED IN THIS PLAN

Acronym	Full Name
A/C / AC	Area Command; also Assistant Chief
AAR	After Action Report / Review
AHIMT	All-Hazards Incident Management Team
AHJ	Authority Having Jurisdiction
ALS	Advanced Life Support
ARCGIS	Aeronautical Reconnaissance Coverage Geographic Information System
ATF	Alcohol Tabaco Firearms and Explosives Agency
BLS	Basic Life Support
CAPT	Captain
CBRN	Chemical, Biological, Radiological, and Nuclear
CFR	Code of Federal Regulations
CMU	Crisis Management Unit
COL	Colonel / Chief
COOP	Continuity Of Operations Plan
CP	Command Post
CPG	Civil Preparedness Guide; Also Comprehensive Preparedness Guide (CPG) 101, Developing and Maintaining Emergency Operations Plans, Version 2.0 (CPG 101 V.2)1.
CRT	Crisis Response Team
CRTCC	Cincinnati Real Time Crime Center
DECON	Decontamination
DEMOB	Demobilization
DHS	Department of Homeland Security
DO	Duty Officer
DOC	Department Operations Center
DOJ	Department of Justice
EHS	Extremely Hazardous Substance
EMS	Emergency Medical Services
EMT / EMT-P	Emergency Medical Technician / P = Paramedic
EO	Executive Order
EOC	Emergency Operations Center

Acronym	Full Name
EOD	Explosive Ordnance Device / Disposal
EOP	Emergency Operations Plan
Esri	Environmental Systems Research Institute (Software Development Company for Arc-GIS)
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FOG	Field Operating Guide
FR	First Responder
FRC	Family Reunification Center
GIS	Geographical Information Systems
GPS	Global Positioning System
HazMat	Hazardous Materials
IAP	Incident Action Plan
IC / ICP	Incident Command / Incident Command Post
ICS	Incident Command System
IED	Improvised Explosive Device
IMS	Incident Management System
IMT	Incident Management Team
IO	Intelligence Officer
IPAWS	Integrated Public Alert and Warning System
IST	Incident Support Team
IT	Information Technology
JHAT	Joint Hazard Assessment Team
JIC	Joint Information Center
K9	Canine
KAR	Kentucky Administrative Regulations
KBEMS	Kentucky Board of Emergency Medical Services
KCCRB	Kentucky Community Crisis Response Board
KCECC	Kenton County Emergency Communications Center (Dispatch)
KCEOC	Kenton County Emergency Operations Center
KCEOP	Kenton County Emergency Operations Plan

Acronym	Full Name
KCHSEM	Kenton County Homeland Security Emergency Management
KIFC	Kentucky Intelligence Fusion Center
KNG	Kentucky National Guard
KRS	Kentucky Revised Statutes
KSP	Kentucky State Police
KYEM	Kentucky Division Of Emergency Management
KYTC	Kentucky Transportation Cabinet
LE / LEO	Law Enforcement / Law Enforcement Officer or Organization
LT	Lieutenant
LZ	Landing Zone
MA	Mutual Aid
MCI	Mass Causality Incident
MCU	Mass Causality Unit
MDU	Mass Decontamination Unit
MEDIC	Emergency Medical Technician or Paramedic
MHz	Megahertz
MOA	Memorandum of Agreement
MOU	Memorandum Of Understanding
NFPA	National Fire Protection Association
NIMS	National Incident Management System
NKTRT	Northern Kentucky Technical Rescue Team
ODP	Office for Domestic Preparedness (DHS)
OIC	Officer In Charge
PD	Police Department
PIO	Public Information Officer
PO	Police Officer
POC	Point of Contact
PRN	As Needed
PTL	Patrol
PW / PS	Public Works / Public Services
ROC	Regional Operations Center
SEOC	State Emergency Operations Center
SFM	State Fire Marshal
SITREP	Situation Report

Acronym	Full Name
SO	Sheriff Office / Officer
SOG / SOP	Standard Operating Guideline / Standard Operating Procedure
THIRA	Threat and Hazard Identification and Risk Assessment
UC	Unified Command; also University of Cincinnati or University of Cincinnati Hospital
VEOC	Virtual Emergency Operations Center
VOST	Virtual Operations Support Team

IX. LIST OF TERMS AND DEFINITIONS

Action Planning - Steps, or activities, that must be taken to improve and sustain identified strategies.

After Action Report - A report covering response actions, application of ICS, modifications to plans and procedures, training needs, and recovery activities.

After-Action Report/Improvement Plan (AAR/IP) - The main product of the Evaluation and Improvement Planning process. The After-Action Report/Improvement Plan (AAR/IP) has two components - an After-Action Report (AAR), which captures observations of an exercise and makes recommendations for post-exercise improvements; and an Improvement Plan (IP), which identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion.

Agency - Is a division of government with a specific function offering a particular kind of assistance.

All-Hazards - Natural, technological, or human-caused incidents that warrant action to protect life, property, environment, and public health or safety, and to minimize disruptions of community activities.

Analyzing Hazards - A process to determine what hazards or threats merit special attention, what actions must be planned for, and what resources are likely to be needed.

Appendixes - Supporting documents such as a list of acronyms, copies of statutes, and maps that provide additional guidance and references for planning.

Area Command - An organization established (1) to oversee the management of multiple incidents that are each being handle by a CS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensures that incidents are properly managed and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional.

Branch - The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section.

Chain of Command - The orderly line of authority within the ranks of the incident management organization. Is a series of command, control, executive, or management positions in hierarchical order of authority.

Checklist - Written (or computerized) enumeration of actions to be taken by an individual or organization meant to aid memory rather than provide detailed instruction.

Chief - The ICS title for individuals responsible for management of function sections - Operations, Planning, Logistics, and Finance/Administration.

Command - The authority a peace officer lawfully exercises over subordinates by virtue of his/her rank and assignment or position. The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff - In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Procedures - Standardized, specific actions for staff to take in response to a variety of hazards, threats, or incidents. Examples include evacuation, shelter-in-place, and parent-student reunification.

Common Terminology - Standardized words and phrases used to ensure consistency while allowing diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communication - A section of the basic plan that refers to the internal and external strategies and tools to communicate with stakeholders in the event of an emergency or incident.

Community - A political entity that has the authority to adopt and enforce laws and ordinances for the area under its jurisdiction. In most cases, the community is an incorporated town, city, township, village, or unincorporated area of a county; however, each State defines its own political subdivisions and forms of government.

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

Continuity of Operations Plan (COOP) - A functional annex providing procedures to follow in the wake of an incident where the normal operations of the community are severely disrupted.

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

Crisis Response Team - A team trained to assist in the healing process of staff following a traumatic event or incident.

Critical Facilities - Any location essential to the well-being and safety of the community requiring law enforcement protection during a critical incident.

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

Decontamination - Procedures taken to reduce the effects of any nonlethal chemical agent or bio-hazard exposure. The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the hazardous material.

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

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

Direction, Control, and Coordination - A component of the basic plan that outlines the coordination efforts between local fire, law enforcement, and emergency managers. This section includes information on how the emergency operations plan (EOP) fits into the community EOP needs.

Disaster - An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries.

Division - Is the partition of an incident into geographical areas of operation. A division is located within the ICS organization between the branch and resources in the Operations Section.

Emergency - Is an unexpected situation or event, which places life and /or property in danger and requires an immediate response to protect life and property. Any occasion or instance in which the Governor determines that State assistance is needed to supplement local response efforts and capabilities to save lives and protect property and public health and safety, or to lessen or avert the threat or impact of a catastrophe in any part of the State.

Emergency Management Director– The individual who is directly responsible on a day-to-day basis for the jurisdictions effort to develop a capability for coordinated response and recovery from the effects of disaster.

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

Emergency Medical Services (EMS) - Services, including personnel, facilities, and equipment required to ensure proper medical care for the sick and injured from the time of injury to the time of final disposition (which includes medical disposition within a hospital, temporary medical facility, or special care facility; release from the site; or being declared dead). EMS specifically includes those services immediately required to ensure proper medical care and specialized treatment for patients in a hospital and coordination of related hospital services.

Emergency Operations Center (EOC) - A location from which centralized emergency management is performed. EOC facilities are established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency. A protected site from which government officials and Emergency response personnel exercise direction and control in an Emergency. The Emergency Communications Center (ECC) is normally an essential part of the EOC. The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOC's may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or by some combination thereof.

Emergency Operations Plan (EOP) - An ongoing plan for responding to a wide variety of potential hazards. An EOP describes how people and property will be protected; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available; and outlines how all actions will be coordinated.

Emergency Support Function (ESF) – A functional area of response activity established to facilitate the delivery of State or Federal assistance required during the immediate response phase of a disaster to save lives, protect property and public health, and to maintain public safety. ESFs provide the structure for coordinating Federal interagency support for a Federal response to an incident. They are mechanisms for grouping functions most frequently used to provide Federal support to States and Federal-to-Federal support, both for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents.

Essential Elements of Information (EEI) - Critical tactical information, obtained from any source, received prior to and/or during an event which is considered so essential that without it, meaningful planning cannot proceed.

Evacuation – Relocation of civilian population to safe areas when disaster, emergencies, or threats thereof necessitate such action. The organized, phased, and supervised withdrawal, dispersal, or removal of students, personnel, and visitors from dangerous or potentially dangerous areas.

Event – A planned, non-Emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Finance/Administration Section Chief - A member of the General Staff who monitors costs related to the incident and provides accounting, procurement, time recording, and cost analyses.

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

First Responder - an Employee of an Emergency service who is likely to be among the first people to arrive at and assist at the scene of an Emergency such as an accident, natural disaster, or terrorist attack. First responders typically include police officers, deputy sheriffs, firefighters, paramedics, and rescuers.

Function – Function refers to the five major activities in ICS - Command, Operations, Planning, Logistics, and Finance Administration.

Functional Annexes - Individual chapters in an emergency operations plan that focus on procedures such as Special Needs or Continuity of Operations. These annexes address all-hazard critical operational functions and describe the actions, roles, and responsibilities of participating organizations. Functional annexes are referred to as Emergency Support Functions (ESFs).

General Staff – A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Goal - General statement that indicates the intended solution to an identified problem.

Group – Established to divide the incident management structure into functional areas of operation. An organizational subdivision established to divide the incident management structure into functional areas of operation.

Hazard – Any situation that has the potential for causing damage to life, property, and the environment. Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Hazard Mitigation - Any action taken to reduce or eliminate the long-term risk to human life and property from hazards. The term is sometimes used in a stricter sense to mean cost-effective measures to reduce the potential for damage to a facility or facilities from a disaster or incident.

Hazardous Material (HazMat) – Is a substance or material, which may pose an unreasonable risk to safety, health, or property. HazMat may be chemical, biological, etiologicial (infectious materials), radiological or explosive in nature. Any substance or material that, when involved in an accident and released in sufficient quantities, poses a risk to people's health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

Hazard-Specific Annexes - Individual chapters in an emergency operations plan that describe strategies for managing missions for a specific hazard. They explain the procedures that are unique to that annex for a hazard type and may be short or long depending on the details needed to explain the actions, roles, and responsibilities. The information in these annexes is not repeated elsewhere in the plan.

Hot Wash - A facilitated discussion held immediately following an event or exercise among exercise players from each functional area that is designed to capture feedback about any issues, concerns, or proposed improvements players may have about the exercise. The hot wash is an opportunity for players to voice their opinions on the exercise and their own performance. This facilitated meeting allows players to participate in a self-assessment of the exercise play and provides a general assessment of how the jurisdiction performed in the exercise. The hot wash should last no more than 30 minutes.

Human-Caused Hazards - Hazards that rise from deliberate, intentional human actions to threaten or harm the well-being of others. Examples include school violence, terrorist acts, or sabotage.

Improvement Plan (IP) - For each task, the Improvement Plan (IP) lists the corrective actions that will be taken, the responsible party or agency, and the expected completion date. The IP is included at the end of the After-Action Report. See After-Action Report/Improvement Plan.

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

Incident Action Plan – The plan that is usually prepared at the beginning of each operational period that contains general control objectives reflecting the overall operational strategy and specific action plans for the next operational period. A written document containing general management objectives that reflect the overall incident strategy and specific plans using personnel and resources. Incident Action Plans will vary in content and form depending upon the kind and size of an incident.

Incident Command Post – Is the location where primary command functions are made. It may be the Emergency Operations Center (EOC), Area Command (AC), Disaster Field Office (DFO), or Logistical staging area.

Incident Command Staff - Members of the Incident Command System including the Safety Officer, Liaison Officer, Operations Section Chief, and Public Information Officer who report directly to the Incident Commander.

Incident Command System (ICS) - The statewide model for field-level management of emergencies mandated by the Standardized Emergency Management System (SEMS). ICS is specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single and multiple incidents without being hindered by jurisdictional boundaries. Is a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident. The structure can be expanded, as situation requires larger resource, without requiring new, reorganized command structure.

Incident Commander (IC) – The individual responsible for all incident activities, including the development of strategies and tactics, the ordering, and the release of resources.

Incident Management Continuum - A model representing the continuous succession and overlap of incident management functions.

Incident Management Functions - Prevention, preparedness, mitigation, response, and recovery activities that occur in advance of an incident, during an incident, and/or following an incident.

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

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

Incident Objectives - Statements of guidance and direction necessary for the selection of appropriate strategy(s), and the tactical use of resources. Incident objectives are based on realistic expectations of what can be accomplished when allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to adjust to strategic and tactical alternatives.

Integrated Communications - Communications facilitated through the development and use of a common communications plan.

Intelligence Officer – The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. This can be an undercover law enforcement officer.

Joint Information Center (JIC) – A combined public information office that serves two or more levels of government or Federal, State, local agencies. A facility established to coordinate critical emergency information, crisis communications, and public affairs functions. The Joint Information Center is the central point of contact for all news media. The Public Information Officer may activate the JIC to better manage external communication.

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

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

Liaison Officer – A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. A form of communication for establishing and maintaining mutual understanding and cooperation.

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

Life Threatening - Any action likely to result in serious injury or death of an officer or another person.

Local Government - Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, or in Alaska a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics - Providing resources and other services to support incident management. This section is responsible for providing facilities, services, and material support for the incident.

Logistics Section Chief - A member of the General Staff who provides resources and needed services to support the achievement of the incident objectives.

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

Management - The process of planning, organizing, coordinating, directing, budgeting, and controlling resources.

Mass Care - Actions taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include providing temporary shelter, food, medical care, clothing, and other essential life support needs to the people who have been displaced because of a disaster or threatened disaster.

Mitigation - Includes activities to reduce the loss of life and property from natural and/or human-caused disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction,

and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

Modular Organization - A top-down Incident Command System (ICS) organizational structure based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.

Multijurisdictional Incident – An incident requiring action from multiple agencies in which each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

National Incident Management System (NIMS) – A system mandated by HSPD-5 that provides a consistent nationwide approach for state, local and tribal governments, the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

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

Natural Hazard - Hazard related to weather patterns and/or physical characteristics of an area. Often natural hazards occur repeatedly in the same geographical locations.

Neighborhood Hazard - Natural, technological, or human-caused hazards occurring in neighborhoods immediately surrounding the community.

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

Nonstructural - Any portion of the building not connected to the main structure including file cabinets and furnishings.

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

Operational Period – A period of time set for execution of operational actions specified in the Incident Action Plan. Traditionally these periods are initially 12 to 24 hours in length. As the incident winds down, they may cover longer periods of activity.

Operational Priorities - The desired end-state for the operations.

Operations Plan - A plan describing the tactical deployment of resources at an incident or event to meet the objectives of the Incident Action Plan.

Operations Section – Is the section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

Operations Section Chief (OSC) - senior official designated to oversee the technical operational procedures relating to containment, control, removal of the hazardous material(s) release(s). This position is always staffed during hazardous material incident responses.

Operations Security (OPSEC) - Methods used to prevent sensitive information, which may compromise the integrity and safety of a law enforcement operation, from being improperly disseminated.

Organization and Assignment of Responsibilities - A component of the basic plan that lists tasks staff will perform in the event of incident by position and organization.

Perimeter Control - Surrounding or enclosing a particular problem area.

Personal Protective Equipment (PPE) - Refers to the garments and devices worn by Emergency response personnel to protect them from hazards presented by a hazardous materials release.

Plan Development and Maintenance - A component of the basic plan that outlines responsibilities for updating and maintaining the emergency operations plan (EOP). This section includes a testing, reviewing, and updating the EOP.

Plan Development - The process of generating and comparing possible solutions for achieving goals and objectives, determining response and recovery capabilities, and identifying resource gaps.

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

Planning Section Chief - A member of the General Staff who supports the incident action planning process by tracking resources, collecting/analyzing information, and maintaining documentation.

Planning Team - A group of individuals with a variety of expertise and perspectives planning for all hazards.

Policy - Statements of principles and values which guide the performance of a specific agency activity. Policy establishes limits of action and reflects a statement of guiding principles that should be followed in order to achieve an agency's objective.

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

Prevention - Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property.

Private Sector – Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry and private voluntary organizations.

Procedure - A method of performing an operation or a manner of proceeding on a course of action within the limits of policy. A series of standard actions or operations that specify what personnel should do in responding to and recovering from an incident.

Psychological Healing - A functional annex describing how agencies will address medical and psychological issues resulting from traumatic incidents.

Public Disruption - The interruption or disturbance of public order.

Public Health – A common function in multi-hazard planning, which focuses on general health and medical concerns, under Emergency conditions, including provisions for accomplishing those

necessary actions related to disease and vector control activities. Concerns extend to sanitation and preventing contamination of food and water.

Public Information Officer (PIO) - A member of the Command Staff who serves as the conduit for information to internal and external stakeholders, including the media or other organizations seeking information directly from the incident or event.

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

Radio system – A combination of electrical and electronic equipment, including but not limited to radios, consoles, mobile units, towers, antennas, generators, etc., which together enable communications between desired points.

Reception Area – This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAP's, supplies and equipment, feeding, and bed down.

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

Recovery - Encompasses both short-term and long-term efforts for the rebuilding and revitalization of affected communities. Examples: Short-term recovery focuses on crisis counseling and restoration of lifelines such as water and electric supply, and critical facilities. Long-term recovery includes more permanent rebuilding.

Relocation - A common procedure implemented when the community, organization or business building or environment surrounding is no longer safe. People are moved to an alternative facility where families can reunite.

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

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

Reverse Evacuation - A common procedure implemented when conditions inside the building are safer than outside the building.

Safety Officer – A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Section – The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, and Finance/Administration.

Sectoring - An overall area of operation and dividing it into sub- sections based upon geographical and/or defined boundaries. This is not an official ICS term and should be avoided.

Shelter-in-Place - A common procedure implemented in the event of a chemical or radioactive release. Students and staff take immediate shelter, sealing up windows and doors, and turning off air ducts.

Site Safety Plan - Written plan formulated for each incident by the SO that addresses the safety and health hazards of each phase of site operations and includes the requirements and procedures for Employee protection in accordance with KY-OSHA.

Social Media - Communications of social interaction, using highly accessible and scalable devices, including web-based and mobile technologies used to promote interactive dialogue.

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

Specialized Procedures - Standardized actions for specific populations or situations during an incident or emergency. Examples include special needs population, off-campus events, continuity of operations, mass care, and psychological healing.

Staging Area (SA) – A pre-selected location having large parking areas such as a major shopping area, schools, etc. The SA is a base for the assembly of personnel and equipment and resources during response operations. A SA can also serve as an area for assembling people to be moved by public transportation to host jurisdictions and a debarking area for returning evacuees.

Stakeholder - Entities having a legal, professional, economic or community interest/responsibility in a public assembly or gathering.

Standard Operating Guide (SOG) – A SOG is a complete reference document focused on the collection of actions and activities established to accomplish one or more functions. The document user is afforded varying degrees of latitude in accomplishing functional actions or activities. As necessary, SOG's can be supported by one or more standard operation procedures (SOPs).

Standard Operating Procedures (SOP) – A SOP is an instructional document constituting a directive that provides prescriptive steps towards accomplishing a specified action or task. SOPs can supplement SOG's by detailing and specifying how assigned tasks are to be carried out.

Standardized Emergency Management System (SEMS) - A system required by ICS for managing response to multi-agency and multijurisdictional emergencies. SEMS consists of five organizational levels that are activated as necessary: Field Response, Local Government, Operational Area, Region and State.

Structural - Any component of the building whose primary function is to support the dead load (e.g., building, roof).

Task Force – A group of resources with shared communication and leader. It may be pre-established and sent to an incident or it may be created at the incident.

Technological Hazard - These hazards originate from technological or industrial accidents, infrastructure failures, or certain human activities. These hazards cause the loss of life or injury, property damage, social and economic disruption, or environmental degradation, and often come with little to no warning.

Telephone Tree - A list of staff, their phone numbers, and their role in the Incident Command System (if applicable). The first person on the list (usually the principal or Incident Commander) calls his or her pre-assigned staff members to relay what is and is not known and what steps should be taken. These staff members continue passing along the principal's message to their pre-assigned contacts until everyone has been contacted.

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

Threat – An indication of possible violence, harm, or danger. Natural, technological, or human-caused occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

Transfer of Command - The process of moving the responsibility for incident command from one Incident Commander to another. Transfer of command must include a transfer of command briefing, which may be oral, written, or a combination of both.

Unified Command - In ICS, it is described as a unified team effort, which allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. It maintains agency authority, responsibility and accountability. In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, unified command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

Unit – The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command - The concept by which each person within an organization reports to one and only one designated person. Principles clarifying the reporting relationships and eliminating the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

Warning Point – Is a facility that receives warning and other information and disseminates or relays this information in accordance with a prearranged plan.

Warning - The alerting of emergency response personnel and the public to the threat of extraordinary danger and the related effects that specific hazards may cause.

NWS Warning - A warning issued by the National Weather Service (e.g., severe storm warning, tornado warning, tropical storm warning) for a defined area indicates that the particular type of severe weather is imminent in that area.

Watch - Indication by the National Weather Service that in a defined area, conditions are favorable for the specified type of severe weather such as flash floods, severe thunderstorms, tornadoes, and tropical storms.