OPERATIONS GROUP

PURPOSE

The Operations Group is primarily made up of emergency responders who are typically the first to respond to emergency situations. It includes law enforcement, fire services, and medical services personnel. The group is organized to include representatives of the police department, fire department, and a medical services coordinator.

CONCEPT OF OPERATIONS

The success of a response to any type of disaster will depend upon a number of factors. Those factors include the magnitude of the emergency in relationship to the resources available, mitigation efforts prior to the emergency, planning efforts, and emergency operations coordination. The structure of the Operations Group is intended to create a systematic hierarchy which establishes clear, specific responsibilities and a chain of command for assigning tasks. The importance of responding to an emergency in a planned, organized manner cannot be stressed too strongly.

The structure of the Operations Group allows people to perform the duties for which they have been trained and which they do on a lesser scale on a day-to-day basis. The Police and Fire Departments maintain their typical responsibilities, to include their separate identities and command structures. Each organization functions under their own command system, but are collectively under the direction of the Incident Commander of the Operations Group.

The Incident Command System is based upon a premise that each person at the emergency scene is under the direction and control of only one other person. Everyone knows what their roles and responsibilities are, and they answer only to one supervisor. In the same context, supervisors have a limited number of people for whom they are responsible. Ultimately, the Incident Commander (I.C.) for the Operations Group is responsible for all of the activities of the people working under his or her command. It does not mean that the I.C. is responsible to direct the specific activities of all of the personnel on scene. The role of the I.C. is to establish a plan of action for the particular situation. The responsibility for developing the specific tasks, within the scope of individuals expertise and ability, lies with officers at lower levels in the structure. In the end, the role of the I.C. is not to reduce or replace any other emergency responder. It is to establish and maintain control over the activities of the group.

The Incident Commander may be the Public Works Director, the Police Chief, the Fire Chief, or any other person with the ability to perform the overall function of the I.C. The nature of the emergency will dictate to a large degree who the I.C. will be. The matrix located _______ shows who is typically in charge of particular types of events. In any situation, the I.C. is a clearly defined position, and everyone within the command structure of the various responding groups will know who that individual is.
It is not the intent of this plan to interfere with established command or supervisory structures within any particular City department. Each organization or operation represented on the EMO organizational chart must have one person who answers to the I.C. In emergencies of a relatively small scale, the I.C. may be the individual in charge of either the police or fire operation. In larger emergencies, another individual, such as the Police Chief or Fire Chief may fill the role of I.C. separately from their departments emergency scene activities. In that situation, another member of the respective department will be assigned the command responsibilities for that department. The I.C. may fulfill his/her responsibilities at the emergency scene, in the EOC, or in another location which provides for communications and other resource needs.

**GENERAL ROLES AND RESPONSIBILITIES**

**Law Enforcement.** The Police Departments responsibilities include the coordination between the law enforcement agencies operating during emergencies to ensure the safety of all citizens, maintain law and order, protect public and private property, and provide protection for essential industries, supplies and facilities for any type of disaster. During emergencies, law enforcement agencies must expand their operations to provide increased protection required by disaster conditions. Federal, state, and county law enforcement agencies are available to support local law enforcement agencies.

Adequate law enforcement resources and services will often be available through the existing Law Enforcement Agency Mutual Aid Agreement. If local capabilities are over-taxed, support may be obtained from state law enforcement agencies. Areas that may require additional support are:

1. Traffic and crowd control,
2. Evacuation movement,
3. Providing security for vital facilities and supplies.

The Police Chief will be the law enforcement coordinator for city-wide operations. Muscatine County Sheriff's Department members and Troopers from the State Patrol have a daily presence in the City and County and will support the local law enforcement agency. The Iowa National Guard may be available to provide support subsequent to the Governor's Proclamation. Interjurisdictional use of resources will be coordinated to ensure the most effective utilization of available personnel to meet all requirements.

**Fire Services.** The Fire Departments responsibility is to provide a coordinated response for fire and medical services during, or as a result of, a natural or man-made disaster. The primary responsibilities of the fire services are prevention and suppression of fires; emergency medical services, high angle and confined space rescue services; and response to hazardous material incidents.

**Medical Services.** The Fire Department may be an integral part of the provision of medical services, but there are other agencies which must become involved in any disaster situation where medical emergencies exist. It is the responsibility of organizations involved in medical services to provide a coordinated response for medical care and treatment for the ill and injured during, or as
a result of, a natural or man-made disaster. The scope of this plan extends to include all phases of prehospital care of the ill and injured, including triage, rescue, patient care, and transportation to the hospital. The nature of the EMS system in Muscatine demands a great deal of interagency cooperation during an emergency to initiate patient care and deliver the patient to the hospital.

The Medical Control Officer is responsible for the field operations concerning medical care, treatment, and priority order for transportation of the injured or ill.

The Medical Control Officer will act as or appoint the following supporting staff:

1. Triage Officer: directs a team of medical personnel (EMT’s, LPN’s, RNs) in assessment of patients and assigning priorities for medical treatment and transportation.
2. Transportation Officer: responsible for coordinating with hospitals on patient load and directing patient transport to receiving hospitals and/or medical facilities.

Mass Casualty Incident

1. The first rescue unit at the scene will establish Medical Control. Medical Control is responsible for all patient care operations at the scene, including personnel assignments.
2. Patients will be triaged and assigned priority categories based on urgency and chance of survival.
3. Patients will be transported to receiving medical facilities based on triage priority and the medical facilities capabilities.
4. Medical Control will determine requirements for and request medical mutual aid.
5. As deemed appropriate, establish and operate field medical care centers for injured disaster victims.
6. As deemed appropriate, establish and operate emergency medical care centers for essential workers in the hazardous area following evacuation.

Specific responsibilities and tasks for the medical services are contained in the Emergency Response Checklists and are broken out into three phases: Preparedness, Response, and Recovery.
OPERATIONS GROUP PREPAREDNESS PHASE CHECKLIST

LAW ENFORCEMENT.

___ Establishes mutual aid agreements

___ Reviews and updates emergency call-in procedures

___ Identifies potential traffic and security problems and pre-plans responses

___ Establishes and implements personnel accountability system

FIRE SERVICES

___ Establishes mutual aid agreements

___ Reviews and updates emergency call-in procedures

___ Establishes and implements personnel accountability system

___ Pre-plans target hazards

MEDICAL SERVICES - MEDICAL CONTROL OFFICER

___ Coordinates disaster planning activities with Muscatine General Hospital Emergency Department

___ Identifies medical mutual aid resources and establishes agreements where appropriate

___ Reviews disaster plan activities with Medical Director
OPERATIONS GROUP RESPONSE PHASE CHECKLIST

INCIDENT COMMANDER

___ Coordinates law enforcement, fire, and medical services activities

___ Establishes communications with Resource Group. Communicates resource needs from law enforcement, fire, and medical services to Logistics Officer.

___ Collaborates with Finance Officer on emergency purchases in accordance with City policy.

___ Provides periodic situation updates to Policy Group.

___ Provides preliminary damage assessment information to Disaster Analysis Group.

___ Assists Damage Assessment Team(s) in performing assessment tasks.

___ Provides scene safety and security information to Damage Assessment Team(s).

___ Assists Disaster Analysis Group with record-keeping requirements

LAW ENFORCEMENT

___ Provides security, traffic control, and investigative services

___ Coordinates all law enforcement activities with Incident Commander

___ Advises Incident Commander of hazardous conditions

___ Maintains log of activities and financial records

___ Implements, maintains personnel accountability system

___ Establishes and secures hazard area limits in coordination with Senior Fire Officer

___ Secures additional mutual aid resources as necessary to respond to disaster-related law enforcement services while maintaining traditional City-wide security services.

___ Provides security as necessary at evacuation relocation center(s)

___ Provides security as necessary for Disaster Assessment Team(s)

___ Provides preliminary damage assessment information to Incident Commander.

___ Provides periodic situation updates to Incident Commander.
FIRE SERVICES

___ Provides disaster-related fire suppression, investigation services
___ Coordinates all fire service activities with Incident Commander
___ Advises Incident Commander of hazardous conditions
___ Maintains log of activities and financial records
___ Implements, maintains personnel accountability system
___ Provides assistance as necessary for Disaster Assessment Team(s)
___ Provides preliminary damage assessment information to Incident Commander.
___ Provides periodic situation updates to Incident Commander.
___ Establishes hazard area limits in coordination with Senior Police Officer
___ Secures additional mutual aid resources as necessary to respond to disaster-related fire and medical services while maintaining traditional City-wide safety services.
___ Coordinates with utility services for service interruptions

MEDICAL SERVICES - MEDICAL CONTROL OFFICER

___ Oversees medical triage activities
___ Coordinates staging for incoming medical units
___ Coordinates all fire service activities with Incident Commander
___ Advises Incident Commander of hazardous conditions
___ Maintains log of activities and financial records
___ Implements, maintains personnel accountability system
___ Provides periodic situation updates to Incident Commander.
___ Determines requirements for and requests medical mutual aid.
OPERATIONS GROUP RECOVERY PHASE

INCIDENT COMMANDER

____ De-escalates Operations Group; Relieves mutual aid resources of duty
____ Assists in damage assessment process
____ Compiles financial reports from law enforcement, fire, and medical services groups, and submits them to the Finance Group
____ Reports on situation status to Policy Group
____ Assures completion of necessary incident reports
____ Coordinates post-incident Operations Group critiques
____ Participates in Emergency Management Organization disaster response critique

LAW ENFORCEMENT

____ De-escalates law enforcement activities to normal level, as appropriate
____ Compiles and submits financial information to Incident Commander
____ Assures completion of necessary law enforcement reports
____ Coordinates post-incident law enforcement critique
____ Participates in post-incident Operations Group critique
____ In the event of an evacuation, establishes traffic control for return of citizens

FIRE SERVICES

____ De-escalates fire service activities to normal level, as appropriate
____ Compiles and submits financial information to Incident Commander
____ Assures completion of necessary fire service reports
____ Coordinates post-incident fire services critique
____ Participates in post-incident Operations Group critique
MEDICAL SERVICES - MEDICAL CONTROL OFFICER

- De-escalates medical service activities to normal level, as appropriate
- Compiles and submits financial information to Incident Commander
- Assures completion of necessary medical service reports
- Coordinates post-incident medical services critique, including medical director(s)
- Participate in post-incident Operations Group critique

INCIDENT COMMAND ASSIGNMENT MATRIX

<table>
<thead>
<tr>
<th>INCIDENT</th>
<th>INCIDENT COMMANDER</th>
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<tbody>
<tr>
<td>Winter Storm</td>
<td>Public Works Director</td>
</tr>
<tr>
<td>Flood</td>
<td>Public Works Director</td>
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<tr>
<td>Civil Disorder</td>
<td>Police Chief</td>
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<tr>
<td>Mass Casualty</td>
<td>Police Chief</td>
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<tr>
<td>Transportation Accident</td>
<td>Police Chief</td>
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<tr>
<td>Aircraft Crash</td>
<td>Police Chief</td>
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<tr>
<td>Hazardous Materials Emergency (transportation)</td>
<td>Police Chief</td>
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<tr>
<td>Tornado / Earthquake</td>
<td>Police Chief</td>
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<tr>
<td>Water/River (non-fire incident)</td>
<td>Police Chief</td>
</tr>
<tr>
<td>Water/River (fire)</td>
<td>Fire Chief</td>
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<tr>
<td>Hazardous Materials Emergency (facility)</td>
<td>Fire Chief</td>
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<tr>
<td>Technical Rescue (trench, confined space, etc.)</td>
<td>Fire Chief</td>
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<tr>
<td>Structural Collapse</td>
<td>Fire Chief</td>
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<tr>
<td>Fire</td>
<td>Fire Chief</td>
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