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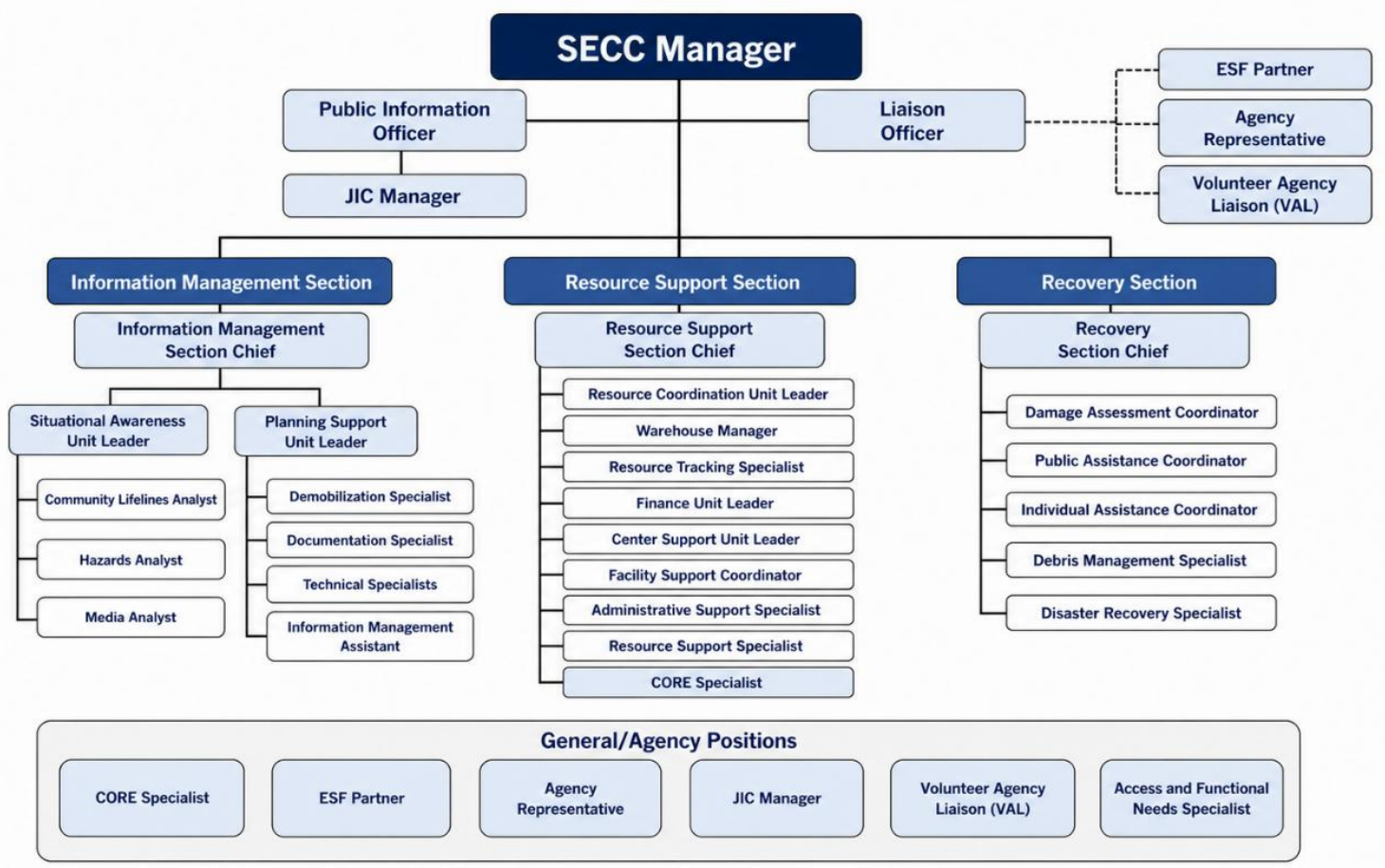
ISM Position Checklists

This Appendix defines the roles and responsibilities of the SECC Positions and provides common activation, operations, and demobilization checklists for each position. The provided guidance and checklists, sometimes referred to *Job Action Sheets (JAS)* serve as job aids, defining areas of responsibilities and required tasks for these position at each phase of SECC operations.



Common Responsibilities Checklists:

I. SECC General Responsibilities Checklist

The SECC General Responsibilities Checklist is used by all SECC staff during the activation and demobilization phases.

SECC General Responsibilities Checklist - For All Positions			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
Activation Phase			
1.		Check in upon arrival at SECC and sign in on the SECC sign-in sheet.	
2.		Check in with the Liaison Officer if you are a representative from an outside agency.	
3.		Report to SECC Manager, Section Chief, or other assigned supervisor to obtain current situation status and specific job responsibilities and assignments.	
4.		Set up workstation and review position-specific activation and operations checklists.	
5.		Maintain Activity Log (ICS 214) that chronologically describes the actions you take during your shift.	
6.		Determine resource needs, such as a computer, phone, fax, stationery, plan copies, and other reference documents. Request resources to meet unfilled needs.	
7.		Participate in any facility and safety orientations as required.	
8.		Identify and establish communications with field operations points of contact.	
Shift Change			
9.		Ensure incoming staff replacement signs into the SECC on the SECC Sign-in Sheet.	

SECC General Responsibilities Checklist - For All Positions			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
10.		Complete shift change briefing with incoming position staff to cover the following topics: ▪ Situation overview and outlook ▪ Incident priorities ▪ Position/Section accomplishments during the last operational period ▪ Operational objectives for the next operational period as contained in the SECC Incident Support Plan (ISP) ▪ Open/ongoing tasks ▪ Relevant agencies contact information ▪ Corrective actions/adjustments to processes Any identified system issues (e.g., communications failure).	
11.		Provide incoming staff replacement with most recent SITREP and new operational period SECC Incident Support Plan (ISP).	
12.		Submit Activity Log (ICS 214) and completed checklists to Documentation Specialist.	
13.		Provide incoming personnel with outgoing personnel's contact phone number(s).	
14.		Sign out of computer systems that use unique username and password. Do not sign out of generic accounts that will be used by incoming personnel.	
15.		Sign out of the SECC on the SECC Sign-in Sheet prior to leaving the facility. Check out with supervisor.	
Demobilization Phase			
16.		Deactivate assigned position and complete the Demobilization Check-out form when authorized by the SECC Manager or designee.	

SECC General Responsibilities Checklist - For All Positions			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
17.		Complete all required forms, reports, and other documentation. All forms and paperwork should be submitted through supervisor to the Planning Support Unit prior to departure.	
		If working on a Position Task Book (PTB), get appropriate signatures and an evaluation form your supervisor.	
18.		Notify field operations points of contact of SECC demobilization and demobilization time.	
19.		Clean up work area before leaving. Return any equipment or unused supplies.	
20.		Provide supervisor with contact phone number(s).	
21.		Sign out of all computer programs, log off the computer, and turn off the monitor. **Do not shut down the computer.**	
22.		Record sign-out time on the SECC sign-in sheet.	
23.		Be prepared to provide input to the SECC After-Action report.	
24.		Upon request, participate in formal post-operational debriefs.	
25.		Attend critical incident stress debriefings as needed.	

II. SECC Activation Checklist

This Activation Checklist will be used to activate the SECC. The individual(s) completing the actions should indicate the time, names, follow-up needed, and notes about the action. For planned events, some elements of this checklist can be completed in advance.

SECC Activation Checklist			
Item	**Completed Time**	**Action**	**Name/Follow-up Needed/Notes**
1.		Based on activation triggers, at the direction of the DES Director, or based on other protocols, activate the SECC at the appropriate activation level.	
2.		Notify SECC staff and include report time and location to leadership of the SECC activation and reason for activating.	
3.		Notify leadership of the SECC activation and reason for activating.	
4.		Notify local Incident Command/SECCs of SECC activation time and activation level.	
5.		Notify other relevant stakeholders of the SECC activation, including Emergency Support Function (ESF) leads and neighboring States' Offices of Emergency Management as appropriate.	
6.		Ensure The JOC and the Gov's Office is notified of SECC activation.	
7.		Consider the need for additional facility security, and if necessary, request from ESF partners.	
8.		Set up the SECC's physical location: Turn-on SECC systems (e.g., AV equipment, computer systems, communication systems).	
9.		Provide just-in-time training for new SECC staff to complete tasks.	
10.		Assess the need for additional specialist resources, such as subject matter experts. If required, request liaisons.	
11.		Identify, review, and share any applicable existing agency or emergency operations plans that will serve as reference resources.	

SECC Activation Checklist			
Item	**Completed Time**	**Action**	**Name/Follow-up Needed/Notes**
12.		Gather information to assess incident assignments and determine immediate needs and actions.	
13.		Follow additional initial response steps in the Planning P, including the initial incident briefing.	

III. SECC Demobilization Checklist

This Demobilization Checklist will be used to demobilize the SECC. The individual(s) completing the actions should indicate the time, names, follow-up needed, and notes about the action.

SECC Demobilization Checklist			
Item	**Completed Time**	**Action**	**Name/Follow-up Needed/Notes**
1.		Notify leadership of the SECC deactivation and reason for deactivating.	
2.		Notify Partners and local jurisdictions of SECC deactivation.	
3.		Notify SITREP recipients of the SECC deactivation timeline.	
4.		Notify JOC and Gov's Office of SECC deactivation and deactivation time.	
5.		Shut down the SECC's physical location: Turn off SECC systems (e.g., AV equipment, computer systems, communication systems).	
6.		Save all incident documentation to the incident file in CORE for long-term historical recordation.	
7.		Return all logistical support materials (e.g., SECC Operations Manuals, paper, pens, pencils, etc.) to storage locations.	
8.		Inventory office supplies and place order for new supplies for replenishment.	
9.		Take additional steps to return SECC to steady state in preparation for next activation.	

SECC Management Staff

I. SECC Manager

The SECC Manager is responsible for activating the SECC to the appropriate level and supporting the overall management of the emergency or incident, the development and implementation of strategic goals and objectives to support these operations, developing situational awareness of ongoing events, and approving the ordering and release of resources. The SECC Manager reports to the Response Bureau Chief and Policy Group/GMAC as appropriate. Any functions not assigned by the SECC Manager remain the responsibility of the SECC Manager.

Roles and Responsibilities

- Determine the Activation Level of the SECC
- Exercise overall management responsibility for the coordination between emergency response and supporting agencies in the SECC. In conjunction with Incident Commander(s) and SECC General Staff (Information Management, Resource Coordination, Recovery, set priorities for response efforts in the affected area.
- Provide support to Sections and ensure that all actions are accomplished within the priorities established.
- Establish the appropriate staffing level for the SECC and continuously monitor organizational effectiveness to ensure that appropriate modifications occur as required.
- Ensure that inter-agency coordination is accomplished effectively within the SECC.
- Direct, in consultation with the PIO, appropriate emergency public information actions using the best methods of dissemination. Approve the issuance of press releases and other public information materials as required.
- Ensure risk management principles and procedures are applied for all SECC activities.
- Supervise the SECC Management Staff, including but not limited to the Public Information Officer, Legal Counsel, and the Liaison Officer.
- Ensure that Activity Logs (ICS 214) are maintained by the SECC Management Staff.
- All functions that are not assigned by the SECC Manager are the responsibility of the SECC Manager.

Position Checklists (Activation, Operations, Demobilization)

SECC Manager Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Obtain situational awareness from Supervisor and available sources.	
3.		Determine appropriate level of activation based on the situation.	
4.		Mobilize appropriate personnel for the initial activation of the SECC.	
5.		Determine which sections are needed and assign Section Chiefs as appropriate, and ensure they are staffing their sections as required. ◆ Information Management ◆ Resource Support ◆ Recovery	
6.		Determine which SECC Management Staff positions are required and ensure they are filled as soon as possible. ◆ Public Information Officer (PIO) ◆ Liaison Officer ◆ Legal Counsel	
7.		Ensure the SECC organization and staffing chart is posted and arriving team members are assigned appropriate roles.	
8.		Establish initial priorities for the SECC based on current status and information from On-scene Incident Commander(s), if assigned, and brief the SECC Management Staff and the Section Chiefs.	
9.		Schedule the initial planning meeting and have Planning Leader prepare the agenda.	
10.		Consult with SECC staff to determine what representation is needed at the SECC from other emergency response or support agencies.	

SECC Manager Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
11.		Assign the Liaison Officer to coordinate outside agency response to the SECC.	
Operational Phase			
12.		Monitor activities to ensure that all appropriate actions are being taken.	
13.		Ensure that Operational Periods are established and that initial SECC response priorities and objectives are decided and communicated to all involved parties.	
14.		In conjunction with the PIO, review press releases and provide approval.	
15.		In coordination with the On-scene Incident Commander(s), identify priorities and management objectives for the initial SECC Incident Support Plan (ISP) planning meeting.	
16.		Convene the initial planning meeting. Ensure that all Section Chiefs and other key agency representatives are in attendance.	
17.		Once the SECC Incident Support Plan (ISP) is completed by the Planning Unit, review, approve, and authorize its implementation.	
18.		Ensure the Planning Unit Leader completes the *DES Disaster Summary Outline* and notifies you upon completion.	
19.		Schedule and conduct periodic briefings with the Section Chiefs to ensure response priorities and objectives are current and appropriate.	
20.		Establish and maintain contacts with local, state, federal, and private partners.	
21.		Advise the senior elected official or designee about the need for a local emergency declaration.	
22.		Document all decisions and approvals.	
23.		Approve resource requests not included in SECC Incident Support Plan (ISP), as required.	

SECC Manager Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
24.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
25.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Provided clear overall direction and priorities that kept SECC operations focused on life safety, incident stabilization, and community lifeline support?
	Ensured appropriate SECC sections, units, and positions were activated and staffed to meet the incident's support demands?
	Made timely, grounded decisions on major issues (activation level changes, resource commitments, policy guidance) that improved incident support outcomes?
Efficiency:	
	Managed the SECC operational rhythm and Planning P steps so that objectives, ISPs, SitReps, and key decisions were produced on time without unnecessary meetings or delays?
	Delegated tasks and authorities effectively to Section Chiefs and unit leaders, avoiding bottlenecks at the Manager level?
	Adjusted staffing, activation level, and SECC posture efficiently in response to changes in incident tempo and demand?
Situational Awareness:	
	Maintained a clear understanding of incident conditions, community lifeline status, and emerging risks that required SECC attention?
	Used COP products, PIRs/EEIs, RNA, and partner inputs to inform SECC priorities and decisions rather than relying on incomplete or outdated information?
	Recognized when SECC support commitments needed to shift from response-heavy tasks toward recovery and long-term support?
Communication & Coordination:	
	Maintained effective communication with the DES Administrator, Policy Group/GMAC, Section Chiefs, ESF partners, and local/tribal emergency managers?
	Clearly communicated SECC priorities, objectives, and major decisions to SECC staff and partners, ensuring common understanding?
	Represented SECC operations accurately in executive briefings and partner coordination meetings, including constraints and unmet needs?
Documentation:	

	Ensured that Incident Support Plans, SitReps, meeting schedules, and key decision records were completed, approved, and posted to CORE as required?
	Maintained an Activity Log (ICS 214 or CORE equivalent) that documented major Manager-level actions and decisions?
	Supported accurate documentation needed for after-action review, EMAP compliance, and future improvements to SECC operations?
Adaptability:	
	Adjusted SECC objectives, activation level, and support posture as incident conditions, partner needs, or resource constraints changed?
	Responded effectively to unexpected incidents or cascading events while maintaining control of SECC operations?
	Adapted coordination approaches when the SECC needed to support hybrid roles (e.g., EOC/ICP interface or more direct operational support) consistent with manual guidance?
Adherence to Procedures:	
	Followed SECC Operations Manual doctrine for activation, incident support planning, information sharing, resource management, and demobilization?
	Ensured SECC operations remained consistent with NIMS, MERF, EMAP, and state authorities while respecting local incident ownership?
	Upheld SECC accountability, access control, records management, and safety expectations throughout the activation?

II. Public Information Officer

The PIO is responsible for providing incident information to the public, media, and other agencies. The PIO ensures internal and external audiences, including the public, receive timely, accurate, and accessible information regarding life safety and other incident information. The PIO is responsible for gathering, organizing, verifying, determining delivery methods for, and disseminating information.

Roles and Responsibilities

- Serve as the central coordination point for the agency or jurisdiction for all media releases.
- Ensure the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs, and other vital information.
- Coordinate media releases with Public Information Officers at incidents or representing other affected emergency response agencies as required.
- Develop the format for press conferences, in conjunction with SECC Manager.

Member of: SECC Management Staff

Position Checklists (Activation, Operations, Demobilization)

Public Information Officer Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from the SECC Manager.	
3.		Determine what information, alerts, and messages have been released to the public.	
		Operational Phase	
4.		Develop media releases at the direction of and in conjunction with the SECC Manager.	
5.		Coordinate media releases with PIOs at incidents or representing other affected emergency response agencies as required.	
6.		Disseminate media releases after they are approved by the SECC Manager or other authority.	
7.		Develop the format for press conferences, in conjunction with SECC Manager.	

Public Information Officer Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
8.		Coordinate analysis of information from commercial and social media sources.	
9.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
10.		In coordination with and at the direction of the SECC Manager, deactivate the position.	
11.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Effectively managed SECC public information activities and any activated JIC so that the public received clear, accurate, and consistent information about the incident?
	Ensured media monitoring, partner notifications, and social media awareness were used to shape messages and address emerging issues, not just to collect traffic?
	Maintained consistent messaging with partner agencies and jurisdictions, reducing conflicting statements or public confusion?
Efficiency:	
	Produced and released public information products (news releases, talking points, social media content, FAQs) in a timely manner that matched incident tempo and information needs?
	Used available communication platforms, JIC processes, and media monitoring tools efficiently to reach intended audiences without unnecessary duplication?
	Prioritized responses to high-impact media and public inquiries to make best use of limited PIO and JIC staff time?
Situational Awareness:	
	Demonstrated a strong understanding of the incident from a public perspective, including community concerns, information gaps, and risk perceptions?
	Proactively identified and addressed significant misinformation, rumors, or emerging issues before they escalated?
	Integrated validated information from Information Management, Situational Awareness, and other sections into public messaging?
Communication & Coordination:	

	Maintained clear, concise, and timely communication with the SECC Manager, JIC Manager, other PIOs, and SECC sections regarding public information priorities and products?
	Effectively coordinated messaging with internal and external partners (state agencies, local/tribal jurisdictions, ESFs, NGOs, and federal partners) to support a unified Joint Information System?
	Participated in briefings and planning processes sufficiently to keep public information aligned with current objectives and decisions?
Documentation:	
	Ensured all required logs, reports, and forms related to public information activities (ICS 214 or CORE equivalents, media logs, message trackers) were completed accurately and on time?
	Maintained a record of major public information products, approvals, and key messaging decisions for after-action review and future reference?
	Supported proper archiving of JIC products and public information materials with Documentation or Planning Support as appropriate?
Adaptability:	
	Adapted communication strategies and message content to changes in incident conditions, public needs, and leadership priorities?
	Adjusted approaches to media, social media, and partner communications when public sentiment or misinformation patterns shifted?
	Worked effectively within physical, virtual, or hybrid JIC arrangements as needed for the incident?
Adherence to Procedures:	
	Followed established SECC public information procedures, JIS/JIC protocols, approval chains, and release authorities?
	Complied with SECC safety, security, and accountability requirements while handling media, visitors, and public-facing information?
	Ensured public information activities respected privacy, legal, and policy constraints while still meeting the public's need for timely information?

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III. Liaison Officer

The Liaison Officer is responsible for overseeing all liaison activities, including coordinating with outside cooperating and assisting agencies or organization representatives (including ESFs) assigned to the SECC and handling requests from other SECCs for representatives.

Roles and Responsibilities

- Establish and maintain a central location for incoming outside cooperating and assisting agencies or organization representatives, providing workspace and support as needed.
- Ensure that position-specific guidelines, policy directives, situation reports, and a copy of the SECC Incident Support Plan (ISP) is provided to outside cooperating and assisting agencies or organization representatives upon check-in.
- In conjunction with the SECC Manager, provide orientations for VIPs and other visitors to the SECC.

Member of: Command Staff

Position Checklists (Activation, Operations, Demobilization)

Liaison Officer Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from the SECC Manager.	
3.		Determine the status of liaison activities that have already taken place or are in process.	
		Operational Phase	
4.		Determine required liaison activities in conjunction with and at the direction of the SECC Manager.	
5.		Establish and maintain a central location for incoming outside cooperating and assisting agencies or organization representatives.	
6.		Coordinate with the SECC Manager to fill requests from other stakeholders for agency representatives.	

Liaison Officer Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
7.		Provide position-specific guidelines, policy directives, situation reports, and a copy of the SECC action plan to outside cooperating and assisting agencies or organization representatives upon check-in.	
8.		In conjunction with the SECC Manager, provide orientations for VIPs and other visitors to the SECC.	
9.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
10.		In coordination with and at the direction of the SECC Manager, deactivate your position.	
11.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Effectively coordinated with outside cooperating and assisting agencies, organization representatives, and ESF partners assigned to the SECC?
	Ensured agency representatives were integrated into the SECC in a way that improved coordination, information flow, and unity of effort?
	Successfully helped the SECC Manager identify and fill needs for outside representation, technical input, or partner coordination during the incident?
Efficiency:	
	Established liaison processes and representative support quickly enough to meet incident coordination demands without unnecessary delay?
	Routed partner questions, requests, and issues to the correct SECC sections or leaders without creating bottlenecks or duplication?
	Used CORE and other SECC coordination tools effectively to track partner engagement, information needs, and follow-up items when required?
Situational Awareness:	
	Maintained a clear understanding of which agencies, organizations, and partners were engaged, what functions they were supporting, and where coordination gaps existed?

	Recognized when outside agency representation or additional liaison support was needed to support changing incident priorities?
	Understood how partner activities, constraints, and authorities affected SECC operations and support decisions?
Communication & Coordination:	
	Maintained clear, concise, and timely communication with the SECC Manager, agency representatives, ESF partners, and relevant SECC sections?
	Effectively facilitated information sharing between SECC staff and outside representatives so that requests, updates, and expectations were understood on both sides?
	Provided useful orientation, check-in support, policy guidance, and current situation information to incoming representatives and visitors as required?
Documentation:	
	Ensured all required liaison logs, coordination notes, representative rosters, and related records were completed accurately and maintained as required?
	Maintained an Activity Log (ICS 214 or equivalent) that documented major liaison actions, coordination issues, and follow-up item?
	Supported accurate documentation of outside agency participation and unresolved coordination issues for continuity and after-action review?
Adaptability:	
	Adjusted liaison strategies as incident complexity, partner participation, or SECC staffing changed over time?
	Adapted quickly to changing coordination demands, including the arrival of new agencies, VIP visits, or requests for specialized representation?
	Worked effectively in in-person, virtual, or hybrid coordination environments when partner participation methods varied?
Adherence to Procedures:	
	Followed established SECC procedures for access, accountability, representative check-in, information sharing, and visitor coordination?
	Ensured outside representatives received and operated from current policy guidance, situation reports, and the applicable Incident Support Plan?
	Maintained proper coordination channels and did not bypass SECC leadership or section structures when resolving partner issues?

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Information Management Section

IV. Information Management Section Chief

The Information Management Section Chief is responsible for overseeing the collection, analysis, and dissemination of information to maintain and disseminate the Common Operating Picture (COP) during State SECC activations and supporting overall incident management objectives through enhanced situational awareness and effective planning.

The Information Management Section Chief supervises the Situational Awareness and Planning Unit Leaders and directs the preparation of the Incident Support Plan, Information Collection Plan, contingency plans, situation reports, status displays and other products.

Roles and Responsibilities

- Oversee and direct the activities of the Situational Awareness and Planning Units.
- Ensure the development, maintenance and dissemination of the Common Operating Picture (COP).
- Supervise the collection, verification, and synthesis of information from field operations, CORE, and agency inputs.
- Oversee the production of maps, geospatial products, and visualizations.
- Ensure the compilation of daily SitReps, situation updates, and intelligence briefings.
- Facilitate SECC planning processes and meetings and ensure the development and maintenance of operational support objectives.
- Oversee the coordination of incident action/support plans (IA/SPs), contingency plans, and recovery transition plans.
- Ensure support for long-range and continuity planning.
- Prioritize information requests from the SECC Manager and other sections.
- Ensure information products are accurate, timely, and relevant to decision-makers.

Reports to: SECC Manager

Member of: General Staff

Subordinate Branch(es), Roles, and Responsibilities

The Information Management Section Chief is responsible for the oversight of the Situational Awareness Unit and Planning Unit. All functions not assigned by the Section Chief remain the responsibility of the Section Chief.

Position Checklists (Activation, Operations, Demobilization)

Information Management (IM) Section Chief Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from SECC Manager that includes initial priorities for the SECC based on current status and information from On-scene Incident Commander, if assigned.	
3.		Ensure the IM Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps, status boards/displays, IT support, references, and other resources.	
4.		Based on the situation, activate positions within the IM Section. ◆ Situational Awareness Unit ◆ Planning Unit	
5.		Ensure sufficient staff is available for SECC operational periods as required.	
6.		Ensure an effective Request for Information (RFI) management process to prioritize and validate information requests from partners, stakeholders, and outside agencies. This should be done prior to acting upon a request.	
7.		Meet with SECC Manager to identify immediate resource needs.	
8.		Determine level of authority for the Section with regard to directly contacting higher level or local incident POCs.	
9.		Assist in developing objectives for the IM Section, and plan to accomplish objectives within the first operational period or in accordance with the time frame established in the SECC Incident Support Plan (ISP).	

Information Management (IM) Section Chief Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
10.		Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.	
11.		As appropriate, assist Section staff in gaining field response points of contact to improve field/SECC information sharing interface.	
Operational Phase			
12.		Meet regularly with Section staff and work to reach consensus on Section objectives for forthcoming operational periods.	
13.		Ensure Section status reports are provided to the SECC Manager, Center Support Unit, Finance Unit, and Response Bureau Chief on a regular basis or as the situation requires.	
14.		Ensure the Section's Activity Logs (ICS 214) and other necessary files are established and maintained.	
15.		Attend and participate in Planning Meetings.	
16.		Continuously monitor CORE, ESRI GIS maps, NWS feeds, and other intelligence sources to maintain comprehensive situational awareness across the section.	
17.		Ensure displays associated with the Section are current and information is posted in a legible and concise manner.	
18.		Oversee the information collection and planning processes, development of collection plan PIRs, the RFI process, development of section products, displays, and reports.	
19.		Ensure all appropriate records are maintained throughout the incident, and keep the SECC Manager apprised of the current situation and other related matters.	
20.		Liaise with external agencies for critical information exchange.	

Information Management (IM) Section Chief Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
26.		Ensure the Section's staff coordinate relevant activities with appropriate SECC sections.	
27.		Ensure all information requests (RFIs) are received, processed, and fulfilled (if request is valid and fillable) in an accurate and timely manner.	
28.		Ensure RFIs and collection plan PIRs are tracked and accounted for through completion.	
30.		Provide Section staff with information updates via section briefings, as required.	
31.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
33.		Determine demobilization status of the Section and advise the SECC Manager and Demobilization Specialist.	
34.		Ensure development of the final Information Summary report for the emergency or incident.	
35.		Complete all Activity Logs (ICS 214) and documentation and forward to Planning Support Unit.	
36.		Ensure any open actions are assigned to appropriate Section staff or other SECC sections to follow up on.	
37.		Ensure all expenditures and financial claims have been coordinated through the Finance Unit.	
38.		Provide input towards the SECC After-Action Report.	
39.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	
EVALUATION CRITERIA (For Training & Exercises)			
Effectiveness:			

	Effectively led the Information Management Section in collecting, analyzing, validating, and disseminating incident information that supported SECC decision-making and operational priorities?
	Ensured the Common Operating Picture, SitReps, Incident Support Plans, collection plans, displays, and briefing products were accurate, relevant, and useful to leadership and partner sections?
	Successfully supervised the Situational Awareness and Planning functions so that section objectives in the current ISP were completed within the operational period or established timeframe?
Efficiency:	
	Managed the section's battle rhythm, product deadlines, and review processes so information products were delivered on time without unnecessary rework or duplication?
	Used CORE, GIS, RFIs, and other information sources efficiently to maintain awareness and support product development?
	Prioritized information requests and collection efforts effectively, focusing staff attention on validated needs, critical PIRs, and decision-support requirements?
Situational Awareness:	
	Maintained a comprehensive understanding of incident conditions, community lifeline impacts, partner activities, and emerging issues affecting SECC support operations?
	Identified significant information gaps, conflicting reports, or collection shortfalls early and addressed them through RFIs, partner coordination, or revised collection priorities?
	Demonstrated understanding of how current incident conditions would affect future operational needs, contingency planning, and response-to-recovery transition?
Communication & Coordination:	
	Maintained clear, concise, and timely communication with the SECC Manager, Section Chiefs, Unit Leaders, ESF partners, and external information sources?
	Facilitated effective coordination between Situational Awareness, Planning, and other SECC sections so information products reflected current priorities and shared understanding?
	Supported regular briefings, planning meetings, and synchronization processes in a way that improved unity of effort across the SECC?
Documentation:	
	Ensured all section logs, records, SitReps, ISPs, collection plans, briefing materials, and related files were completed accurately and maintained in CORE or designated repositories?
	Maintained sufficient version control, timestamps, and product discipline so SECC staff and partners could distinguish current products from superseded versions?
	Ensured documentation and disaster-related records produced by the section were suitable for continuity, after-action review, and follow-on recovery or financial use?
Adaptability:	

	Adjusted section staffing, workflows, and product priorities as incident tempo, information volume, or leadership requirements changed?
	Shifted effectively between steady-state monitoring, partial activation, full activation, and virtual or hybrid operations while maintaining information discipline?
	Modified collection and reporting approaches when standard information channels, partner participation, or technical systems were degraded or incomplete?
Adherence to Procedures:	
	Followed established SECC doctrine and procedures for information sharing, RFI handling, product development, planning support, and operational briefings?
	Ensured CORE remained the primary system of record and that significant decisions and information products were documented through approved processes?
	Maintained accountability, records discipline, and coordination practices consistent with SECC operations, NIMS-based support doctrine, and the current Operations Manual?

V. Situational Awareness Unit Leader

The Situational Awareness Unit Leader is responsible for the collection, analysis, and dissemination of information regarding potential or actual incidents to establish and maintain situational awareness. Information is needed to:

1. Understand the current situation with a focus on status of community lifelines and critical infrastructure in impacted areas,
2. Predict probable course of incident events, including impacts of hazards and restoration timelines for community lifelines, and
3. Inform the decision-making process to prepare alternative strategies and control operations for the incident.

The Situational Awareness Unit Leader is responsible for producing SITREPs and other situational awareness products and providing situational awareness briefings as requested. The Situational Awareness Unit Leader activates and supervises positions within the Situational Awareness Unit.

Roles and Responsibilities

- Oversee the collection, analysis, and dissemination of incident-specific and other operational information related to the emergency from all available sources (e.g., field contacts, other SECC staff, Technical Specialists, news feeds, and social media feeds).
- Ensure the responsibilities of the Situational Awareness Unit are addressed as required, including the following:
  - Ensure all maps, status boards, and other displays contain current and accurate information.
  - Prepare SITREPs and other situational awareness products for information dissemination, such as reports, briefings, and presentation products.
  - Provide briefings as requested by the SECC Manager or policy-level leadership.
  - Collect and maintain up-to-date information regarding the impacts and status of community lifelines including restoration timelines.
- Coordinate with Recovery Section to track damage assessment information
- Inform SECC Manager of significant issues affecting the Situational Awareness Unit.
- Ensure the Situational Awareness Unit objectives, as stated in SECC ISPs, are accomplished within the operational period or within the estimated time frame.
- Establish the appropriate level of organization for the Situational Awareness Unit, including the activation of Community Lifelines Analyst, Hazards Analyst, and Media Analyst.
- Supervise the Situational Awareness Unit and exercise overall responsibility for the coordination of unit activities within the section.
- Ensure Activity Logs (ICS 214) are maintained by Situational Awareness Unit staff.

Reports to: Information Management Section Chief

Member of: Information Management Section

Subordinate Units Roles and Responsibilities

The Situational Awareness Unit Leader is responsible for the oversight of the Community Lifelines Analyst, Hazards Analyst, and Media Analyst. All functions not assigned by the Unit Leader remain the responsibility of the Unit Leader.

Position Checklists (Activation, Operations, Demobilization)

Situational Awareness (SA) Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from Information Section Chief that includes initial priorities based on current status and information from On-scene Incident Commander, if assigned.	
3.		Ensure the Situational Awareness Unit is set up properly and that appropriate personnel, equipment, and supplies are in place.	
4.		Based on the situation, activate units within the Situational Awareness Unit. ◆ Community Lifelines Analyst ◆ Hazards Analyst ◆ Media Analyst	
5.		Contact activated Incident Command Post(s) and/or SECCs, and establish a schedule for obtaining situation reports.	
6.		Based on the incident, determine the need to separate the coordination of collection, analysis, and sharing of incident-related intelligence and investigative information into a separate Intelligence Unit.	
7.		Ensure adequate staffing to collect and analyze incoming information situational awareness products, and disseminate approved products.	

Situational Awareness (SA) Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
8.		Meet with Resource Support Section Chief and ESF partners, if activated, and review any major incident reports.	
9.		Review responsibilities within the Situational Awareness Unit, and develop approach for carrying out these responsibilities.	
10.		Identify Situational Awareness Unit objectives to accomplish during the initial operational period.	
11.		Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.	
12.		As appropriate, assist Situational Awareness Unit staff in gaining field response points of contact to improve field/SECC operations interface (may require assistance from the Resource Support Section).	
Operational Phase			
13.		Ensure the Situational Awareness Unit's Activity Logs (ICS 214) and other necessary files are established and maintained.	
14.		Ensure major incident reports and branch status reports are completed by the Resource Support Section and accessible by the Situational Awareness Unit.	
15.		Ensure the collection and analysis (vetting/validation) of incident information from field contacts, SECC staff, news feeds, social media feeds, and hazard-specific sources (e.g., National Weather Services). Include appropriate information in situational awareness products.	
16.		Ensure development and maintenance of an up-to-date situational outlook.	
17.		Ensure an SECC SITREP is produced, approved, and distributed to SECC sections in timeframe defined by SECC Manager. ***Note:*** *At least once prior to the end of the operational period but may be more or less frequent based on operational tempo.*	

Situational Awareness (SA) Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
18.		Upon request by the SECC Manager or policy-level leadership, prepare additional situational awareness products and/or provide update briefings.	
19.		With approval of the SECC Manager, disseminate situational awareness products to appropriate trusted partners based on specific product designations or classifications.	
20.		Ensure all status boards, maps, and other displays are kept current and posted information is accurate, neat, and legible.	
21.		Ensure the PIO has immediate and unlimited access to all status reports and displays.	
22.		Ensure the Situational Awareness Unit staff provides appropriate information to On-scene Incident Command and SECCs to inform decision-making process.	
23.		Ensure damage assessment is conducted.	
24.		Ensure the Situational Awareness Unit develops and distributes a Hazards Outlook or Situation report that highlights potential events or conditions likely to occur beyond the forthcoming operational period, particularly those situations that may influence the overall priorities of the SECC.	
25.		Conduct periodic briefings with Situational Awareness Unit staff and work on section objectives for forthcoming operational periods.	
26.		Work closely with other Situational Awareness Unit staff to ensure the section's objectives, as defined in the current SECC Incident Support Plan (ISP), are being addressed.	
27.		Ensure fiscal requirements are coordinated through the Finance Unit.	
28.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			

Situational Awareness (SA) Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
29.		Determine demobilization status of Situational Awareness Unit and advise SECC Manager.	
30.		Complete all logs and documentation and forward to Documentation Specialist.	
31.		Ensure any open actions are assigned to appropriate staff of other SECC sections.	
32.		Ensure all expenditures have been coordinated through the Finance Unit.	
33.		Provide input towards the SECC After-Action Report.	
34.		Complete tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Effectively led the Situational Awareness Unit in developing, maintaining, and disseminating an accurate and decision-useful Common Operating Picture for the SECC?
	Ensured SitReps, briefings, maps, status boards, and other situational awareness products accurately reflected incident conditions, community lifeline impacts, and significant changes?
	Successfully supervised activated analysts and unit staff so unit objectives in the current ISP were completed within the operational period or assigned timeframe?
Efficiency:	
	Collected, verified, analyzed, and synthesized incident information in a timely manner without unnecessary duplication or avoidable lag in reporting?
	Used CORE, GIS, hazard feeds, media inputs, field contacts, and partner reports efficiently to support awareness products and briefings?
	Prioritized the unit's collection and analysis effort toward the most decision-relevant issues, including significant impacts, restoration timelines, and emerging threats?
Situational Awareness:	
	Maintained a strong understanding of current incident conditions, lifeline status, critical infrastructure impacts, and the most important information gaps affecting SECC decisions?
	Identified and communicated significant changes to the Common Operating Picture early enough to inform leadership, planning, and partner coordination?
	Demonstrated awareness of likely incident progression, secondary effects, and operational implications for future periods?

Communication & Coordination:	
	Maintained clear, concise, and timely communication with the Information Management Section Chief, unit staff, other SECC sections, and external information sources?
	Effectively coordinated information exchange with analysts, technical specialists, field contacts, ESF partners, and incident personnel to improve the quality of the COP?
	Delivered or supported briefings that clearly highlighted major impacts, priority issues, and decision points for leadership and partner staff?
Documentation:	
	Ensured all required logs, reports, SitReps, display updates, and supporting records were completed accurately and on time in CORE or other designated systems?
	Maintained proper version control and handoff discipline for unit products so current information remained distinguishable from outdated or superseded reporting?
	Ensured unit documentation was organized well enough to support continuity, shift change, and after-action review?
Adaptability:	
	Adjusted collection priorities, analyst assignments, and reporting products as incident conditions, staffing levels, and leadership requirements changed?
	Adapted effectively when information streams were incomplete, conflicting, delayed, or technically degraded?
	Supported in-person, virtual, or hybrid information operations while maintaining product quality and reporting discipline?
Adherence to Procedures:	
	Followed established SECC procedures for information validation, situational reporting, product development, and accountability?
	Ensured Activity Logs (ICS 214 or equivalent) were maintained by unit staff and forwarded appropriately during demobilization or handoff?
	Maintained unit operations in alignment with current SECC doctrine, ISP tasking, and approved information-sharing practices?

VI. Community Lifelines Analyst

The Community Lifelines Analyst is responsible for the collection, analysis, and dissemination of information regarding community lifelines: safety and security; food, water, shelter; health and medical; energy (power and fuel); communications; transportation; and hazardous materials. The Specialist is responsible for evaluating stabilization targets and restoration timelines to inform operational objectives and the decision-making process. The unit develops information for inclusion in situational awareness products and briefings.

Roles and Responsibilities

- Establish and maintain methods to collect, analyze, and disseminate information about community lifelines including:
  - **Food, Water, and Shelter:** water (water utilities and wastewater systems); food (distribution, supply chain, and distribution programs); agriculture; and shelters (housing and commercial facilities).
  - **Safety and Security:** law enforcement, security, fire service, search and rescue, government services, and community safety.
  - **Health and Medical:** medical care (e.g., hospitals, pharmacies, long-term care facilities), patient movement (emergency medical services), fatality management (mortuary and post-mortuary services), public health, and medical supply chain.
  - **Energy:** power grid and fuel.
  - **Communications:** infrastructure; alerts, warnings, and messages; 911 and dispatch; responder communications; and finance.
  - **Transportation:** highway/roadway/motor vehicle, mass transit, railway, and aviation.
  - **Hazardous Materials:** facilities and related incidents and hazardous materials, pollutants, and contaminants incidents.
- Ensure all maps, status boards, and other displays related to community lifelines contain current and accurate information.
- Support the development of situational awareness products, including all SITREPs and briefing materials associated with community lifelines.
- Ensure the appropriate actions are taken to address the operational objectives and assignments in the SECC Incident Support Plan (ISP) assigned to the unit.

Reports to: Situational Awareness Unit Leader

Member of: Situational Awareness Unit

Position Checklists (Activation, Operations, Demobilization)

Community Lifelines Analyst Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		In coordination with Situational Awareness Unit Leader, contact activated Incident Command Post(s) and establish a schedule for obtaining situation reports to inform status of applicable community lifelines.	
		Operational Phase	
3.		Establish and maintain Activity Log (ICS 214) and other necessary files.	
4.		Collect and analyze information regarding community lifelines from passive sources (e.g., websites) and by contacting appropriate points of contacts (e.g., utility providers, On-scene Incident Command).	
5.		Vet and validate information with Technical Specialists, SECC staff, and On-scene Incident Command staff based on incident knowledge and areas of expertise.	
6.		Develop regular status reports for each community lifeline: safety and security; food, water, shelter; health and medical; energy; communications; transportation; and hazardous materials. Included expected restoration timelines.	
7.		Ensure all maps, status boards, and other displays related to community lifelines contain current and accurate information.	
8.		Support the development of situational awareness products, including all SITREPs and briefing materials associated with community lifelines.	

Community Lifelines Analyst Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
9.		Address the Community Lifelines Analyst's operational objectives and assignments as defined in the SECC Incident Support Plan (ISP) within the operational period or established timeframe.	
10.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
11.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Successfully monitored, analyzed, and reported the status of impacted community lifelines in a way that supported SECC situational awareness and decision-making?
	Accurately identified lifeline-specific impacts, service disruptions, restoration issues, and potential cascading effects across sectors?
	Produced lifeline information that helped inform stabilization targets, ISP priorities, SitReps, and executive or operational briefings?
Efficiency:	
	Collected and updated lifeline information in a timely manner using available partner contacts, passive sources, and internal SECC inputs?
	Used CORE, GIS, and other approved tracking or display tools effectively to organize and present lifeline status and impacts?
	Focused collection and reporting effort on the most decision-relevant lifeline issues rather than accumulating low-value background information?
Situational Awareness:	
	Demonstrated a strong understanding of the operational status of affected lifelines, including disruptions, degraded conditions, and restoration timelines?
	Anticipated likely secondary effects or unmet needs caused by lifeline degradation, especially where impacts crossed sectors or jurisdictions?
	Recognized important information gaps related to lifeline status and sought clarification or additional collection promptly?
Communication & Coordination:	

	Maintained effective communication with the Situational Awareness Unit Leader, ESF partners, agency representatives, utilities, and other relevant sources to gather and share lifeline information?
	Communicated significant lifeline impacts, constraints, or restoration concerns promptly to appropriate SECC sections and leadership?
	Supported briefings and situational products with clear, concise lifeline analysis that nontechnical decision-makers could use?
Documentation:	
	Ensured all lifeline status reports, display updates, notes, and supporting records were complete, accurate, and entered into CORE or other designated systems promptly?
	Maintained an Activity Log (ICS 214 or equivalent) and preserved source information well enough to support follow-up, shift change, and validation?
	Kept lifeline products organized and current so they could be incorporated easily into SitReps, briefings, and planning products?
Adaptability:	
	Adjusted monitoring and reporting priorities as incident conditions, lifeline impacts, and leadership requirements changed?
	Adapted effectively when source information was delayed, incomplete, conflicting, or uneven across jurisdictions?
	Shifted focus quickly to newly impacted or rapidly deteriorating lifelines without losing continuity on existing priorities?
Adherence to Procedures:	
	Followed established SECC procedures for lifeline reporting, data entry, information validation, and information sharing?
	Worked within the approved community lifelines, PIR, EEI, SitRep, and ISP framework rather than using ad hoc reporting methods?
	Maintained accountability, record discipline, and product standards consistent with SECC operations and current doctrine?

VII. Hazards Analyst

The Hazards Analyst is responsible for the collection, analysis, and dissemination of information regarding the current status of the hazards impacting the incident and future hazards that could impact the emergency response. The unit develops information for inclusion in situational awareness products and briefings.

Roles and Responsibilities

- Establish and maintain methods to collect, analyze, and disseminate information about ongoing and forecasted hazards that may impact ongoing emergency response efforts.
- Ensure all maps, status boards, and other displays related to hazards contain current and accurate information.
- Support the development of situational awareness products, including all SITREPs and briefing materials associated with hazard analysis.
- Ensure the appropriate actions are taken to address the operational objectives and assignments in the SECC Incident Support Plan (ISP) assigned to the unit.

Reports to: Situational Awareness Unit Leader

Member of: Situational Awareness Unit

Position Checklists (Activation, Operations, Demobilization)

Hazards Analyst Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
		Operational Phase	
2.		Establish and maintain Activity Log (ICS 214) and other necessary files.	
3.		Collect and analyze information regarding the status of hazards currently impacting or projected to impact emergency response. Collect data from passive sources (e.g., websites, news feeds) and by contacting appropriate points of contacts (e.g., On-scene Incident Command).	

Hazards Analyst Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
4.		Vet and validate information with Technical Specialists, SECC staff, and On-scene Incident Command staff based on incident knowledge and areas of expertise.	
5.		Develop regular status reports regarding ongoing and forecasted hazards.	
6.		Ensure all maps, status boards, and other displays related to hazards contain current and accurate information.	
7.		Support the development of situational awareness products, including all SITREPs and briefing materials associated with hazard analysis.	
8.		Address the Hazards Analyst's operational objectives and assignments as defined in the SECC Incident Support Plan (ISP) within the operational period or established timeframe.	
9.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
10.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Accurately identified, monitored, and reported current and forecast hazards affecting the incident and potential future response operations?
	Produced hazard analysis that clearly described likely impacts on people, infrastructure, operations, and community lifelines?
	Provided hazard information that meaningfully supported situational awareness products, briefings, and SECC decision-making?
Efficiency:	
	Collected, validated, and integrated hazard information from multiple sources, including technical feeds, weather sources, incident reports, and partner inputs, in a timely manner?
	Used CORE, GIS, forecast products, and other approved tools effectively to track, display, and communicate hazard information?

	Focused analysis on the hazards most likely to affect current operations, near-term planning, or protective actions rather than reporting low-value background detail?
Situational Awareness:	
	Maintained a strong understanding of the current hazard environment, projected hazard progression, and likely secondary effects?
	Anticipated how hazards could affect incident operations, response personnel, infrastructure, and lifeline restoration over the next operational periods?
	Identified important information gaps, uncertainties, or conflicting hazard reports and sought clarification promptly?
Communication & Coordination:	
	Effectively communicated hazard risks, forecasts, and likely impacts to the Situational Awareness Unit Leader and other relevant SECC sections?
	Coordinated with technical specialists, field personnel, weather or scientific partners, and other sources to validate hazard information and improve analysis quality?
	Supported briefings and written products with concise, actionable hazard information that decision-makers could readily use?
Documentation:	
	Ensured hazard analysis reports, display updates, forecasts, and supporting records were complete, accurate, and entered into CORE or other designated systems promptly?
	Maintained an Activity Log (ICS 214 or equivalent) and preserved enough source detail to support follow-up, handoff, and later review?
	Kept hazard products organized and current so they could be incorporated easily into SitReps, briefings, and planning products?
Adaptability:	
	Quickly adjusted hazard monitoring and analysis priorities as incident conditions, forecast changes, or leadership needs evolved?
	Adapted effectively when technical data was incomplete, conflicting, delayed, or rapidly changing?
	Shifted attention appropriately to emerging or unexpected threats without losing continuity on the primary operational hazard picture?
Adherence to Procedures:	
	Followed established SECC procedures for collecting, validating, analyzing, and disseminating hazard information?
	Worked within approved information-sharing, SitRep, briefing, and ISP support processes rather than using informal or untracked reporting channels?
	Maintained accountability, records discipline, and product standards consistent with SECC operations and current doctrine?

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VIII. Media Analyst

The Media Analyst is responsible for the collection, analysis, and dissemination of incident-related information shared by commercial news outlets (i.e., TV, radio, and newspapers) and information shared via social media platforms. The unit focuses on identifying public perception, trends, and misinformation regarding the incident. The unit develops information for inclusion in situational awareness products and briefings.

Roles and Responsibilities

- Establish and maintain methods to collect, analyze, and disseminate information regarding incident coverage by commercial news outlets (i.e., TV, radio, newspapers, and commercial media websites) and on social media channels.
- Ensure all maps, status boards, and other displays related to hazards contain current and accurate information.
- Support the development of situational awareness products, including all SITREPs and briefing materials associated with media analysis.
- Ensure appropriate actions are taken to address the operational objectives and assignments in the SECC Incident Support Plan (ISP) assigned to the unit.

Reports to: Situational Awareness Unit Leader

Member of: Situational Awareness Unit

Position Checklists (Activation, Operations, Demobilization)

Media Analyst Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Coordinate information-sharing process regarding commercial and social media trends and identified misinformation with the PIO.	
3.		If online access is restricted to specific news outlet websites or social media sites necessary for monitoring duties, request assistance from the Facility Support Coordinator to gain access.	

Media Analyst Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
4.		If online access to specific news outlet websites requires a subscription, coordinate payment with the Resource Support Section.	
Operational Phase			
5.		Monitor commercial news outlets (TV, radio, newspapers) to identify media focus and misinformation regarding the incident.	
6.		Monitor social media channels (e.g., Facebook, Twitter, Instagram) to identify trends and misinformation regarding the incident. Identify and leverage incident-specific search terms (e.g., hashtags and associated emojis). **Note:** If logging into any social media accounts or aggregator tools (e.g., TweetDeck, Hootsuite, First Alert), ensure login information is not saved by the web browser.	
7.		Analyze collected information from commercial news outlets and social media to develop regular status reports regarding identified trends and misinformation.	
8.		If life safety issues are identified through analysis of social media content, vet and validate information. If deemed valid, relay information to the SECC Manager.	
9.		If requested, assist PIO with the development of social media content for SECC/DES accounts. **Do not post any content to social media**; this remains the responsibility of the PIO.	
10.		Ensure all maps, status boards, and other displays related to media analysis contain current and accurate information.	
11.		Support the development of situational awareness products, including all SITREPs and briefing materials associated with media analysis.	
12.		Address the Media Analyst's operational objectives and assignments as defined in the SECC Incident Support Plan (ISP) within the operational period or established timeframe.	

Media Analyst Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
13.		Ensure all news outlet and social media account login information is provided to incoming relief staff.	
14.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
15.		If logged in to any social media accounts, sign out prior to demobilizing, and clear web browser saved passwords.	
16.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Effectively monitored commercial news outlets and social media sources to identify relevant incident coverage, public concerns, emerging narratives, and misinformation?
	Produced media analysis that helped the SECC understand public perception, rumor trends, and information issues affecting incident support or life safety?
	Provided timely media-derived reporting that strengthened situational awareness products, briefings, and coordination with the PIO?
Efficiency:	
	Monitored a broad range of relevant media sources quickly and consistently without wasting effort on low-value or duplicative content?
	Used search terms, hashtags, monitoring tools, subscriptions, and source lists effectively to collect incident-relevant information?
	Prioritized analysis on actionable trends, misinformation, and public safety concerns rather than general media noise?
Situational Awareness:	
	Maintained a strong understanding of how the incident was being reported publicly and how media narratives could affect operations, public behavior, or partner coordination?
	Identified emerging rumors, misinformation, or public confusion early enough to support corrective messaging or leadership awareness?
	Recognized when media reporting pointed to possible unmet needs, unreported impacts, or life safety concerns requiring validation?

Communication & Coordination:	
	Coordinated effectively with the Situational Awareness Unit Leader and Public Information Officer on media trends, rumor issues, and information concerns?
	Communicated validated life safety concerns, major misinformation issues, or significant media developments promptly to the appropriate SECC staff?
	Supported media analysis products and briefings with clear, concise language that decision-makers could use without further interpretation?
Documentation:	
	Ensured media status reports, misinformation tracking notes, trend summaries, and supporting records were complete, accurate, and entered into CORE or other designated systems as required?
	Maintained an Activity Log (ICS 214 or equivalent) and preserved search methods, key sources, and account access information needed for continuity at shift change?
	Kept media analysis products organized and current so they could be incorporated easily into SitReps, briefings, and handoff packages?
Adaptability:	
	Adjusted monitoring priorities, search terms, and source emphasis as the incident evolved and media attention shifted?
	Adapted effectively to rapidly changing online narratives, incomplete information, and spikes in rumor activity or public concern?
	Shifted quickly to support urgent information needs, including validation of life safety issues or priority messaging support for the PIO?
Adherence to Procedures:	
	Followed established SECC procedures for media monitoring, information validation, documentation, and coordination with the PIO?
	Did not independently post official social media content and respected role boundaries between analysis and public release functions?
	Maintained proper account-handling, information-security, and records-discipline practices during media monitoring and shift handoff?

IX. Planning Support Unit Leader

The Planning Support Unit Leader is responsible for overseeing a range of current and future planning services to develop shared goals of involved organizations that may include developing contingency, deactivation, demobilization, and recovery plans. Additionally, the position coordinates with the SECC Manager, Command Staff, and General Staff to establish the operational periods, meeting schedule, and staffing plan. The Planning Support Unit Leader facilitates the SECC's operational planning process to establish and achieve the SECC's operational objectives and establish unity of effort in the SECC, including the development of SECC ISPs. Additionally, the Planning Support Unit Leader is responsible for the proper documentation and maintenance of files on all SECC activities and the provision of technical support service to SECC sections and branches. The Planning Support Unit Leader activates and supervises positions within the Planning Support Unit.

Roles and Responsibilities

- Provide a range of current and future planning services that may include developing contingency, deactivation, demobilization, and recovery plans.
- Ensure the responsibilities of the Planning Support Unit are addressed as required, including the following:
  - In coordination with the SECC Manager, the Command Staff, and the General Staff, establish the operational periods, meetings schedules, and staffing plan.
  - Prepare and distribute the SECC Incident Support Plan (ISP), and facilitate the planning meeting.
  - Develop the SECC Demobilization Plan, if necessary.
  - Document and maintain files on all SECC activities.
  - Provide technical support services to SECC sections and branches.
- In coordination with other staff, ensure status reports are completed and used as the basis for the SECC Incident Support Plan (ISP).
- Inform Information Management Section Chief of significant issues affecting the Planning Support Unit.
- Ensure Planning Support Unit objectives, as stated in SECC ISPs, are accomplished within the operational period or within the estimated time frame.
- Establish the appropriate level of organization for the Planning Support Unit, including the activation of the Demobilization Specialist, ISP Coordinator, Documentation Specialist, and Technical Specialists.
- Supervise the Planning Support Unit and exercise overall responsibility for the coordination of unit activities within the unit.
- Ensure Activity Logs (ICS 214) are maintained by Planning Support Unit staff.

Reports to: Information Management Section Chief

Member of: Information Management Section

Subordinate Units and Positions Roles and Responsibilities

The Planning Support Unit Leader is responsible for the oversight of the Demobilization Specialist, Documentation Specialist, and Technical Specialists. All functions not assigned by the Unit Leader remain the responsibility of the Unit Leader.

Position Checklists (Activation, Operations, Demobilization)

Planning Support Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from SECC Manager that includes initial priorities for the SECC based on current status and information from On-scene Incident Commander, if assigned.	
3.		Ensure the Planning Support Unit is set up properly and that appropriate personnel, equipment, and supplies are in place.	
4.		Based on the situation, activate specialists within the Planning Support Unit. ◆ Demobilization Specialist ◆ ISP Coordinator ◆ Documentation Specialist ◆ Technical Specialists	
7.		Ensure sufficient staff is available for SECC Operational Periods as required.	
8.		Review responsibilities within the Planning Support Unit, and develop plans for carrying out these responsibilities.	
9.		Identify objectives to accomplish during the initial operational period.	
10.		Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.	

Planning Support Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
11.		As appropriate, assist Planning Support Unit staff in gaining field response points of contact to improve field/SECC operations interface.	
Operational Phase			
12.		Ensure the Planning Support Unit's Activity Logs (ICS 214) and other necessary files are established and maintained.	
13.		Ensure major incident reports and branch status reports are completed by the Resource Support Section and accessible by the Situational Awareness and Planning Support Units.	
14.		Conduct periodic briefings with Planning Support Unit staff and work on section objectives for forthcoming operational periods.	
15.		Establish the operational periods, meetings schedules, and staffing plan, in coordination with the SECC Manager, the Command Staff, and the General Staff.	
16.		Complete ISM 230-SECC, and facilitate planning activities.	
17.		For each operational period, ensure that the staffing plan includes the name, agency, and contact information for individuals filling SECC staff positions and that it is disseminated prior to shift change.	
18.		Ensure the objectives of each section are completed and status posted in preparation for the next planning meeting.	
19.		Ensure the SECC Incident Support Plan (ISP) is completed and distributed prior to the start of the next operational period.	
20.		Support the SA Unit in completing the SECC SitRep.	

Planning Support Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
21.		Work closely with other Planning Support Unit staff to ensure the section's objectives, as defined in the current SECC Incident Support Plan (ISP), are being addressed.	
22.		Ensure the Documentation Specialist maintains files on all SECC activities.	
23.		Ensure fiscal requirements are coordinated through the Finance Unit.	
24.		Ensure the development of the SECC Demobilization Plan, using detailed specific responsibilities, release priorities, and procedures.	
25.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
26.		Ensure Demobilization Plan for the SECC is complete, approved, and distributed to all Sections.	
27.		Oversee preparation of the SECC After-Action Report (AAR).	
28.		Determine demobilization status of Planning Support Unit, and advise IM Section Chief.	
29.		Complete all logs and documentation, and forward to Documentation Specialist.	
30.		Ensure any open actions are assigned to appropriate staff of other SECC sections.	
31.		Ensure that all expenditures have been coordinated through the Finance Unit.	
32.		Provide input towards the SECC AAR.	
33.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Did the Planning Support Unit Leader effectively manage the SECC planning process and ensure planning products supported current and future operations?

	Were Incident Support Plans, planning schedules, and related planning products prepared, updated, and distributed accurately and on time?
	Did the Planning Support Unit Leader effectively supervise unit staff and ensure planning objectives were completed within the operational period or assigned timeframe?
Efficiency:	
	Were planning meetings, product development, and coordination tasks completed in a timely and organized manner?
	Was effective use made of CORE and other approved planning, documentation, and information management tools?
	Did the Planning Support Unit Leader prioritize planning effort toward the most decision-relevant objectives, issues, and future operational needs?
Situational Awareness:	
	Did the Planning Support Unit Leader demonstrate a strong understanding of the current incident situation, operational priorities, and likely future planning requirements?
	Were emerging planning needs, unresolved issues, and future operational considerations identified early enough to support SECC decision-making?
	Did the Planning Support Unit Leader maintain awareness of how planning products needed to align with current situation reporting, resource status, and leadership intent?
Communication & Coordination:	
	Did the Planning Support Unit Leader maintain clear, concise, and timely communication with the Information Management Section Chief, SECC Manager, Command Staff, General Staff, and unit staff?
	Were planning requirements, meeting schedules, assignments, and product deadlines communicated clearly to all involved personnel?
	Did the Planning Support Unit Leader effectively coordinate with other sections to obtain the information needed for planning products and demobilization planning?
Documentation:	
	Did the Planning Support Unit Leader ensure required planning records, meeting outputs, logs, files, and support documents were completed accurately and maintained properly?
	Were SECC planning products, supporting files, and unit records organized well enough to support continuity, shift change, demobilization, and after-action review?
	Did the Planning Support Unit Leader ensure Activity Logs ICS 214 or equivalent records were maintained by unit staff and routed appropriately?
Adaptability:	
	Did the Planning Support Unit Leader adjust planning priorities, meeting rhythm, staffing, and products effectively as incident conditions changed?
	Was the unit able to adapt when information was incomplete, timelines shifted, or leadership requirements changed during the operational period?

	Did the Planning Support Unit Leader shift smoothly between current planning, contingency planning, demobilization planning, and recovery support as needed?
Adherence to Procedures:	
	Did the Planning Support Unit Leader follow established SECC procedures for planning, documentation, accountability, and product development?
	Were planning activities conducted in alignment with SECC doctrine, approved planning processes, and current ISP requirements?
	Did the Planning Support Unit Leader maintain proper records discipline, coordination practices, and procedural compliance throughout unit operations?

X. Demobilization Specialist

The Demobilization Specialist is responsible for the SECC's demobilization process through the development of the Demobilization Plan. The plan establishes an approach and timetables for demobilizing units/positions to ensure necessary SECC support throughout the activation without unnecessarily continuing to staff the SECC beyond necessary levels. The plan may require multiple updates throughout the activation to match the changing elements of the incident and corresponding response.

Roles and Responsibilities

- Develop a Demobilization Plan for the SECC based on a review of all pertinent planning documents and status reports.
- Work closely with SECC Command and General Staff to ensure a smooth and orderly release of resources.
- Coordinate with the Facility Support Coordinator regarding the demobilization of facilities.

Reports to: Planning Support Unit Leader

Member of: Planning Support Unit

Position Checklists (Activation, Operations, Demobilization)

Demobilization Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
		Operational Phase	
2.		Establish and maintain Activity Log (ICS 214) and other necessary files.	
3.		Review SECC personnel roster to determine size and scope of any demobilization efforts.	
4.		Meet individually with the general staff to determine the need for assistance in any demobilization planning.	
5.		Advise the Planning Support Unit Leader on the need for a formal written Demobilization Plan.	

Demobilization Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
6.		If a Demobilization Plan is required, develop the plan using detailed specific responsibilities, release priorities, and procedures. See Appendix A: Demobilization Plan Process.	
7.		In coordination with the Section Chiefs, establish which units/personnel should be demobilized first.	
8.		Establish timetables for deactivating or downsizing units, including deactivation of specific SECC positions.	
9.		Determine if any special needs exist for personnel demobilization (e.g., transportation).	
10.		Develop a checkout procedure, if necessary, to ensure all deactivated personnel have closed out all open tasks or transferred open tasks to remaining SECC or normal operating positions.	
11.		Submit any formalized Demobilization Plan to the Planning Support Unit Leader for approval prior to implementation.	
12.		Meet with any activated agency representatives and technical specialists to determine if assistance is required for demobilization from the SECC.	
13.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
14.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Did the Demobilization Specialist develop and maintain a Demobilization Plan that supported an orderly, timely, and needs-based reduction of SECC staffing and functions?

	Did the Demobilization Plan clearly identify release priorities, responsibilities, timelines, and procedures for demobilizing positions, units, and supporting resources?
	Did the Demobilization Specialist help ensure SECC support was sustained where needed while avoiding unnecessary continued activation of staff or functions?
Efficiency:	
	Was the Demobilization Plan developed, updated, and distributed in time to support operational decision-making and transition planning?
	Did the Demobilization Specialist efficiently gather the planning documents, status reports, and section inputs needed to support demobilization planning?
	Did the Demobilization Specialist reduce confusion or rework by keeping demobilization actions organized, sequenced, and synchronized with section needs?
Situational Awareness:	
	Did the Demobilization Specialist demonstrate a strong understanding of the current operational picture and the implications for release timing and transition needs?
	Did the Demobilization Specialist recognize when incident conditions, open actions, or continuing support requirements required changes to demobilization priorities or timelines?
	Did the Demobilization Specialist maintain awareness of which SECC functions could stand down and which needed to remain active to support ongoing coordination or recovery transition?
Communication & Coordination:	
	Did the Demobilization Specialist maintain clear, concise, and timely communication with the Planning Support Unit Leader, Section Chiefs, and other SECC staff regarding demobilization requirements?
	Did the Demobilization Specialist effectively coordinate with Facility Support and other relevant personnel on facility-related demobilization actions and support needs?
	Were demobilization instructions, expectations, and updates communicated clearly enough that sections could prepare for release without confusion or unnecessary delay?
Documentation:	
	Did the Demobilization Specialist ensure the Demobilization Plan and related supporting records were complete, current, and properly maintained?
	Were updates to demobilization priorities, release procedures, and assigned responsibilities documented clearly enough to support continuity and execution?
	Did the Demobilization Specialist maintain an Activity Log ICS 214 or equivalent record that captured major planning actions, coordination, and updates?
Adaptability:	
	Did the Demobilization Specialist adjust the Demobilization Plan effectively as incident conditions, staffing needs, or leadership direction changed?
	Was the Demobilization Specialist able to revise release priorities and timelines without disrupting essential SECC support functions?

	Did the Demobilization Specialist adapt planning effectively when incident stabilization occurred unevenly across sections or when recovery-related activities required continued support?
Adherence to Procedures:	
	Did the Demobilization Specialist follow established SECC procedures for demobilization planning, documentation, and coordination?
	Were demobilization actions aligned with SECC leadership direction, approved planning products, and current operational requirements?
	Did the Demobilization Specialist maintain proper records discipline, accountability, and procedural compliance throughout the demobilization planning process?

XI. Documentation Specialist

The Documentation Specialist is responsible for ensuring the proper recordation of all incident related documents and forms, ensuring the accuracy of these documents. The specialist also assists with the distribution of Planning Support Unit products, as directed.

Roles and Responsibilities

- Collect, organize, and file all completed emergency-related forms and records, to include all SECC activity logs, SITREPs, SECC ISPs, and any other related information, just prior to the end of each operational period.
- Ensure any documentation submitted to the Documentation Specialist is accurate and complete. Have reporting parties correct any errors or omissions before final submission.
- Provide document reproduction services to SECC staff.
- Distribute the SECC SITREPs, SECC ISPs, and other documents, as required.
- Maintain a permanent electronic archive of all SITREPs and SECC ISPs associated with the incident to establish a historical record and assist with potential cost recovery efforts.
- Assist in the preparation and distribution of the After-Action Report.

Reports to: Planning Support Unit Leader

Position Checklists (Activation, Operations, Demobilization)

Documentation Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
		Operational Phase	
2.		Establish and maintain Activity Log (ICS 214) and other necessary files.	
3.		Meet with the Planning Support Unit Leader to determine what SECC materials should be maintained as official records.	
4.		Meet with Section Chiefs to determine SECC materials and documents necessary to provide accurate records and documentation for recovery purposes.	

Documentation Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
5.		Initiate and maintain a roster of all activated SECC positions to ensure Activity Logs (ICS 214) are accounted for and submitted to the Documentation Specialist at the end of each shift.	
6.		Reproduce and distribute SECC ISPs to all necessary personnel and approved partners.	
7.		Maintain extra copies of reports and plans available for special distribution as required.	
8.		Support requests for documentation from other SECC staff.	
9.		Set up and maintain document reproduction services for the SECC.	
10.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
11.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Did the Documentation Specialist successfully collect, organize, and archive all essential SECC records, including Activity Logs ICS 214, SITREPs, ISPs, and other required incident documentation?
	Did the Documentation Specialist ensure that submitted records were complete, accurate, and corrected when errors or omissions were identified?
	Did the Documentation Specialist maintain documentation support that enabled SECC staff to access, distribute, and preserve official records throughout the activation?
Efficiency:	
	Were incident documents collected, cataloged, reproduced, and distributed in a timely and organized manner?
	Did the Documentation Specialist use CORE and other approved documentation processes effectively to streamline record collection and archiving?
	Was needed documentation readily retrievable by authorized personnel without unnecessary delay or confusion?
Situational Awareness:	

	Did the Documentation Specialist demonstrate a clear understanding of the SECC planning cycle and anticipate which records and products were needed for the official incident file?
	Did the Documentation Specialist identify high-priority or high-activity areas where documentation capture required additional attention?
	Did the Documentation Specialist maintain awareness of which records were needed to support continuity, recovery, cost documentation, and after-action review?
Communication & Coordination:	
	Did the Documentation Specialist coordinate effectively with the Planning Support Unit Leader, Section Chiefs, and other SECC staff to ensure complete and timely submission of records?
	Did the Documentation Specialist clearly communicate documentation requirements, correction needs, and submission expectations to SECC personnel?
	Did the Documentation Specialist maintain effective working relationships across sections to support a complete and accurate incident record?
Documentation:	
	Were collected records legible, accurately dated, properly titled, and stored in the designated central repository?
	Did the Documentation Specialist maintain a complete master incident file and permanent electronic archive that supported historical recordkeeping and potential legal, financial, or cost recovery needs?
	Did the Documentation Specialist maintain an Activity Log ICS 214 or equivalent record for documentation actions, requests, and major updates during the operational period?
Adaptability:	
	Did the Documentation Specialist adapt documentation procedures effectively to handle unusual records, shifting reporting requirements, or unexpected document volume?
	Was the documentation process maintained effectively across shift changes and varying operational tempos?
	Did the Documentation Specialist adjust distribution, reproduction, and filing support quickly enough to meet changing SECC needs?
Adherence to Procedures:	
	Did the Documentation Specialist follow established SECC procedures and state recordkeeping requirements for official documentation, retention, and archive management?
	Were documentation practices carried out in accordance with approved SECC processes for forms, logs, incident files, and document distribution?
	Did the Documentation Specialist maintain proper records discipline and support documentation standards needed for accountability and potential disaster cost recovery?

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XII. Technical Specialists

Technical Specialists are responsible for providing specialized, technical observations and recommendations based on specialized areas of expertise. Technical Specialists are only activated according to specific areas of expertise needed for emergency response operations based on the incident. These individuals commonly perform duties like those performed for their normal jobs and may be certified their fields.

Roles and Responsibilities

- Provide technical observations and recommendations to SECC staff in specialized areas as required.
- Advise on legal limitations on use of particular resources.
- Work with inter-agency coordination groups as necessary, providing expertise.

Reports to: Planning Support Unit Leader (or assigned supervisor)

Position Checklists (Activation, Operations, Demobilization)

Technical Specialists Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
Activation Phase			
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
Operational Phase			
2.		Establish and maintain Activity Log (ICS 214) and other necessary files.	
3.		Provide technical services as required to requesting SECC staff.	
4.		Contribute to SECC planning meetings and inter-agency coordination groups as requested.	
5.		Ensure all recommendations are appropriately documented.	
6.		Advise the Planning Support Unit when duties are completed.	
7.		Obtain release from Planning Support Unit Leader prior to leaving the SECC.	
8.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			

Technical Specialists Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
9.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Did the Technical Specialist provide timely, relevant, and technically sound observations and recommendations that improved SECC understanding and decision-making in the assigned specialty area?
	Did the Technical Specialist apply subject-matter expertise in a way that helped SECC staff address incident-specific problems, constraints, or risks?
	Did the Technical Specialist provide support that was practical for SECC operations and aligned with the needs of the assigned section, unit, or coordination group?
Efficiency:	
	Did the Technical Specialist provide needed analysis or advice within the timeframes required by the operational tempo and planning cycle?
	Did the Technical Specialist focus effort on the highest-value technical issues rather than spending time on marginal or unnecessary analysis?
	Did the Technical Specialist provide usable technical input in a form that could be acted on quickly by SECC leadership or staff?
Situational Awareness:	
	Did the Technical Specialist demonstrate a strong understanding of the current incident situation and how the assigned technical specialty related to operational priorities and decision needs?
	Did the Technical Specialist recognize important technical gaps, emerging risks, or decision points early enough to support timely action?
	Did the Technical Specialist maintain awareness of how technical advice affected other SECC sections, partner agencies, or community lifeline priorities?
Communication & Coordination:	
	Did the Technical Specialist communicate technical findings and recommendations clearly, accurately, and in plain language suitable for SECC decision-makers?
	Did the Technical Specialist coordinate effectively with the assigned supervisor, SECC staff, partner agencies, and interagency groups as needed within the specialty area?
	Did the Technical Specialist identify and elevate significant technical concerns promptly to the appropriate SECC personnel?
Documentation:	

	Did the Technical Specialist document major observations, recommendations, and coordination actions accurately in CORE or other designated records systems as required?
	Did the Technical Specialist maintain an Activity Log ICS 214 or equivalent record that captured significant technical support actions and advisory input?
	Were technical products, notes, or supporting materials organized well enough to support continuity, handoff, and later reference?
Adaptability:	
	Did the Technical Specialist adapt technical support effectively as incident conditions, information quality, or leadership priorities changed?
	Was the Technical Specialist able to adjust analysis and recommendations when new data, changing conditions, or cross-agency input altered the problem set?
	Did the Technical Specialist remain effective when working in unfamiliar coordination arrangements, changing assignments, or fast-moving operational conditions?
Adherence to Procedures:	
	Did the Technical Specialist follow established SECC procedures for coordination, documentation, information sharing, and accountability?
	Did the Technical Specialist work within assigned authorities and avoid making commitments or decisions outside the advisory role?
	Were technical recommendations and coordination actions aligned with SECC leadership direction, approved processes, and incident support priorities?

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XIII. Information Management Assistant

Information Management Assistants are "generalists" that will essentially serve in the Section as needed and appropriate.

Roles and Responsibilities

- Perform general support tasks within the Information Management Section to assist both the Situational Awareness and Planning functions.
- Maintain accurate and timely information flow within the section and to the rest of the SECC.
- Collect and organize data from various sources to support the development of situation reports and briefings.
- Assist in the documentation and management of incident-related files and records.

Reports to: Information Management Section Chief

Position Checklists (Activation, Operations, Demobilization)

Information Management Assistant Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from the **Information Management Section Chief** regarding immediate priorities.	
3.		Log into **CORE** and other assigned systems and verify access.	
4.		Familiarize yourself with the current incident, including key data points and ongoing information gaps.	
		Operational Phase	
5.		Establish and maintain Activity Log (ICS 214) and other necessary files.	
6.		Collect, verify, and input incident-related data into **CORE** as directed.	
7.		Monitor various information feeds (e.g., social media, news, partner reports) and	

Information Management Assistant Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		provide relevant updates to the Situational Awareness Unit Leader.	
8.		Assist the Planning Unit Leader in compiling data for the development of Incident Action Plans (IAPs), Incident Support Plans ISPs and other planning documents.	
9.		Assist with the preparation and production of briefing slides, maps, and reports.	
11.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
12.		Ensure all incident-related documentation is properly stored and filed in designated locations.	
13.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Did the Information Management Assistant complete assigned information collection, compilation, or formatting tasks in a way that directly supported timely and accurate SECC information products and briefings?
	Did the Information Management Assistant reliably carry out directions from the Information Management Section Chief, Situational Awareness Unit Leader, Planning Support Unit Leader, or other designated supervisors within the agreed timeframe?
	Did the Information Management Assistant contribute to the quality and usefulness of section products (such as SITREPs, COP displays, maps, briefings, or ISPs) by providing accurate data and correctly formatted inputs?
Efficiency:	
	Did the Information Management Assistant manage their workload so that data entry, updates, and product-support tasks were completed on time without creating avoidable bottlenecks for the section?
	Did the Information Management Assistant use CORE, shared drives, templates, and other designated tools efficiently, minimizing duplicate work and avoiding unnecessary rework due to errors?

	Did the Information Management Assistant require only a reasonable amount of clarification or correction on routine information management tasks after initial instruction?
Situational Awareness:	
	Did the Information Management Assistant demonstrate a basic understanding of the current incident situation, including key impacts, priority issues, and community lifeline status relevant to their assigned tasks?
	Did the Information Management Assistant recognize when new or changed information affected existing products or displays and flag the need for updates to the appropriate supervisor or analyst?
	Did the Information Management Assistant maintain awareness of which information sources, reports, or systems were authoritative for the data they were handling?
Communication & Coordination:	
	Did the Information Management Assistant communicate clearly and promptly with supervisors and teammates about task status, questions, and any barriers to completing assigned work?
	Did the Information Management Assistant coordinate effectively with other sections or external contacts when asked to obtain or clarify information, accurately conveying requests and responses?
	Did the Information Management Assistant participate appropriately in section huddles or briefings when included, using them to confirm priorities and understand upcoming information needs?
Documentation:	
	Did the Information Management Assistant enter and update information accurately in CORE, spreadsheets, templates, and other designated repositories, including labels, timestamps, and sources when required?
	Did the Information Management Assistant follow file-naming, version-control, and storage conventions so that other SECC staff could easily locate and use information and products?
	Did the Information Management Assistant ensure that any work products they supported were saved, organized, and handed off in a way that supported continuity between shifts and post-incident review?
Adaptability:	
	Did the Information Management Assistant adjust effectively to changes in assigned tasks, priorities, or workflows as incident conditions and information demands evolved?
	Did the Information Management Assistant learn and apply new tools, templates, or procedures during the incident or exercise with reasonable speed and minimal repeated coaching?
	Did the Information Management Assistant remain effective when working in in-person, virtual, or hybrid modes and when standard processes had to be modified due to time pressure or system issues?
Adherence to Procedures:	
	Did the Information Management Assistant follow established SECC information management procedures, including data handling, security, and information-sharing rules?

	Did the Information Management Assistant respect role boundaries and approval processes, elevating issues or proposed changes to products through the appropriate supervisor?
	Did the Information Management Assistant comply with SECC expectations for recordkeeping, use of CORE as the primary system of record, and protection of sensitive or non-public information?

Resource Support Section

XIV. Resource Support Section Chief

The Resource Support Section Chief is responsible for overseeing a one-stop shop for acquiring, deploying, and tracking resources and services to ensure SECC and on-scene incident management personnel have the necessary resources and operational support to meet incident demands. The section addresses this responsibility through coordination with On-scene Incident Command and managing sourcing of resources and services by the SECC Resource Coordination Unit; and handling the financial processes related to purchasing, contracts/leases, time-keeping, claims/compensation, and reimbursement via the SECC Finance Unit. The Resource Support Section also manages the Center Support Unit, as requested, to ensure the SECC has the supplies, services and equipment needed to maintain operation throughout the duration of the activation.

Roles and Responsibilities

- Oversee one-stop shop for acquiring, deploying, and tracking resources and services.
- Ensure the responsibilities of the Resource Support Section are addressed as required, including the following:
  - Ensure support is provided to first responder operations, mass care operations, and hospital and public health operations.
  - Oversee funding, purchasing, and reimbursement of expenses.
  - Ensure all financial records are maintained throughout the event or disaster.
  - Ensure all recovery documentation and disaster financial assistance paperwork is accurately maintained and properly submitted to FEMA and/or the Montana Disaster & Emergency Services (MTDES).
- In consultation with SECC Manager, determine spending limits, if any.
- Inform SECC Manager of significant issues affecting the Resource Support Section.
- Ensure Resource Support Section objectives, as stated in SECC ISPs, are accomplished within the operational period or within the estimated time frame.
- Establish the appropriate level of organization for the Resource Support Section, including the Resource Coordination, Center Support and Finance Units.
- Supervise the Resource Support Section and exercise overall responsibility for the coordination of branch and unit activities within the section.
- Ensure Activity Logs (ICS 214) are maintained by Resource Support Section staff.

Reports to: SECC Manager

Member of: General Staff

Subordinate Branch(es), Roles, and Responsibilities

The Resource Support Section Chief is responsible for the oversight of the Resource Coordination Unit, Center Support Unit and Finance Unit. All functions not assigned by the Section Chief remain the responsibility of the Section Chief.

Position Checklists (Activation, Operations, Demobilization)

Resource Support (RS) Section Chief Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from SECC Manager that includes initial priorities for the SECC based on current status and information from On-scene Incident Commander, if assigned.	
3.		Ensure the Resource Support Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps, status boards, vendor references, and other resource directories.	
4.		Based on the situation, activate branches/units within the Resource Support Section. ◆ Resource Coordination Unit ▪ Resource Tracking Specialist ◆ Center Support Unit ◆ Finance Unit	
5.		Ensure sufficient staff is available for SECC operational periods as required.	
6.		Ensure an effective resource request and management process to prioritize and validate resource requests from the On-scene Incident Commander. This should be done prior to acting upon a request.	
7.		Meet with SECC Manager to identify immediate resource needs.	

Resource Support (RS) Section Chief Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
8.		Determine level of purchasing authority for the Resource Support Section with the support of the Finance Unit.	
9.		Assist in developing objectives for Resource Support Section, and plan to accomplish objectives within the first operational period or in accordance with the time frame established in the SECC Incident Support Plan (ISP).	
10.		Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.	
11.		As appropriate, assist Resource Support Section staff in gaining field response points of contact to improve field/SECC operations interface.	
Operational Phase			
12.		Meet regularly with Resource Support Section staff and work to reach consensus on Resource Support Section objectives for forthcoming operational periods.	
13.		Ensure Resource Support Section status reports are provided to the SECC Manager, Situational Awareness Unit, and Planning Support Unit on a regular basis or as the situation requires.	
14.		Ensure the Resource Support Section's Activity Logs (ICS 214) and other necessary files are established and maintained.	
15.		Attend and participate in Planning Meetings.	
16.		Provide periodic section status reports to the SECC Manager, Situational Awareness Unit Leader, and Planning Support Unit Leader.	
17.		Ensure displays associated with the Resource Support Section are current and information is posted in a legible and concise manner.	

Resource Support (RS) Section Chief Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
18.		Oversee the procurement process, development of cost estimates, time keeping, purchasing, mutual aid requests, and other ad hoc financial or resource-related topics defined during operations.	
19.		Ensure all financial records are maintained throughout the incident, and keep the SECC Manager apprised of the current fiscal situation and other related matters.	
20.		Ensure all on-duty time sheets are collected from SECC-assigned personnel and departments are collecting this information from field-level supervisors or On-scene Incident Commanders and staff.	
21.		Ensure continuity of the payroll process for all employees responding to the event or disaster.	
22.		Ensure all travel and expense claims are processed in a reasonable time, given the nature of the situation.	
23.		Ensure workers' compensation claims resulting from the response are processed in a reasonable time, given the nature of the situation.	
24.		Ensure all recovery documentation and disaster financial assistance paperwork is accurately maintained during the response and submitted on the appropriate forms to FEMA and/or the Montana Disaster & Emergency Services (MTDES).	
25.		Ensure support is provided to field operations, including law enforcement and public safety; firefighting, EMS, HazMat; search and rescue; mass care; and hospital and public health.	
26.		Ensure the Resource Support Section's branches coordinate relevant activities with appropriate SECC sections.	

Resource Support (RS) Section Chief Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
27.		Ensure all resource requests for the SECC and all off-incident ordering are received, processed, and fulfilled (if request is valid and fillable).	
28.		Ensure resources are tracked and accounted for, including resources ordered through mutual aid and resources deployed to other jurisdictions via mutual aid.	
29.		As appropriate, assist Resource Support Section staff in gaining field response points of contact to improve field/SECC operations interface.	
30.		Provide Resource Support Section staff with information updates via section briefings, as required.	
31.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
32.		With the Demobilization Specialist, identify high-cost resources that could be demobilized early and advise other Section Chiefs.	
33.		Determine demobilization status of the Resource Support Section and advise the SECC Manager and Demobilization Specialist.	
34.		Ensure development of the final cost summary report for the emergency or incident.	
35.		Complete all Activity Logs (ICS 214) and documentation and forward to Planning Support Unit.	
36.		Ensure any open actions are assigned to appropriate Resource Support Section staff or other SECC sections to follow up on.	
37.		Ensure all expenditures and financial claims have been coordinated through the Finance Unit.	

Resource Support (RS) Section Chief Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
38.		Provide input towards the SECC After-Action Report.	
39.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Did the Resource Support Section Chief effectively oversee the acquisition, deployment, tracking, and support of resources and services needed for SECC and field support operations?
	Did the Resource Support Section Chief ensure the Resource Coordination Unit, Center Support Unit, and Finance Unit worked together effectively to meet incident demands?
	Did the Resource Support Section Chief provide effective section leadership that sustained support to response, mass care, public health, and other priority incident functions?
Efficiency:	
	Were resources sourced, deployed, tracked, and demobilized in a timely and organized manner consistent with incident priorities and operational tempo?
	Was effective use made of CORE and other approved systems for resource tracking, fiscal coordination, and support documentation?
	Did the Resource Support Section Chief prioritize limited resources, staffing, and support actions in a way that reduced delay, duplication, or unnecessary cost?
Situational Awareness:	
	Did the Resource Support Section Chief demonstrate a clear understanding of current resource availability, logistical constraints, procurement issues, and support needs across the SECC?
	Did the Resource Support Section Chief identify potential shortages, high-cost commitments, or logistical problems early enough to support timely corrective action?
	Did the Resource Support Section Chief maintain awareness of how resource and facility support needs were changing across sections and operational periods?
Communication & Coordination:	
	Did the Resource Support Section Chief maintain clear, concise, and timely communication with the SECC Manager, unit leaders, Finance, and other SECC sections regarding support priorities and issues?
	Did the Resource Support Section Chief coordinate effectively with internal and external resource providers, vendors, partner agencies, and requesters?
	Did the Resource Support Section Chief elevate significant support, procurement, or cost issues promptly enough to support SECC leadership decision-making?

Documentation:	
	Did the Resource Support Section Chief ensure required logs, reports, fiscal records, support documentation, and forms were completed accurately and on time?
	Were resource actions, expenditures, claims, and demobilization records maintained well enough to support accountability, reimbursement, and after-action review?
	Did the Resource Support Section Chief ensure Activity Logs ICS 214 or equivalent records were maintained by section staff and routed appropriately at shift change or demobilization?
Adaptability:	
	Did the Resource Support Section Chief adapt resource support strategies effectively as incident conditions, priorities, and operational requirements changed?
	Was the section able to adjust quickly to changing demand, shortages, staffing changes, or expanded support requirements without major disruption?
	Did the Resource Support Section Chief shift resources and support focus appropriately as the incident moved between surge operations, sustained operations, and demobilization?
Adherence to Procedures:	
	Did the Resource Support Section Chief follow established SECC procedures, safety requirements, financial controls, and accountability standards for resource support operations?
	Were section actions carried out in accordance with approved authorities, purchasing limits, and incident support priorities?
	Did the Resource Support Section Chief ensure documentation and coordination practices supported state and federal reimbursement, audit, and disaster assistance requirements?

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XV. Resource Coordination Unit Leader

The Resource Coordination Unit Leader is responsible for providing resources (personnel, services, and materials) in support of the incident. These responsibilities include managing the resource request process, locating or acquiring equipment, supplies, personnel, and transportation needs to meet both field (off-incident resource requests) and SECC operational needs as well as tracking resources as appropriate.

Roles and Responsibilities

- Manage the resource request process from receipt of a request through validation of need and deployment of located or acquired resources.
- Locate or acquire equipment, supplies, facilities, and transportation to SECC operational needs any off-incident ordering, including resources acquired via mutual aid.
- Coordinate with local SECCs and On-scene Incident Command to establish priorities for resource allocation within the operational area.
- Ensure Resource Coordination Unit objectives, as stated in SECC ISPs, are accomplished within the operational period or within the estimated time frame.
- Conduct periodic logistics briefings for the Resource Support Section Chief.

Reports to: Resource Support Section Chief

Position Checklists (Activation, Operations, Demobilization)

Resource Coordination Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Meet with Resource Support Section Chief and Finance Unit Leader to determine level of purchasing authority for the Resource Coordination Unit.	
		Operational Phase	
3.		Establish and maintain an Activity Log (ICS-214) and other necessary files.	
4.		Coordinate with On-scene Incident Command to establish priorities for resource allocation within the operational area.	

Resource Coordination Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
5.		Obtain a list of pre-designated emergency purchase orders from the Finance Unit Leader as required.	
6.		Ensure all resource requests for the SECC and all off-incident ordering are received, processed, and fulfilled (if request is valid and fillable). If the resource cannot be filled locally, elevate resource requests based on resource management policies and procedures (e.g., submit for mutual aid or state fulfillment).	
7.		Communicate with the requesting party to identify actual need, to clarify the types and amount of equipment and supplies, and to verify the request has not been previously filled through another source.	
8.		Communicate progress with the requesting party throughout the fulfillment process.	
9		Determine if requested types and quantities of equipment and supplies are available in inventory. Fill request locally if possible.	
10.		Determine if the procurement item can be provided without cost from another jurisdiction or via mutual aid.	
11.		If resource is unavailable in local inventory or without cost from another jurisdiction, oversee the procurement and allocation of equipment and supplies not normally provided through mutual aid channels.	
12.		Coordinate procurement with the Finance Unit and determine if suppliers and vendors will accept purchase orders as payment.	
13.		Ensure orders exceeding the purchase order limit are approved by the Finance Unit and SECC Manager before the order is completed.	

Resource Coordination Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
14.		If vendor contracts are required for procurement of specific resources or services, refer the request to the Finance Unit for development of necessary agreements.	
15.		Determine if the vendor or provider will deliver the ordered items. If delivery services are not available, coordinate pick-up and delivery.	
16.		Coordinate donated goods and services from community groups and private organizations. Set up procedures for collecting, inventorying, and distributing usable donations.	
17.		Ensure requesting parties are notified in a timely manner of the arrival of resources, equipment, and other materials.	
18.		Ensure contact is established with local transportation agencies and schools to establish availability of equipment and transportation resources for use in evacuations and other operations as needed.	
19.		Ensure the need for fuel delivery and vehicle support is determined and addressed.	
20.		If facilities are acquired away from the SECC, ensure a Facility Manager is designated for each facility.	
22.		Develop and maintain a method to document and display the following for each facility: location; general description of furnishings, supplies, and equipment; hours of operation; and Facility Manager's name and phone number.	
23.		Establish or augment sanitization processes for each facility based on level of use and type of facility. If based on contracted services, coordinate modifications to existing contracts or securing new contracts with the Finance Unit.	

Resource Coordination Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
24.		Coordinate the maintenance of incident equipment resources.	
26.		Ensure storage areas are established for hazardous materials, fuel, and general supplies and equipment.	
27.		As facilities are vacated, coordinate with the Facility Manager to return the location to its original state, which may include removing and returning furnishings, equipment, and supplies; arranging for janitorial services; and securing the facility.	
28.		Identify, recruit, and register volunteers as required.	
30.		Provide resource-related information to Resource Tracking Specialist, including resources ordered through mutual aid.	
31.		Address Resource Coordination Unit objectives, as stated in SECC ISPs, to ensure completion within the operational period or within the estimated time frame.	
32.		Provide the Resource Support Section Chief with a status report and communicate any significant issues.	
33.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
34.		For all facilities still in use, coordinate with appropriate agencies/organizations regarding future closure and any associated contractual obligations, including the return the location to its original state, which may include removing and returning furnishings, equipment, and supplies; arranging for janitorial services; and securing the facility.	

Resource Coordination Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
35.		Coordinate with the Resource Tracking Specialist regarding the demobilization of resources from facilities closed during demobilization and any facilities and associated resources remaining in use beyond SECC deactivation and demobilization.	
36.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Did the Resource Coordination Unit Leader effectively manage the resource request process from receipt through validation, sourcing, deployment, and follow-through?
	Did the Resource Coordination Unit Leader effectively coordinate state assets, mutual aid resources, vendors, and other support sources to meet incident needs?
	Did the Resource Coordination Unit Leader provide accurate and timely oversight of resource ordering and support actions for both SECC operations and off-incident requests?
Efficiency:	
	Were resource requests received, clarified, processed, and filled in a timely and organized manner consistent with operational priorities?
	Did the Resource Coordination Unit Leader minimize delay, duplication, and unnecessary ordering by verifying need and checking existing inventories, mutual aid options, or previously filled requests before procurement?
	Did the Resource Coordination Unit Leader coordinate effectively with Finance and other support elements to keep purchasing, contracting, and fulfillment actions moving without avoidable bottlenecks?
Situational Awareness:	
	Did the Resource Coordination Unit Leader demonstrate a clear understanding of current incident priorities, critical shortages, resource availability, and support requirements across the operational area?
	Did the Resource Coordination Unit Leader identify resource shortfalls, allocation conflicts, or fulfillment delays early enough to support corrective action or escalation?
	Did the Resource Coordination Unit Leader maintain awareness of how resource needs were changing across field operations, SECC functions, and operational periods?
Communication & Coordination:	

	Did the Resource Coordination Unit Leader maintain clear, concise, and timely communication with the Resource Support Section Chief, requesting parties, Finance, field personnel, and partner agencies?
	Did the Resource Coordination Unit Leader communicate resource request status, sourcing issues, and fulfillment progress clearly enough to manage expectations and support decision-making?
	Did the Resource Coordination Unit Leader coordinate priorities effectively with on-scene incident command, local EOCs, and other SECC staff when competing demands affected allocation decisions?
Documentation:	
	Did the Resource Coordination Unit Leader ensure resource requests, approvals, purchasing actions, and support records were documented accurately in CORE or other designated systems?
	Did the Resource Coordination Unit Leader maintain an Activity Log ICS 214 or equivalent record capturing major resource actions, coordination, and decisions?
	Were procurement, mutual aid, and resource support records complete enough to support continuity, accountability, reimbursement, and after-action review?
Adaptability:	
	Did the Resource Coordination Unit Leader adjust sourcing strategies effectively when resource demand changed, local options were exhausted, or procurement obstacles emerged?
	Was the Unit able to shift between mutual aid, state resources, vendor sourcing, and other support methods without losing continuity or control of the request process?
	Did the Resource Coordination Unit Leader adapt effectively to changing incident tempo, competing priorities, and evolving support requirements?
Adherence to Procedures:	
	Did the Resource Coordination Unit Leader follow established SECC procedures for resource ordering, validation, procurement coordination, and accountability?
	Were purchasing actions, contract-related referrals, and requests exceeding established limits handled in accordance with Finance and SECC approval requirements?
	Did the Resource Coordination Unit Leader ensure resource actions remained aligned with incident priorities, approved authorities, and SECC resource management policy?

XVI. Warehouse Manager

The **Warehouse Manager** is responsible for managing MT DES warehouse operations that support SECC resource missions, including receipt, storage, inventory control, issue, return, inspection, rehabilitation, and resupply of state-managed equipment and commodities. The position supports the Resource Support Section by ensuring warehouse stocks, deployable assets, and supply processes remain visible, accountable, and ready for incident use.

Roles and Responsibilities

- Manage warehouse-based resources and commodities in support of incident operations.
- Coordinate fulfillment of approved CORE orders involving warehouse items, including picking, staging, shipping, and return processing.
- Maintain accountability for expendable and non-expendable inventory, including inspection, rehab, and restocking requirements.
- Coordinate with Resource Support staff on shortages, resupply needs, transportation requirements, and inventory status.
- Support annual testing, maintenance, and stock rotation requirements for state-managed equipment and supplies.

Reports to: Resource Support Section Chief or designee

Position Checklists (Activation, Operations, Demobilization)

Warehouse Manager Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from the Resource Support Section Chief, including current incident priorities, expected warehouse support requirements, and operational hours	
3.		Confirm access to warehouse facilities, keys, alarms, inventory systems, and communications methods needed for the operational period	
4.		Review current inventory status for high-demand items and identify any immediate	

Warehouse Manager Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		shortages, maintenance issues, or access constraints	
5.		Coordinate with Resource Support staff on anticipated resource orders, staging needs, transportation requirements, and any after-hours warehouse support needs	
Operational Phase			
6.		Establish and maintain Activity Log ICS 214 and other necessary files	
7.		Receive, validate, and fulfill approved warehouse-related resource requests routed through CORE or the Resource Support Section	
8.		Pick, stage, issue, and document warehouse items for shipment, delivery, or pickup in accordance with established accountability procedures	
9.		Track the status of warehouse-issued resources, including quantities, destinations, estimated return dates, and any special handling requirements	
10.		Coordinate transportation, loading, unloading, and delivery support with Resource Support staff and requesting jurisdictions as required	
11.		Inspect returned non-expendable resources, coordinate cleaning or rehab as needed, and return serviceable items to deployable status	
12.		Monitor expendable stock levels and coordinate resupply actions when thresholds are reached or anticipated demand exceeds on-hand inventory	
13.		Identify damaged, expired, missing, or unserviceable items and report issues promptly to the Resource Support Section Chief	
14.		Support inventory rotation and maintenance requirements for warehouse-managed	

Warehouse Manager Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		equipment and supplies, including incident-driven adjustments	
15.		Provide regular status updates on inventory, shortages, fulfillment issues, and outstanding returns to the Resource Support Section Chief	
16.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
17.		Reconcile all incident-related warehouse issues, returns, shortages, losses, and outstanding orders before demobilization	
18.		Ensure all warehouse records, shipping documents, inventory changes, and return/rehab actions are accurately documented and filed	
19.		Prepare a final warehouse status summary, including stock impacts, unresolved shortages, damaged items, and recommended resupply actions	
20.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Effectively managed warehouse operations to support SECC incident resource needs without major loss of accountability or mission delay?
	Ensured approved resource requests involving warehouse items were filled accurately and matched the requesting jurisdiction's need?
	Maintained operational readiness of warehouse-managed resources through proper issue, return, inspection, and resupply practices?
Efficiency:	
	Fulfilled warehouse-supported requests within expected timeframes and minimized avoidable delays in picking, staging, shipping, or return processing?
	Prioritized high-urgency orders appropriately during surge periods while maintaining order accuracy and accountability?

	Coordinated efficiently with Resource Support staff on transport, sourcing, and shortage issues to reduce rework and duplication?
Situational Awareness:	
	Maintained a clear understanding of available stock, critical shortages, incoming resupply, and expected demand?
	Anticipated inventory problems early enough to support alternate sourcing or conservation actions
	Understood how warehouse operations affected broader SECC resource support priorities and incident sustainment?
Communication & Coordination:	
	Maintained clear communication with the Resource Support Section Chief, warehouse staff, transport support, and requesting personnel?
	Promptly communicated shortages, delays, damaged items, or return issues affecting incident support?
	Provided concise, accurate status updates on warehouse operations and fulfillment actions?
Documentation:	
	Accurately documented warehouse issues, returns, inventory changes, and status updates in CORE or designated systems?
	Maintained an ICS 214 or equivalent log that captured key warehouse actions, decisions, and coordination issues?
	Produced a clear final record of incident-related warehouse activity suitable for follow-up, audit, and resupply planning?
Adaptability:	
	Adjusted warehouse priorities and workflows quickly as incident demand, operating hours, or transportation conditions changed?
	Developed workable alternatives when requested items were unavailable, delayed, or unserviceable?
	Managed shifting requirements between expendable commodities and non-expendable equipment without losing accountability?
Adherence to Procedures:	
	Followed established warehouse, inventory, safety, and accountability procedures for all issued and returned items?
	Applied maintenance, testing, and stock rotation requirements consistent with MT DES resource management practices?
	Ensured warehouse support actions remained aligned with SECC approval, tracking, and records-management requirements?

XVII. Resource Tracking Specialist

The Resource Tracking Specialist is responsible for tracking resources used for emergency response from the time of deployment through demobilization. Resource tracking involves maintaining information regarding the location and status of all ordered, deployed, and assigned resources.

Roles and Responsibilities

- Coordinate with the Resource Support staff and field operations (e.g., staging area manager) to capture and centralize necessary resource/location status information.
- Develop and maintain resource tracking boards that include status, location, and other important information.

Reports to: Resource Coordination Unit Leader

Position Checklists (Activation, Operations, Demobilization)

Resource Tracking Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
		Operational Phase	
2.		Establish and maintain an Activity Log (ICS 214) and other necessary files	
3.		Ensure an accurate inventory of all incident resources is maintained, including locations, statuses, and projected demobilization date/time, if known.	
4.		Assist the Resource Coordination Unit's effort to maintain accurate inventory of all support vehicles, including locations, statuses, and projected demobilization date/time, if known.	
5.		Manage and inventory nontactical equipment.	
6.		Establish communication channels to ensure resource tracking and effective status communication with resource	

Resource Tracking Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		requestors and On-scene Incident Command.	
7.		Monitor and track resources from the time of deployment through return to station (for non-consumables). Track consumables until deployed to requesting party. All changes in status should be documented using a Resource Status Change form (ICS 210). **Note:** If resources are deployed to a staging area, they become the responsibility of the Staging Area Manager and On-scene Incident Command until demobilized from the field operation.	
8.		If a resource is dispatched and tracked via computer-aided dispatch programs, track resource status via specified computer consoles or online portal.	
9.		Using established communication channels, document when non-consumable resources are resupplied and refit for service.	
10.		Contribute to Planning Meetings and prepare information and briefing materials as requested by the Planning Support Unit Leader.	
11.		Keep the Resource Coordination Unit Leader informed of significant issues affecting the Resource Tracking Specialist.	
12.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
13.		Relay the status of open orders (supplied by Finance Unit) and resources still deployed to the Resource Coordination Unit Leader and applicable agencies and organizations.	
14.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	
EVALUATION CRITERIA (For Training & Exercises)			

Effectiveness:	
	Did the Resource Tracking Specialist maintain an accurate and current inventory of the status, location, and availability of assigned and requested resources from deployment through demobilization?
	Did the Resource Tracking Specialist successfully track high-priority resources and provide reliable status information when requested by SECC leadership or the Resource Coordination Unit Leader?
	Did the Resource Tracking Specialist maintain visibility on both consumable and non-consumable resources in a way that supported operational decisions and accountability?
Efficiency:	
	Were new resource status updates, movements, and tracking changes entered with minimal delay using CORE, ICS 210, or other approved tracking methods?
	Did the Resource Tracking Specialist produce accurate and timely resource status reports, boards, or updates that supported planning, briefings, and operational decision-making?
	Did the Resource Tracking Specialist maintain organized tracking practices that reduced confusion, duplicate status checks, or unnecessary follow-up by other staff?
Situational Awareness:	
	Did the Resource Tracking Specialist demonstrate a clear understanding of the operational status of critical resources, including whether they were ordered, assigned, en route, on scene, available, unavailable, or demobilizing?
	Did the Resource Tracking Specialist identify likely resource shortfalls, lost visibility, delayed arrivals, or status discrepancies early enough to support corrective action?
	Did the Resource Tracking Specialist maintain awareness of how resource status changes affected broader SECC priorities, field support, and operational planning?
Communication & Coordination:	
	Did the Resource Tracking Specialist maintain proactive communication with field personnel, staging locations, requestors, and other SECC staff to confirm resource status and location?
	Did the Resource Tracking Specialist notify the Resource Coordination Unit Leader promptly when discrepancies, tracking failures, or significant status changes were identified?
	Did the Resource Tracking Specialist communicate resource tracking information clearly enough to support briefings, planning meetings, and shift handoffs?
Documentation:	
	Were all resource tracking entries in CORE or other designated systems accurate, complete, and tied to the correct incident or request record?
	Did the Resource Tracking Specialist maintain an Activity Log ICS 214 or equivalent record that captured major tracking actions, coordination, and status issues?
	Was a clear historical record of resource movement, status changes, resupply, and demobilization maintained to support accountability and follow-on review?
Adaptability:	

	Did the Resource Tracking Specialist adjust tracking methods effectively when incident tempo increased, communications were degraded, or supplemental systems had to be used?
	Did the Resource Tracking Specialist learn and apply new or alternate tracking tools quickly when required by the incident?
	Did the Resource Tracking Specialist manage simultaneous tracking of multiple resource categories without losing accuracy or continuity?
Adherence to Procedures:	
	Did the Resource Tracking Specialist use approved SECC tracking systems, forms, and processes for resource status updates and accountability?
	Were tracking actions handled in accordance with SECC protocols for sensitive information, documentation, and coordination with field operations?
	Did the Resource Tracking Specialist follow established handoff, demobilization, and records-management procedures so that resource visibility was preserved across shifts and through closeout?

XVIII. Finance Unit Leader

The Finance Unit Leader is responsible for all financial and cost analysis aspects of the incident. These responsibilities include maintaining an audit trail and overseeing billing, invoice payments, and documentation of labor, materials, and services used during incident activities. The Finance Unit Leader also has major responsibility for preparing documentation for cost reimbursement in the event of a federally declared disaster and investigating claims involving injuries or illnesses and damage to property as a result of the incident.

Roles and Responsibilities

- Ensure all financial records are maintained throughout the event or disaster.
- Ensure all on-duty time is recorded and collected for all personnel.
- Ensure continuity of the payroll process for all employees responding to the event or disaster.
- Ensure workers' compensation claims resulting from the response are processed in a reasonable time, given the nature of the situation.
- Ensure all travel and expense claims are processed in a reasonable time, given the nature of the situation.
- Determine purchase order limits for the Resource Coordination Unit.
- Ensure all recovery documentation is accurately maintained during the response and submitted on the appropriate forms to FEMA and/or the Montana Disaster & Emergency Services (MTDES).
- Ensure Finance Unit objectives, as stated in SECC ISPs, are accomplished within the operational period or within the estimated time frame.
- Conduct periodic finance-related briefings for the Resource Support Section Chief.

Reports to: Resource Support Section Chief

Position Checklists (Activation, Operations, Demobilization)

Finance Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
Activation Phase			
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Consult with Resource Support Section Chief and SECC Manager regarding current spending limits.	

Finance Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
3.		Meet with Logistics and Resource Support Section Chiefs and review financial requirements and procedures. Determine the level of purchasing authority.	
		Operational Phase	
4.		Establish and maintain an Activity Log (ICS-214) and other necessary files.	
5.		Ensure displays associated with the Finance Unit are current and information is posted in a legible and concise manner.	
6.		Maintain all financial records throughout the incident.	
7.		Review emergency purchasing procedures and coordinate with the Resource Coordination Unit on all matters involving the need to exceed established purchase order limits.	
8.		Prepare and sign contracts as needed, obtaining concurrence from the Resource Support Section Chief prior to issuance.	
9.		Review all contracts to ensure a clearly identified scope of work and specific site locations.	
10.		Negotiate rental rates and purchase prices with vendors, as required.	
11.		Finalize all agreements and contracts, as required.	
12.		Complete final processing and send documents to *Office of Budget and Payroll* for payment.	
13.		Verify costs data in pre-established vendor contracts and/or agreements.	
14.		Negotiate terms to establish contracts with new vendors if pre-established vendors cannot meet required contract or resource needs. Collect all applicable vetting documents prior to enacting contracts with a new vendor.	

Finance Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
15.		Oversee all financial aspects of vendor contracts.	
16.		In coordination with the Resource Coordination Unit, ensure processing of purchase orders and development of contracts in a timely manner.	
17.		Document all contracts, procurement orders, and payments.	
18.		Collect all on-duty time sheets from SECC-assigned personnel, and ensure departments are collecting this information from field-level supervisors or incident commanders and staff.	
19.		Ensure continuity of the payroll process for all DES employees responding to the event or disaster.	
20.		Receive all travel and expense claims, and ensure they are processed in a reasonable time, given the nature of the situation.	
21.		Receive all workers' compensation claims resulting from the response, and ensure they are processed in a reasonable time, given the nature of the situation.	
22.		Maintain cost recovery documentation and disaster financial assistance paperwork, ensuring it is accurately maintained during the response and submitted on the appropriate forms to FEMA and/or the Montana Disaster & Emergency Services (MTDES).	
23.		In conjunction with the Resource Tracking Specialist, maintain a status board or other reference depicting procurement actions in progress and their current status.	
24.		Keep the Resource Support Section Chief and SECC Manager aware of the current fiscal situation and other related matters.	
25.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	

Finance Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Demobilization Phase	
26.		Ensure all expenditures and financial claims have been processed and documented.	
27.		Provide a final cost summary report for the emergency or incident to the Resource Support Section Chief.	
28.		Ensure all copies of contracts, purchase orders, and invoices are provided to the Documentation Specialist and appropriate agencies/departments.	
29.		Document and relay the status of open orders (i.e., purchased but not received resources) to appropriate agency/ organization representatives and the Resource Tracking Specialist.	
30.		Ensure any open actions are assigned to appropriate staff or other SECC sections.	
31.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Did the Finance Unit Leader effectively manage the financial and cost analysis functions needed to support SECC operations during the incident?
	Did the Finance Unit Leader ensure that labor, materials, services, claims, invoices, and other incident-related costs were tracked accurately enough to support reimbursement, audit, and decision-making?
	Did the Finance Unit Leader provide effective financial oversight that helped the Resource Support Section and SECC leadership make sound spending and support decisions?
Efficiency:	
	Were payroll, vendor payment, travel, expense, claims, and cost-tracking processes handled in a timely and organized manner consistent with incident tempo and administrative requirements?
	Did the Finance Unit Leader establish and communicate spending limits, purchasing controls, accounting requirements, and approval expectations in a way that reduced delay and rework?
	Did the Finance Unit Leader keep financial records current enough to support ongoing cost visibility, burn-rate awareness, and reimbursement preparation?

Situational Awareness:	
	Did the Finance Unit Leader demonstrate a clear understanding of current incident expenditures, projected costs, financial constraints, and reimbursement implications?
	Did the Finance Unit Leader identify emerging fiscal issues, cost overruns, documentation gaps, or reimbursement risks early enough to support corrective action?
	Did the Finance Unit Leader maintain awareness of how financial decisions and documentation practices affected broader SECC resource support and recovery activities?
Communication & Coordination:	
	Did the Finance Unit Leader maintain clear, concise, and timely communication with the Resource Support Section Chief, SECC Manager, Resource Coordination Unit, and other relevant staff on fiscal issues and requirements?
	Did the Finance Unit Leader communicate spending limits, approval requirements, accounting codes, reimbursement expectations, and financial risks clearly enough to guide staff actions?
	Did the Finance Unit Leader elevate significant fiscal issues, claims concerns, or documentation problems promptly to the appropriate leadership?
Documentation:	
	Did the Finance Unit Leader ensure all financial records, cost documentation, labor records, claims files, reimbursement records, and supporting forms were accurate, complete, and properly maintained?
	Did the Finance Unit Leader maintain an Activity Log ICS 214 or equivalent record that captured major financial actions, decisions, and coordination issues?
	Were financial files organized well enough to support audit trails, reimbursement submissions, shift handoff, and demobilization closeout?
Adaptability:	
	Did the Finance Unit Leader adapt financial processes effectively as incident complexity, staffing, spending tempo, or reimbursement requirements changed?
	Was the Finance Unit Leader able to adjust quickly to new claims, procurement issues, changing authorities, or revised cost documentation requirements?
	Did the Finance Unit Leader remain effective when balancing immediate incident finance needs with longer-term reimbursement and compliance requirements?
Adherence to Procedures:	
	Did the Finance Unit Leader follow established SECC, state, and applicable federal procedures for finance, cost tracking, payroll continuity, claims handling, and reimbursement documentation?
	Were purchase order limits, approvals, and fiscal controls applied in accordance with authorized policy and direction?
	Did the Finance Unit Leader ensure incident financial actions and records met accountability, audit, and disaster assistance documentation standards?

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XIX. Center Support Unit Leader

The Center Support Unit Leader is responsible for supporting the needs of the SECC facility and staff to ensure staff have the resources and capabilities required to perform their roles, including the Joint Information Center (JIC), if activated. Support includes addressing facility needs (e.g., workspace, communications systems, IT systems), administrative needs, and general services, including food and housing accommodations. The Center Support Unit Leader activates and supervises units within the Center Support Unit.

Roles and Responsibilities

- Support the needs of the SECC facility and staff to ensure staff have the resources and capabilities required to perform their roles, including the JIC, if activated.
- Ensure the responsibilities of the Center Support Unit are addressed as required, including the following:
  - Locate or acquire equipment, supplies, and personnel to meet SECC needs, including JIC needs, if activated. Ensure proper installation of new systems or equipment.
  - Arrange for food, lodging, and other support services as required for the SECC, and oversee the SECC's administrative processes.
  - Ensure SECC facilities include adequate restrooms, food service, and rest areas, and ensure cleaning services are established and maintained.
  - Oversee facility access and security.
- Ensure Center Support Unit objectives, as stated in SECC ISPs, are accomplished within the operational period or within the estimated time frame.
- Inform SECC Manager of significant issues affecting the Center Support Unit.
- Supervise and exercise overall responsibility for the coordination of unit activities within the section.
- Establish the appropriate level of organization for the Center Support Unit, including the Facility Support Coordinator and Administrative Support Specialist.
- Supervise the Center Support Unit and exercise overall responsibility for the coordination of unit activities within the section.
- Ensure that Activity Logs (ICS 214) are maintained by Center Support Unit staff.

Reports to: Resource Support Section Chief

Member of: Resource Support Section

Subordinate Units, Roles, and Responsibilities

The Center Support Unit Leader is responsible for the oversight of the Facility Support Coordinator and Administrative Support Specialist. All functions not assigned by the Unit Leader remain the responsibility of the Unit Leader.

Position Checklists (Activation, Operations, Demobilization)

Center Support Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from SECC Manager or RS Section Chief that includes initial priorities for the SECC based on current status and information from On-scene Incident Commander, if assigned.	
3.		Ensure all facility and administrative tasks in the SECC Activation Checklist are addressed.	
4.		Ensure the SECC and JIC, if activated, are set up properly and appropriate equipment and supplies are in place.	
5.		Ensure the Center Support Unit is properly staffed.	
6.		Ensure all initial requests for additional equipment or supplies from other SECC Section Chiefs are addressed.	
7.		Ensure all communications and computer resource requests and issues are addressed, including installation of these systems, as necessary.	
8.		Ensure SECC facilities include adequate restrooms, food service, and rest areas, and ensure cleaning services are established and maintained.	
9.		If not pre-established, establish local sources for acquiring equipment, supplies, and services for the SECC in coordination with Resource Support Section.	
10.		Identify Center Support Unit objectives to accomplish during the initial operational period.	
11.		Review responsibilities within the Center Support Unit, and develop plans for carrying out these responsibilities.	

Center Support Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
12.		Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.	
Operational Phase			
13.		Ensure the Center Support Unit's Activity Logs (ICS 214) and other necessary files are established and maintained.	
14.		Brief Center Support Unit staff, and ensure they are aware of SECC priorities particularly those affecting the section.	
15.		Continue to ensure the SECC is set up properly and appropriate equipment and supplies are in place.	
16.		Ensure facility access, safety, and security issues are addressed.	
17.		Ensure the continued functioning of SECC systems (e.g., computers, communication systems, internet, AV equipment, copiers/printers), and address any identified issues are addressed.	
18.		Ensure an updated SECC Safety Plan is developed and posted each operational period.	
19.		Ensure arrangements are made for food, lodging, and other support services as required for the SECC and JIC, if activated.	
20.		Oversee SECC administrative processes.	
21.		Ensure the SECC and related facilities are safe for occupancy and comply with Americans with Disabilities Act requirements.	
22.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
23.		Determine demobilization status of the Center Support Unit and advise RS Section Chief.	

Center Support Unit Leader Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
24.		Ensure all facility/administrative tasks, including proper break down of SECC equipment and supply inventory/ restocking tasks, in the SECC Demobilization Checklist are completed.	
25.		Complete all Activity Logs (ICS 214) and documentation and forward to Planning Support Unit.	
26.		Ensure any open actions are assigned to appropriate staff or other SECC sections.	
27.		Provide input towards the SECC After-Action Report.	
28.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Did the Center Support Unit Leader effectively support SECC facility operations and staff needs so personnel had the space, systems, supplies, and services required to perform their roles?
	Did the Center Support Unit Leader ensure the SECC and JIC, if activated, were properly set up, maintained, and supported throughout operations?
	Did the Center Support Unit Leader provide effective oversight of facility support, administrative support, food, lodging, communications, IT coordination, and general services across the operational period?
Efficiency:	
	Were support requests for workspace, equipment, supplies, communications, IT, food, lodging, and administrative services handled in a timely and organized manner?
	Did the Center Support Unit Leader make effective use of available staff, vendors, supplies, and facility resources to sustain operations without avoidable waste or delay?
	Did the Center Support Unit Leader anticipate recurring support needs early enough to reduce disruption during shift changes, surge periods, or extended operations?
Situational Awareness:	
	Did the Center Support Unit Leader demonstrate a clear understanding of SECC operational requirements, staffing levels, facility limitations, and changing support needs?
	Did the Center Support Unit Leader identify potential facility, access, safety, sanitation, or support-service problems early enough to support corrective action?

	Did the Center Support Unit Leader maintain awareness of how changing operational tempo or staffing affected facility and administrative support requirements across the SECC?
Communication & Coordination:	
	Did the Center Support Unit Leader maintain clear, concise, and timely communication with the Resource Support Section Chief, Facility Support Coordinator, Administrative Support Specialist, IT support, and other SECC sections?
	Did the Center Support Unit Leader coordinate effectively with vendors, facility management, security personnel, and other support providers to keep services functioning?
	Did the Center Support Unit Leader elevate significant facility, safety, support, or administrative issues promptly enough to support SECC leadership action?
Documentation:	
	Did the Center Support Unit Leader ensure required logs, support records, requests, and related documentation were completed accurately and on time?
	Did the Center Support Unit Leader ensure Activity Logs ICS 214 or equivalent records were maintained by Center Support Unit staff and routed properly at shift change or demobilization?
	Were support actions, unresolved issues, and open tasks documented clearly enough to support continuity, accountability, and after-action review?
Adaptability:	
	Did the Center Support Unit Leader adapt support strategies effectively as staffing levels, operational tempo, facility demands, or incident duration changed?
	Was the Center Support Unit Leader able to develop workable alternatives when normal facility services, vendors, IT systems, or support arrangements were disrupted?
	Did the Center Support Unit Leader remain effective while managing changing requirements for SECC operations, JIC support, and staff sustainment?
Adherence to Procedures:	
	Did the Center Support Unit Leader follow established SECC procedures, safety protocols, access control requirements, and accountability standards for facility and administrative support?
	Were support actions carried out in accordance with approved purchasing, coordination, and records-management procedures?
	Did the Center Support Unit Leader ensure facility operations and staff support actions remained aligned with SECC priorities, accessibility requirements, and approved support processes?

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XX. Facility Support Coordinator

The Facility Support Coordinator is responsible for ensuring the physical facility, including workspaces and systems (e.g., communications and computers) are established and maintained to support SECC operations. Additionally, the Coordinator addresses peripheral facilities (e.g., restrooms, rest areas, food service areas) and safety and security issues. The Coordinator's overarching goal is to provide and maintain a safe and operational facility to allow SECC staff to perform their roles.

Roles and Responsibilities

- Ensure adequate SECC facility to meet staff needs, including workspaces, furniture, computer systems, and communications systems. Acquire additional resources as necessary.
- Ensure SECC facilities include adequate restrooms, food service, and rest areas compliant with the Americans with Disabilities Act.
- Ensure facility cleaning services are established and maintained for the SECC and related facilities.
- Oversee facility access and security needs.
- Develop and post SECC Safety Plan.
- Ensure all facilities and/or workspaces are returned to original state when no longer needed.

Reports to: Center Support Unit Leader

Position Checklists (Activation, Operations, Demobilization)

Facility Support Coordinator Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		If not already established, acquire a facility with adequate electrical and IT infrastructure to serve as the SECC.	
3.		Ensure all facility tasks in the SECC Activation Checklist are addressed.	
4.		Ensure the SECC and JIC, if activated, are set up properly and appropriate equipment and supplies are in place.	

Facility Support Coordinator Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
5.		Ensure SECC facilities include adequate restrooms, food service, and rest areas, and ensure cleaning services are established and maintained.	
6.		Address initial requests for additional equipment or supplies from SECC Section Chiefs. Coordinate additional purchases with Resource Support Section.	
7.		Address all communications and computer resource requests, including installation of these systems, as necessary. If necessary, coordinate additional purchases with Resource Support Section.	
8.		Implement RIMS if available, for internal information management to include message and e-mail systems.	
9.		If not pre-established, establish and maintain local sources for securing additional SECC-related equipment and services in coordination with Resource Support Section.	
Operational Phase			
10.		Establish and maintain a position log (ICS-214) and other necessary files.	
11.		Continue to ensure the SECC is set up properly and appropriate equipment and supplies are in place.	
12.		Develop and post an SECC Safety Plan each operational period.	
13.		Ensure safety protocols and facility access requirements are maintained.	
14.		Develop, maintain, and distribute Incident Radio Communications Plan (ICS 205) that identifies all systems in use and lists specific frequencies allotted for the emergency.	
15.		Ensure sanitation, rest, and food facilities are established and maintained for the SECC. Secure increased cleaning services as necessary.	

Facility Support Coordinator Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
16.		Ensure the SECC and related facilities are safe for occupancy and comply with Americans with Disabilities Act requirements.	
17.		Keep the Center Support Unit Leader informed of significant issues affecting the Facilities Coordinator.	
18.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
19.		Complete facility-related tasks, including proper break down of SECC equipment and supply inventory/restocking tasks, in the SECC Demobilization Checklist are completed.	
20.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Did the Facility Support Coordinator ensure the SECC facility remained operational, safe, and suitable for staff and visitors throughout the activation?
	Did the Facility Support Coordinator effectively set up and maintain workspaces, furniture, communications systems, computer systems, and related facility support needs for the SECC and JIC, if activated?
	Did the Facility Support Coordinator resolve facility-related problems such as power, HVAC, access, sanitation, safety, or IT support issues with minimal disruption to operations?
Efficiency:	
	Were facility setup, workspace changes, supply acquisition, and support actions completed in a timely and organized manner consistent with operational needs?
	Did the Facility Support Coordinator make effective use of available facility resources, vendors, and support arrangements to reduce downtime and avoid unnecessary delay?
	Did the Facility Support Coordinator adjust workspace assignments, equipment placement, and facility services efficiently as staffing levels and operational requirements changed?
Situational Awareness:	

	Did the Facility Support Coordinator demonstrate a clear understanding of current facility conditions, staff support needs, safety requirements, and system vulnerabilities?
	Did the Facility Support Coordinator identify external or internal threats to facility operations, such as weather, utility disruption, overcrowding, or security issues, early enough to support corrective action?
	Did the Facility Support Coordinator understand the differing workspace and support needs of functional areas within the SECC and adjust facility arrangements accordingly?
Communication & Coordination:	
	Did the Facility Support Coordinator maintain clear, timely communication with the Center Support Unit Leader, IT staff, building support personnel, security staff, and vendors?
	Did the Facility Support Coordinator establish workable channels for SECC staff to report facility issues and receive support?
	Did the Facility Support Coordinator elevate significant facility, safety, access, or infrastructure issues promptly enough to support leadership action?
Documentation:	
	Did the Facility Support Coordinator maintain accurate records of facility issues, maintenance actions, support requests, vendor activity, and supply status?
	Did the Facility Support Coordinator maintain an Activity Log ICS 214 or equivalent record that captured key facility actions, decisions, and coordination issues?
	Were safety checks, access control actions, equipment setup changes, and demobilization tasks documented clearly enough to support continuity and closeout?
Adaptability:	
	Did the Facility Support Coordinator implement effective alternatives when primary facility systems, vendors, or support resources were disrupted or unavailable?
	Was the Facility Support Coordinator able to adjust facility operations quickly to meet special equipment, accessibility, staffing, or operational requirements?
	Did the Facility Support Coordinator remain effective as the SECC shifted between setup, sustained operations, surge support, and demobilization?
Adherence to Procedures:	
	Did the Facility Support Coordinator follow established SECC procedures for facility setup, safety, access control, and accountability?
	Were facility support actions carried out in accordance with approved purchasing, coordination, and records-management requirements?
	Did the Facility Support Coordinator ensure the facility remained compliant with safety expectations, accessibility requirements, and SECC closeout procedures?

XXI. Administrative Support Specialist

The Administrative Support Specialist is responsible for providing administrative support to the SECC staff, including arranging for food and lodging, if needed. The Specialist's overarching goal is to address administrative tasks to allow SECC staff to perform their roles.

Roles and Responsibilities

- Arrange for food, lodging, and other support services as required for SECC and JIC (if activated).
- Ensure adequate office supplies to support SECC staff, and ensure office equipment remains ready for use (e.g., paper restocked, ink refilled) in coordination with Facility Support Coordinator.
- Address administrative tasks to support SECC staff, including development and posting of SECC Organization Charts (ISM 207) to reflect the SECC activation.

Reports to: Center Support Unit Leader

Position Checklists (Activation, Operations, Demobilization)

Administrative Support Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
Activation Phase			
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
Operational Phase			
2.		Secure food and beverages for SECC staff and JIC staff, if activated, in coordination with Finance Unit. Address setup and tear down/cleanup tasks in the food service area.	
3.		Poll SECC staff and JIC staff, if activated, regarding food allergies and preferences (e.g., vegetarian, vegan) to accommodate when possible.	
4.		If deemed necessary, secure lodging for SECC and JIC staff, if activated, in coordination with Finance Unit.	
5.		Arrange for additional support services as required for the SECC, in coordination with the Resource Support Section.	

Administrative Support Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
6.		Continue to address requests for additional supplies. Coordinating supply purchases with the Resource Support Section.	
7.		As requested, assist SECC staff with additional administrative tasks to support operational objectives (e.g., production of handouts or other materials).	
8.		Develop and post the SECC Organization Chart (ISM 207) to reflect SECC activation.	
9.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
10.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Did the Administrative Support Specialist effectively provide day-to-day administrative support that allowed SECC staff to stay focused on operational duties?
	Did the Administrative Support Specialist successfully arrange food, beverages, lodging, and other support services needed for SECC and JIC staff, if activated?
	Did the Administrative Support Specialist ensure office supplies, printed materials, organization charts, and other administrative support needs were met across the operational period?
Efficiency:	
	Were administrative support requests, food service actions, lodging arrangements, supply restocking, and related support tasks handled in a timely and organized manner?
	Did the Administrative Support Specialist coordinate purchases and support actions efficiently enough to reduce disruption to SECC operations?
	Did the Administrative Support Specialist maintain adequate stocks of commonly needed office and support items without excessive shortage, delay, or over-ordering?
Situational Awareness:	
	Did the Administrative Support Specialist demonstrate a clear understanding of operational schedules, staffing levels, shift changes, and support requirements that affected administrative services?

	Did the Administrative Support Specialist anticipate common support needs such as meals, lodging, printing, restocking, and handout production before they became urgent?
	Did the Administrative Support Specialist remain aware of special staff support needs, including food allergies, dietary preferences, and other routine administrative considerations?
Communication & Coordination:	
	Did the Administrative Support Specialist maintain clear and timely communication with the Center Support Unit Leader, Facility Support Coordinator, Finance Unit, vendors, and SECC staff regarding support needs?
	Did the Administrative Support Specialist communicate SECC requirements clearly enough to outside vendors and service providers to avoid preventable errors or delays?
	Did the Administrative Support Specialist coordinate administrative purchases and support-service actions closely enough with Finance and Center Support leadership to maintain accountability and continuity?
Documentation:	
	Did the Administrative Support Specialist maintain accurate records of supply usage, food and lodging arrangements, receipts, invoices, and other administrative expenditures?
	Did the Administrative Support Specialist maintain an Activity Log ICS 214 or equivalent record that captured key administrative support actions and coordination issues?
	Were organization charts, handouts, supply records, and administrative files kept current and organized enough to support shift change, continuity, and demobilization?
Adaptability:	
	Did the Administrative Support Specialist find workable alternatives when primary vendors, food service, lodging options, or routine support arrangements were unavailable or disrupted?
	Did the Administrative Support Specialist manage multiple simultaneous requests from different SECC sections without losing track of priorities or service quality?
	Did the Administrative Support Specialist remain effective as staffing levels, operational tempo, and support demands changed during the activation?
Adherence to Procedures:	
	Did the Administrative Support Specialist follow established SECC procedures for purchasing coordination, expense documentation, records management, and administrative support?
	Were supplies, services, and administrative materials handled in accordance with approved accountability and distribution procedures?
	Did the Administrative Support Specialist ensure administrative support actions remained aligned with Center Support direction, Finance requirements, and SECC operating procedures?

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XXII.Resource Support Specialist

Resource Support Specialists are “generalists” that will essentially serve in the Section as needed and appropriate.

Roles and Responsibilities

- Provide general support to the Resource Support Section Chief in all aspects of resource management, including sourcing, tracking, and demobilization.
- Assist in processing and tracking resource requests from local jurisdictions and other SECC sections.
- Maintain accurate records of resource deployments, availability, and status in the designated systems.
- Coordinate with internal and external partners to ensure timely and effective resource delivery.

Reports to: Resource Coordination Unit Leader

Position Checklists (Activation, Operations, Demobilization)

Resource Support Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from the **Resource Support Section Chief** regarding immediate priorities and resource needs.	
3.		Log into **CORE** and other assigned systems and verify access.	
4.		Familiarize yourself with current resource requests and the status of key assets.	
		Operational Phase	
5.		Establish and maintain Activity Log (ICS 214) and other necessary files.	
6.		Process, log, and track all incoming resource requests from local jurisdictions and other SECC sections.	
7.		Use **CORE** and other systems to track the location, status, and availability of all deployed and requested resources.	

Resource Support Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
8.		Assist in sourcing and mobilizing resources by contacting relevant agencies, vendors, or partners.	
9.		Provide regular updates on resource status to the Resource Support Section Chief.	
10.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
11.		Assist in the demobilization process for resources, ensuring proper documentation and release.	
12.		Ensure all incident-related documentation is properly stored and filed in designated locations.	
13.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Did the Resource Support Specialist consistently complete assigned logistics and support tasks in a way that directly enabled SECC and field operations to meet incident priorities and objectives?
	Did the Resource Support Specialist identify and elevate resource gaps, constraints, or emerging support issues early enough for the Resource Support Section to adjust plans or priorities?
	Did the Resource Support Specialist reliably follow through on commitments made to supervisors, other SECC staff, and external partners regarding resource support actions?
Efficiency:	
	Did the Resource Support Specialist process assigned resource requests, status updates, and support tasks within expected timeframes and with minimal need for rework or clarification?
	Did the Resource Support Specialist use CORE and other designated tools efficiently to enter, track, and update resource information without creating duplicate or incomplete records?
	Did the Resource Support Specialist organize their workload so that competing tasks were managed without creating avoidable bottlenecks for the Resource Support Section?
Situational Awareness:	
	Did the Resource Support Specialist demonstrate a clear understanding of current incident priorities, the SECC Incident Support Plan, and how their assigned tasks supported those priorities?

	Did the Resource Support Specialist recognize when changes in incident conditions or partner needs required adjustments to resource requests, staging plans, or delivery timelines and communicate those changes to the appropriate staff?
	Did the Resource Support Specialist maintain awareness of the status of key resources or commodities relevant to their duties, such as transportation assets, critical supplies, or facility capabilities?
Communication & Coordination:	
	Did the Resource Support Specialist communicate clearly and promptly with supervisors and other SECC staff about task status, emerging issues, and completion of assigned actions?
	Did the Resource Support Specialist coordinate effectively with external partners, vendors, and jurisdictional contacts when assigned, accurately representing SECC needs and documenting agreements or follow-up requirements?
	Did the Resource Support Specialist participate appropriately in huddles, briefings, or planning processes to ensure their work remained aligned with current section objectives and operational direction?
Documentation:	
	Did the Resource Support Specialist maintain accurate and timely documentation of assigned resource actions in CORE and other designated systems, including status changes, quantities, and key notes?
	Did the Resource Support Specialist complete required forms, logs, and checklists associated with their tasks, such as tracking sheets, sign-out logs, or finance-supporting documentation?
	Did the Resource Support Specialist ensure their documentation was sufficient to support continuity between shifts, after-action review, and any potential reimbursement or audit processes?
Adaptability:	
	Did the Resource Support Specialist adjust effectively to changes in workload, priorities, and assigned duties as incident conditions and section needs evolved?
	Did the Resource Support Specialist demonstrate the ability to learn and apply SECC tools, forms, and resource processes during the incident or exercise with minimal repeated instruction?
	Did the Resource Support Specialist remain effective when operating in in-person, virtual, or hybrid modes, and when standard processes had to be adapted due to time pressure or system or facility limitations?
Adherence to Procedures:	
	Did the Resource Support Specialist follow SECC Operations Manual guidance, Resource Support Section processes, and supervisor instructions for handling resource requests, approvals, and communications?
	Did the Resource Support Specialist respect required financial controls, procurement rules, and approval chains when assisting with resource or purchasing-related tasks?
	Did the Resource Support Specialist maintain required accountability, safety, and security practices when handling facilities, equipment, or sensitive information as part of their assigned duties?

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Recovery Section

XXIII. Recovery Section Chief

The Recovery Section provides strategic guidance and recommendations to SECC staff regarding recovery, identifies and makes recommendations for intermediate and long-term objectives for the IAP/ISP, and oversees the development of the Debris Management Plan, if required. The Recovery Section develops a process to anticipate future disaster response and recovery requirements and issues by considering:

- Cascading effects and collateral damage
- Impacts to resource supplies and programs
- Potential for additional or exacerbated incidents
- Data collection needs related to the preparation of federal disaster assistance requests

The Recovery Section analyzes situational awareness information to determine future Recovery operational requirements that will benefit from the facilitation of crisis action planning.

Recovery Section staff support the development of products and analyses that provide guidance to SECC staff on recovery. This support includes but is not limited to:

- Making recommendations to the SECC Manager regarding recovery tasks that need to take place.
- Planning and coordinating the transition to recovery. The Recovery Section is responsible for beginning the process of liaising with local authorities to start the documentation process for recovery, if applicable.
- Developing Crisis Action Plans as directed.
- Developing and implementing the Demobilization Plan, as required.
- Working with the Information Analysis Unit to analyze damage information collected through the Local Liaisons, Agency of Transportation district personnel, Division of Fire Safety, public utilities, American Red Cross, and other state partners to validate damage cost estimates to determine whether thresholds for a Presidential Disaster Declaration request have potentially been met.
- Assisting in development of recovery-focused incident objectives to be included in the IAP/ISP.
- Maintaining communication with recovery partners that are not located in the SECC to ensure effective activation of Recovery Support Functions, if needed.

Roles and Responsibilities

- Oversee the management of the long-term recovery efforts for the incident.
- In consultation with the SECC Manager, establish recovery objectives, priorities, and a timeline for all recovery efforts.
- Ensure the responsibilities of the Recovery Section are addressed as required.

- Supervise and exercise overall responsibility for the coordination of activities within the section.
- Coordinate with the Resource Support Section Chief and Finance Unit Leader to ensure that all recovery documentation and financial paperwork is accurately maintained for potential reimbursement.
- Coordinate with the Planning Support Unit to develop the Recovery Transition Plan.
- Establish the appropriate level of organization for the Recovery Section, including the activation of Damage Assessment, Public Assistance, Individual Assistance, and Debris Management units as needed.

Reports to: SECC Manager

Position Checklists (Activation, Operations, Demobilization)

Recovery Section Chief Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from the **SECC Manager** that includes initial recovery priorities.	
3.		Ensure the Recovery Section is set up properly and that appropriate personnel, equipment, and supplies are in place.	
4.		Based on the situation, activate positions within the Recovery Section as required: Damage Assessment, Public Assistance, Individual Assistance, Debris Management.	
5.		Ensure sufficient staff is available for SECC operational periods.	
6.		Meet with the SECC Manager to determine the level of authority for the Section regarding recovery operations and financial limits.	
7.		As appropriate, assist Recovery Section staff in gaining field response points of contact to improve field/SECC operations interface.	
		Operational Phase	

Recovery Section Chief Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
8.		Meet regularly with Recovery Section staff and work to reach consensus on Section objectives for forthcoming operational periods.	
9.		Ensure the Recovery Section's Activity Logs (ICS 214) and other necessary files are established and maintained.	
10.		Attend and participate in Planning Meetings and provide status reports on recovery efforts.	
11.		Coordinate with the **Information Management Section Chief** to ensure recovery status and information is included in SITREPs and other situational awareness products.	
12.		Coordinate with the **Resource Support Section Chief** to address resource requests related to recovery operations and ensure proper financial documentation.	
13.		Ensure all recovery documentation is accurately maintained and prepared for submission to FEMA and other state/federal agencies.	
14.		Ensure a Recovery Transition Plan is developed with the **Planning Support Unit** to move from response to long-term recovery operations.	
15.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
10.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Did the Recovery Section Chief establish clear recovery objectives and priorities that aligned with SECC incident priorities and the Incident Support Plan?

	Did the Recovery Section Chief effectively direct and support Recovery Section staff so that key recovery functions and assignments were completed within the operational period?
	Did the Recovery Section Chief ensure that recovery activities measurably supported jurisdictional transition from response into short- and long-term recovery?
Efficiency:	
	Did the Recovery Section Chief organize Recovery Section work so that staff roles, responsibilities, and handoffs were clear and did not create avoidable delays or duplication of effort?
	Did the Recovery Section Chief use meetings, briefings, and coordination touchpoints efficiently, keeping them focused on decision needs and operational outcomes?
	Did the Recovery Section Chief identify and address process inefficiencies within the Recovery Section in a timely manner during the incident or exercise?
Situational Awareness:	
	Did the Recovery Section Chief maintain an accurate understanding of current incident impacts, recovery needs, and jurisdictional priorities, and adjust section focus accordingly?
	Did the Recovery Section Chief ensure that Recovery Section staff maintained awareness of evolving damages, assistance needs, and policy or program changes that affected recovery operations?
	Did the Recovery Section Chief regularly share relevant recovery status and issues with SECC leadership and other sections to support an accurate Common Operating Picture?
Communication & Coordination:	
	Did the Recovery Section Chief communicate clearly and consistently with SECC leadership, other section chiefs, and external partners about recovery status, issues, and support needs?
	Did the Recovery Section Chief coordinate effectively with the Information Management and Resource Support Sections to ensure recovery information, resource needs, and financial implications were accurately reflected in SECC products and processes?
	Did the Recovery Section Chief represent the SECC effectively in recovery-related meetings, planning sessions, and coordination calls with local, state, federal, and NGO partners?
Documentation:	
	Did the Recovery Section Chief ensure that Recovery Section documentation, including Activity Logs, damage and assistance data, and program records, was complete, accurate, and organized?
	Did the Recovery Section Chief confirm that required recovery-related documentation needed for state and federal programs was initiated and maintained throughout the incident or exercise?
	Did the Recovery Section Chief ensure that key decisions, agreements, and commitments related to recovery operations were documented in a way that supported continuity, after-action review, and potential audits?
Adaptability:	
	Did the Recovery Section Chief adjust recovery strategies, priorities, and staffing assignments as new information, impacts, or policy guidance emerged?

	Did the Recovery Section Chief demonstrate flexibility in coordinating with partners when standard processes, timelines, or expectations had to be modified due to incident conditions?
	Did the Recovery Section Chief help the Recovery Section staff navigate shifts between response-focused tasks and recovery-focused tasks without significant loss of effectiveness?
Adherence to Procedures:	
	Did the Recovery Section Chief follow SECC Operations Manual guidance, recovery policies, and applicable state and federal program requirements when directing Recovery Section activities?
	Did the Recovery Section Chief ensure that Recovery Section staff adhered to required eligibility, documentation, and approval processes for disaster recovery programs and financial assistance?
	Did the Recovery Section Chief comply with established SECC processes for planning, reporting, and demobilization, including completion of required recovery transition and closeout actions?

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XXIV. Damage Assessment Coordinator

The Damage Assessment Coordinator is responsible for coordinating and collecting information on damages to local infrastructure, private, and public property. The Specialist's overarching goal is to develop a comprehensive picture of disaster related damages to support the Recovery Section's PA/IA applications as well as inform the SECC Recovery Support Plan if developed to guide efforts to support local recovery operations.

Roles and Responsibilities

- Conduct initial assessments of incident-related damage to private property and public infrastructure.
- Collect, verify, and document damage information from field reports, local jurisdictions, and other sources.
- Coordinate with the Situational Awareness Unit to ensure damage reports are reflected in the Common Operating Picture.
- Prepare and submit damage reports for the Recovery Section Chief.
- Collaborate with other agencies and organizations involved in damage assessment.

Reports to: Recovery Section Chief

Position Checklists (Activation, Operations, Demobilization)

Damage Assessment Coordinator Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from the Recovery Section Chief, including specific geographic areas of focus for damage assessment.	
3.		Establish communication with local jurisdiction emergency managers to request initial damage reports.	
4.		Verify and log incoming damage reports in **CORE**.	
		Operational Phase	
5.		Establish and maintain Activity Log (ICS 214) and other necessary files.	

Damage Assessment Coordinator Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
6.		Continuously monitor and collect damage assessment data from various sources (e.g., field reports, local SECCs, aerial imagery).	
7.		Analyze damage data to determine the scope and scale of the incident's impact.	
8.		Prepare regular damage assessment summaries and reports for the Recovery Section Chief.	
9.		Provide data and visual aids (e.g., maps, charts) to the Situational Awareness Unit for inclusion in SITREPs and briefings.	
10.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
11.		Complete the final damage assessment report summarizing all findings.	
12.		Ensure all damage assessment forms and reports are properly documented and filed in **CORE**.	
13.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Accurately collected and verified damage assessment data from multiple sources (jurisdictions, field reports, aerial imagery) with minimal contradictions or rework?
	Produced damage summaries that clearly supported PA/IA scoping, declaration discussions, and Recovery Section decision-making?
	Linked damage information to specific locations and assets (sites, facilities, lifelines) so follow-on actions were traceable and actionable?
Efficiency:	
	Provided initial and updated damage summaries within the timeframes set by the Recovery Section Chief and planning cycle (ISP, SITREP deadlines)?
	Prioritized collection on highest-impact areas and streamlined data entry into CORE to avoid backlogs or stale reports?

	Minimized duplicate outreach to jurisdictions by using existing reports and CORE entries before requesting new information?
Situational Awareness:	
	Demonstrated a clear understanding of the scope and magnitude of damage across jurisdictions, including key community lifelines and high-consequence facilities?
	Identified significant gaps or uncertainties in the damage picture and flagged them as PIRs or specific collection tasks for follow-up?
	Used trends in damage data (worsening, stabilizing, improving) to inform Recovery Section priorities and potential declaration or PDA needs?
Communication & Coordination:	
	Maintained consistent, professional communication with local emergency managers and other SECC sections to obtain and clarify damage information?
	Escalated emerging issues (e.g., severe infrastructure damage, potential declaration triggers) promptly to the Recovery Section Chief and Information Management?
	Tailored damage updates to the audience (Recovery, Information Management, executive briefings) while keeping core facts and numbers consistent?
Documentation:	
	Ensured all damage assessment forms, CORE entries, and supporting attachments (maps, images, spreadsheets) were complete, dated, and linked to the correct incident record?
	Maintained an ICS 214 or equivalent log that clearly captured major collection actions, analytical judgments, and coordination decisions?
	Closed out obsolete or superseded damage reports and clearly marked updated versions to support audit trails and recovery program use?
Adaptability:	
	Adjusted data collection methods (CORE entries, calls, aerial imagery, field visits) based on incident scale, access constraints, and available staffing?
	Re-focused geographic or sector priorities quickly when incident impacts shifted or new information indicated more critical areas?
	Integrated new tools or data sources introduced during the incident (e.g., updated lifeline ICP worksheets, state partner feeds) without losing continuity in the record?
Adherence to Procedures:	
	Followed established SECC damage assessment protocols, including use of CORE as the system of record and alignment with the Damage Assessment Process in Appendix D-9?
	Observed SECC documentation, safety, and information-sharing requirements when handling sensitive or preliminary damage data?
	Ensured damage assessment actions were consistent with Recovery Section priorities and SECC Manager direction, rather than independently redefining scope?

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XXV. Public Assistance Coordinator

The Public Assistance Coordinator is responsible for developing the application to FEMA/the White House to request public assistance for the disaster affected areas. The PA Specialist works closely with other Recovery Section and SECC elements to gather situational awareness, damage assessments and impacts, and cost estimates to support the application.

Roles and Responsibilities

- Serve as the primary point of contact within the SECC for the FEMA Public Assistance Program.
- Coordinate with local jurisdictions, state agencies, and eligible private non-profit organizations regarding public infrastructure and facility damage.
- Monitor eligibility requirements and application processes for public assistance.
- Assist applicants with the Public Assistance program, from initial briefing to final project worksheet submission..

Reports to: Recovery Section Chief

Position Checklists (Activation, Operations, Demobilization)

Public Assistance Coordinator Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from the Recovery Section Chief.	
3.		Establish contact with the FEMA Public Assistance representative and other relevant federal or state partners.	
4.		Begin monitoring eligibility for a federal disaster declaration that would activate the Public Assistance program.	
		Operational Phase	
5.		Establish and maintain Activity Log (ICS 214) and other necessary files.	

Public Assistance Coordinator Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
6.		When a Public Assistance program is activated, provide information and guidance to potential applicants (e.g., local jurisdictions, state agencies).	
7.		Answer questions about the Public Assistance application process, including eligibility, documentation requirements, and project worksheets.	
8.		Track the status of Public Assistance applications and project worksheets in **CORE** or other designated system.	
9.		Coordinate with the Finance Unit to ensure financial records align with Public Assistance claims.	
10.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
11.		Ensure all Public Assistance files and records are properly documented and handed over.	
12.		Provide a final report on the status of all submitted Public Assistance applications.	
13.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Effectively guided eligible applicants through the Public Assistance process from initial contact through project worksheet development, with minimal avoidable errors or rework?
	Ensured the state PA application and follow-on FEMA coordination reflected accurate damage, impact, and cost information from Recovery Section partners?
	Proactively identified common applicant issues or misunderstandings and addressed them through briefings, written guidance, or direct support?
Efficiency:	
	Addressed Public Assistance inquiries and applicant questions within agreed timeframes or planning cycle deadlines (e.g., before applicant briefings, key FEMA milestones)?

	Maintained up-to-date status tracking for PA applications and project worksheets in CORE or the designated system, avoiding backlogs or stale records?
	Used concise, targeted communications to resolve issues quickly rather than allowing repeated, unstructured back-and-forth with applicants or partners?
Situational Awareness:	
	Demonstrated a clear understanding of Public Assistance program requirements and how they applied to the specific incident, jurisdictions, and facility types?
	Linked PA needs to current damage assessments, incident costs, and Recovery Section priorities so PA decisions supported the broader recovery strategy?
	Identified gaps in damage or cost information that could affect PA eligibility or scoping and coordinated with Damage Assessment and Finance to close them?
Communication & Coordination:	
	Maintained strong working relationships and regular communication with FEMA PA staff, state agencies, and local jurisdictions throughout the incident?
	Communicated key PA deadlines, policy changes, and documentation expectations clearly to applicants and Recovery Section leadership?
	Escalated significant PA issues (e.g., eligibility disputes, high-risk projects, timeline threats) promptly to the Recovery Section Chief and appropriate partners?
Documentation:	
	Ensured all PA-related activities, decisions, and applicant interactions were accurately documented in CORE or designated files, including project worksheet status?
	Maintained an ICS 214 or equivalent log that captured major coordination actions, policy clarifications, and commitments made to applicants or FEMA?
	Completed and handed off final PA documentation packages (state application, project status summaries, files) in an organized manner at demobilization?
Adaptability:	
	Adjusted support strategies quickly when FEMA PA guidance, regulations, or incident conditions changed, and helped applicants adapt accordingly?
	Shifted focus between outreach, one-on-one applicant support, and internal coordination as incident tempo and program needs evolved?
	Incorporated lessons from prior incidents or ongoing AAR observations to refine PA support during the operational period?
Adherence to Procedures:	
	Followed all federal, state, and SECC procedures for the Public Assistance program, including documentation, eligibility checks, and use of CORE as the system of record?
	Ensured PA actions were consistent with SECC accountability, financial control, and audit requirements, coordinating with Finance as needed?

	Respected established approval chains and did not commit the state or applicants to actions outside authorized PA processes?

XXVI. Individual Assistance Coordinator

The *Individual* Assistance Coordinator is responsible for developing the application to FEMA/the White House to request individual assistance for the disaster affected areas. The IA Specialist works closely with other Recovery Section and SECC elements to gather situational awareness, damage assessments and impacts, and cost estimates to support the application.

Roles and Responsibilities

- Serve as the primary point of contact within the SECC for the FEMA Individual Assistance Program.
- Coordinate with local jurisdictions, non-profit organizations (e.g., Red Cross), and state agencies regarding assistance for individuals and households.
- Monitor eligibility requirements and application processes for individual assistance.
- Provide information to the public on how to apply for individual assistance programs..

Reports to: Recovery Section Chief

Position Checklists (Activation, Operations, Demobilization)

Individual Assistance Coordinator Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
Activation Phase			
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from the Recovery Section Chief.	
3.		Establish contact with the FEMA Individual Assistance representative and other relevant partners.	
4.		Begin monitoring eligibility for a federal disaster declaration that would activate the Individual Assistance program.	
Operational Phase			
5.		Establish and maintain Activity Log (ICS 214) and other necessary files.	

Individual Assistance Coordinator Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
6.		When an Individual Assistance program is activated, coordinate with the Public Information Officer to disseminate information to the public on how to register.	
7.		Provide information and answer questions from the public and local officials about Individual Assistance, including housing assistance, disaster unemployment assistance, and other needs.	
8.		Track key metrics related to Individual Assistance applications and approvals.	
9.		Coordinate with other organizations providing individual assistance (e.g., Red Cross, non-profits) to avoid duplication of effort.	
10.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
11.		Provide a final report on the status of all Individual Assistance efforts.	
12.		Ensure all records and information are properly documented and filed in **CORE**.	
13.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Effectively informed the public and local partners about available Individual Assistance programs, using accurate, incident-specific information?
	Guided individuals and households through IA registration and follow-up steps in a way that minimized avoidable errors, rework, or missed opportunities?
	Worked closely with FEMA IA, Recovery Section staff, and local jurisdictions to ensure the state IA application reflected real community needs and impacts?
Efficiency:	
	Addressed Individual Assistance inquiries from the public, local officials, and partners within agreed timeframes or planning cycle deadlines?

	Maintained up-to-date tracking of IA application and approval metrics, and provided timely status updates to the Recovery Section Chief and SECC leadership?
	Used concise, structured communications (briefings, FAQs, talking points) to reduce repeated, unstructured questions about IA processes?
Situational Awareness:	
	Demonstrated a clear understanding of the individual assistance needs of the community and the IA programs available to meet them (e.g., housing, disaster unemployment, other needs assistance)?
	Linked IA messaging and support to current damage assessments and impacts, including which areas or populations were most affected?
	Identified emerging gaps in assistance (e.g., unmet needs, access barriers) and raised them promptly to Recovery Section leadership and relevant partners?
Communication & Coordination:	
	Maintained effective communication with FEMA IA staff, local officials, non-profit partners, and other organizations providing individual support?
	Coordinated with the Public Information Officer to ensure IA information to the public was accurate, timely, and consistent with overall SECC messaging?
	Helped align outreach across multiple organizations (Red Cross, NGOs, state agencies) to avoid conflicting guidance or duplication of effort?
Documentation:	
	Ensured all IA-related activities, interactions, and reports were accurately documented in CORE and supporting files, including key metrics and status summaries?
	Maintained an ICS 214 or equivalent log that captured major coordination actions, policy clarifications, and commitments related to IA?
	Completed and delivered a clear final report on the status of Individual Assistance efforts at demobilization, with records organized for later audit or AAR use?
Adaptability:	
	Adjusted IA outreach and support strategies as program guidance, eligibility criteria, or incident conditions changed?
	Shifted focus between broad public messaging, targeted outreach to high-need populations, and one-on-one support as community needs evolved?
	Incorporated feedback from applicants, partners, and prior incidents to refine IA support during the operational period?
Adherence to Procedures:	
	Followed all federal, state, and SECC procedures for the Individual Assistance program, including eligibility, documentation, and privacy requirements?
	Ensured IA actions and messaging remained within approved policy and did not over-promise assistance beyond program authorities?

	Used CORE as the system of record for IA-related coordination, in line with SECC accountability and information-management expectations?

XXVII. Debris Management Specialist

The Debris Management Specialist is responsible for providing guidance to local jurisdictions on management of debris. The Specialist's overarching goal is to help ensure debris is managed according to FEMA and other environmental standards and best practices to maximize the efficiency and cost effectiveness of the process.

Roles and Responsibilities

- Coordinate with local jurisdictions, state agencies, and private contractors regarding all aspects of debris management.
- Develop a debris management plan for the incident, including collection, removal, and disposal strategies.
- Monitor and document debris management activities for potential federal reimbursement.
- Provide technical assistance and guidance on debris management operations.

Reports to: Recovery Section Chief

Position Checklists (Activation, Operations, Demobilization)

Debris Management Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from the Recovery Section Chief.	
3.		Establish contact with the FEMA Debris Specialist, state environmental agencies, and other relevant partners.	
4.		Begin gathering initial information on the type and estimated volume of debris.	
		Operational Phase	
5.		Establish and maintain Activity Log (ICS 214) and other necessary files.	
6.		Assist with the development of a debris management plan, including establishing temporary debris staging sites and identifying final disposal locations.	

Debris Management Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
7.		Monitor debris removal operations and ensure they are properly documented for potential FEMA reimbursement.	
8.		Provide technical assistance to local jurisdictions and contractors on debris removal policies and procedures.	
9.		Track debris volume and removal progress and provide regular status updates to the Recovery Section Chief.	
10.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
11.		Provide a final summary of all debris management activities, including total volume and costs.	
12.		Ensure all debris management documentation is properly filed in **CORE** or other designated system.	
13.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Effectively coordinated debris management operations with local jurisdictions, contractors, and state partners to ensure safe, timely removal and disposal?
	Provided clear technical guidance that helped jurisdictions align debris actions with FEMA, environmental, and safety standards?
	Ensured the incident debris management plan (including collection, staging, and disposal strategies) was practical, followed, and updated as needed?
Efficiency:	
	Managed debris removal and disposal activities to maximize efficiency and cost-effectiveness, including routing, staging, and contractor use?
	Provided regular, concise status updates on debris volume, progress, and issues to the Recovery Section Chief and SECC leadership?

	Helped jurisdictions avoid unnecessary delays or duplicative effort by clarifying procedures early and resolving issues quickly?
Situational Awareness:	
	Demonstrated a clear understanding of debris types, volumes, and removal challenges across impacted areas?
	Identified debris-related risks (e.g., hazardous materials, access constraints, critical infrastructure impacts) and communicated them promptly to appropriate partners?
	Linked debris operations to broader recovery priorities, including access restoration, environmental protection, and PA reimbursement thresholds?
Communication & Coordination:	
	Maintained clear, consistent communication with local jurisdictions, state agencies, FEMA debris staff, and contractors involved in debris management?
	Coordinated with Public Assistance and Finance to ensure debris activities and costs were understood and supportable for reimbursement?
	Responded to debris-related questions from local officials and partners with accurate, plain-language explanations of policy and process?
Documentation:	
	Ensured all debris management activities—including locations, types, volumes, methods, and costs—were accurately documented in CORE or the designated system?
	Maintained an ICS 214 or equivalent log that captured major debris decisions, policy clarifications, and coordination actions?
	Produced a clear final summary of debris operations, including total volumes, costs, and outstanding issues, suitable for PA/AAR use?
Adaptability:	
	Adapted debris removal strategies to address environmental concerns, changes in regulations, or unexpected challenges (e.g., weather, access, contractor issues)?
	Adjusted priorities between immediate clearance (e.g., life-safety routes) and longer-term debris management as incident needs evolved?
	Incorporated new guidance or lessons learned during the incident into ongoing debris operations without disrupting the overall plan?
Adherence to Procedures:	
	Followed all federal, state, and SECC procedures for debris management, including safety, environmental, and documentation protocols?
	Ensured debris operations complied with applicable permitting, environmental review, and disposal requirements?
	Used CORE and established SECC accountability processes as the system of record for debris decisions and tracking?

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XXVIII. Disaster Recovery Specialist

Recovery Specialists are "generalists" that will essentially serve in the Section as needed and appropriate.

Roles and Responsibilities

- Provide general support to the Recovery Section Chief and other Recovery Section specialists.
- Assist in the collection and documentation of damage and recovery-related data.
- Coordinate with external partners and local jurisdictions to gather information needed for recovery programs.
- Support the overall mission of the Recovery Section by assisting with data entry, report compilation, and general administrative tasks

Reports to: Recovery Section Chief

Position Checklists (Activation, Operations, Demobilization)

Disaster Recovery Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
Activation Phase			
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from the **Recovery Section Chief** regarding immediate priorities.	
3.		Log into **CORE** and other assigned systems and verify access.	
4.		Familiarize yourself with the current incident, including key data points and ongoing information gaps.	
Operational Phase			
5.		Establish and maintain Activity Log (ICS 214) and other necessary files.	
6.		Assist the Damage Assessment Coordinator by collecting and verifying damage report data from local jurisdictions.	

Disaster Recovery Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
7.		Support the Public and Individual Assistance Coordinators by providing information and assisting with data entry and report compilation.	
8.		Assist with the tracking and documentation of all recovery-related activities in **CORE**.	
9.		Help prepare reports and presentations on recovery progress for the Recovery Section Chief and SECC Manager.	
11.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
12.		Assist in compiling final reports on all recovery efforts.	
13.		Ensure all incident-related documentation is properly stored and filed in designated locations.	
14.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Effectively supported multiple Recovery Section functions as assigned, including damage assessment support, IA/PA support, data entry, and report compilation?
	Produced work products and support actions that directly helped the Recovery Section maintain momentum on incident recovery priorities?
	Filled gaps in Section workload without requiring repeated redirection from the Recovery Section Chief or other specialists?
Efficiency:	
	Completed assigned recovery support tasks in a timely, organized manner and met operational deadlines for data entry, status updates, and report support?
	Shifted between assignments smoothly while maintaining continuity and accuracy in ongoing work?
	Reduced workload on specialized Recovery staff by taking on appropriate support tasks without creating rework or confusion?

Situational Awareness:	
	Demonstrated a clear understanding of the overall recovery effort, including the status of damage assessment, PA, IA, debris, and transition activities?
	Maintained awareness of which recovery priorities were most urgent and adjusted support accordingly?
	Recognized information gaps or inconsistencies in recovery data and brought them forward for clarification?
Communication & Coordination:	
	Maintained effective communication with Recovery Section specialists, local jurisdictions, and other SECC sections to gather and share needed information?
	Passed information accurately between recovery staff and partners without altering meaning, dropping key details, or creating conflicting versions?
	Asked timely clarifying questions when assignments, data, or reporting expectations were unclear?
Documentation:	
	Entered and maintained recovery-related information accurately in CORE and other designated records systems?
	Maintained an ICS 214 or equivalent log that documented major assignments, coordination actions, and completed tasks during the operational period?
	Ensured final files, summaries, and supporting records were properly organized and handed off at shift change or demobilization?
Adaptability:	
	Pivoted effectively between different recovery functions as priorities changed during the operational period?
	Took on unfamiliar but appropriate support tasks with minimal delay after receiving direction?
	Adjusted work methods to support changing incident tempo, staffing levels, or reporting requirements?
Adherence to Procedures:	
	Followed all established SECC and Recovery Section procedures for data handling, information sharing, and recordkeeping?
	Used CORE and other designated systems in accordance with SECC accountability and documentation expectations?
	Worked within assigned authorities and referred policy, eligibility, or program decisions to the appropriate specialist or supervisor?

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General/Agency Checklists

XXIX. CORE Specialist

The CORE Specialist manages and oversees the use of CORE during an incident. Ideally, this person will be a CORE Admin.

Roles and Responsibilities

- Manage, maintain, and oversee the functionality of the Crisis Operations & Resource Exchange (**CORE**) system during SECC activation.
- Ensure the integrity, availability, and security of incident data stored within **CORE**.
- Provide immediate technical support and training to all SECC staff on the use of **CORE** modules (e.g., logging, resource requests, status boards).
- Coordinate with the Information Management Section Chief and external IT support to resolve system outages or performance issues.

Reports to: Center Support Unit Leader

Position Checklists (Activation, Operations, Demobilization)

CORE Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Log into **CORE** with administrator credentials and perform a full system check.	
3.		Verify all critical **CORE** modules (e.g., Activity Log, Resource Tracker, Status Boards) are fully functional.	
4.		Check user accounts and permissions, ensuring all activated SECC staff have appropriate access.	
		Operational Phase	
5.		Establish and maintain Activity Log (ICS 214) for system activities and issues	

CORE Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
6.		Maintain continuous system monitoring, ensuring high availability and data integrity throughout the operational period.	
7.		Provide on-demand, targeted training or technical assistance to SECC personnel experiencing **CORE** issues	
8.		Manage incident data within **CORE**, including creating and maintaining incident-specific forms, boards, and folders	
9.		Coordinate with external IT support to troubleshoot and resolve any system outages or security vulnerabilities.	
10.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
11.		Perform final data backup and archival of all incident information from **CORE** according to state retention policies.	
12.		Prepare a final report detailing all system issues, resolutions, and recommendations for future use.	
13.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Maintained CORE availability and functionality at or above the expected threshold for the operational period, with no unplanned loss of critical modules?
	Successfully resolved or stabilized all critical system issues and user-impacting problems with minimal disruption to SECC operations?
	Ensured CORE configuration (boards, forms, views) supported incident priorities and SECC workflows rather than creating friction or workarounds?
Efficiency:	
	Diagnosed and addressed technical issues within reasonable timeframes (e.g., critical incidents resolved or mitigated within agreed escalation windows)?

	Managed user accounts, permissions, and access changes quickly and accurately, avoiding avoidable delays in staff getting into CORE?
	Applied targeted, practical fixes or workarounds instead of extended trial-and-error that slowed operations?
Situational Awareness:	
	Demonstrated a clear understanding of which SECC sections and functions depended most on CORE at any given time and prioritized support accordingly?
	Monitored system performance and usage patterns proactively, identifying potential failure points or load issues before they affected operations?
	Understood how CORE boards and records tied into incident documentation, resource support, and executive information needs?
Communication & Coordination:	
	Provided clear, non-technical guidance to end-users on common CORE tasks (logging, resource requests, status updates) that improved overall system use?
	Communicated system status changes, known issues, and planned maintenance promptly to Center Support, Information Management, and affected users?
	Coordinated effectively with external IT support and the Information Management Section Chief during outages or incidents, keeping leadership informed?
Documentation:	
	Accurately logged all significant system issues, troubleshooting steps, and resolutions in the Activity Log (ICS 214 or CORE equivalent)?
	Ensured incident data in CORE was properly backed up, protected, and archived at demobilization in line with SECC and state requirements?
	Prepared a concise final summary of CORE performance, issues, and recommended improvements for future activations?
Adaptability:	
	Adjusted system monitoring and support posture during periods of heavy usage (e.g., large resource request surges) without sacrificing stability?
	Implemented practical temporary workarounds when a permanent fix was not immediately possible, and transitioned cleanly to the final solution later?
	Adapted training and support approaches to the skill level of different user groups (e.g., new staff vs. experienced SECC users)?
Adherence to Procedures:	
	Followed all MT DES and SECC policies for IT security, data privacy, and access control in administering CORE?
	Applied established protocols for system administration, maintenance, and incident data handling without unauthorized changes or shortcuts?

	Ensured account provisioning, role assignments, and data access remained consistent with SECC accountability and records-management expectations?

XXX. ESF Partner

ESF Partners are those individuals that work with the SECC on behalf of their Agency and assigned ESF. The purpose of this checklist is to help provide some "just-in-time" guidance for these agency partners should they be tasked to work with the SECC during an incident. First in this section is a "generic" checklist. It is followed by ESF-specific checklists for each ESF outline in the Montana Emergency Response Framework (MERF).

Roles and Responsibilities

- Represent the assigned Emergency Support Function (ESF) agency within the SECC.
- Serve as the single point of contact for all SECC coordination and information requests directed to the ESF agency.
- Provide agency-specific situational awareness, capabilities, and resource availability to the **ESF Coordination Group Supervisor**.
- Integrate ESF-specific information (e.g., reports, field status) into the SECC Common Operating Picture.

Reports to: SECC Liaison Officer (LOFR)

Position Checklists (Activation, Operations, Demobilization)

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
Activation Phase			
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Report immediately to the **SECC LOFR** and receive initial briefing.	
3.		Establish and verify communication links between the SECC and the ESF agency's command or coordination center.	
4.		Provide an initial status report on the ESF agency's current actions, resource availability, and key challenges.	
Operational Phase			

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
5.		Establish and maintain Activity Log (ICS 214) detailing coordination activities and key decisions.	
6.		Proactively monitor ESF agency operations and provide timely updates on status and resource usage to the SECC.	
7.		Respond promptly and accurately to requests for information or resources .	
8.		Participate in all relevant planning and briefing meetings, providing input on the ESF agency's capabilities and limitations.	
9.		Enter relevant ESF-specific reports and data into **CORE** or provide it to the **Situational Awareness Unit Leader** for input.	
10.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
11.		Prepare a final ESF close-out report detailing agency contributions, lessons learned, and outstanding resource requests.	
12.		Ensure all agency-specific documentation and logs are copied and provided to the **Documentation Specialist**.	
13.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Successfully served as the single, reliable conduit for information flow between the ESF agency and the SECC, with no major gaps or conflicting messages?
	Ensured ESF agency actions and priorities remained aligned with the SECC Incident Support Plan objectives and current coordination guidance?
	Streamlined the resource request and support process between the ESF agency and the Resource Support Section, reducing friction and duplication?
Efficiency:	

	Provided accurate ESF status updates and responded to SECC inquiries within agreed coordination timeframes and planning cycle deadlines?
	Coordinated effectively with other ESF partners when functions overlapped, avoiding redundant outreach or conflicting offers of support?
	Used CORE and other SECC tools efficiently to enter, retrieve, and share ESF information without causing avoidable delays?
Situational Awareness:	
	Demonstrated a clear, current understanding of the ESF agency's operational status, capabilities, constraints, and key challenge?
	Proactively contributed ESF-specific information and data that improved the SECC's Common Operating Picture for relevant community lifelines?
	Recognized when changes in incident conditions would significantly affect ESF operations and communicated those implications promptly?
Communication & Coordination:	
	Maintained continuous, effective communication with the ESF Coordination Group Supervisor, SECC Liaison Officer, and the ESF agency's home command or coordination center?
	Clearly articulated ESF needs, concerns, and capabilities during planning and coordination meetings, enabling actionable decisions?
	Ensured SECC directives, requests, and situation updates were accurately transmitted back to the ESF agency without distortion or omission?
Documentation:	
	Maintained an accurate Activity Log (ICS 214) documenting key coordination activities, decisions, and resource commitments?
	Ensured ESF-specific reports, status updates, and supporting documents were properly formatted, delivered to SECC staff, and entered into CORE or provided to Situational Awareness as appropriate?
	Prepared a concise ESF close-out report that summarized contributions, lessons learned, and outstanding issues at demobilization?
Adaptability:	
	Adjusted internal reporting, resource management, or coordination procedures quickly when SECC requirements or incident tempo changed?
	Shifted focus between direct ESF agency support, multi-ESF coordination, and SECC information sharing as priorities evolved?
	Adapted communication style to work effectively with SECC staff who had varying levels of familiarity with the ESF's mission and technical language?
Adherence to Procedures:	
	Followed all SECC accountability, safety, and operational protocols while working in the SECC?

	Adhered to NIMS/ICS principles in coordinating with the ESF agency's internal structure and field operations?
	Respected SECC information-sharing rules and did not distribute sensitive incident information outside approved channels?

ESF 1: Transportation

The ESF 1 Partner is responsible for coordinating statewide transportation system status, identifying disruptions and damage to roads, bridges, rail, aviation, and waterway infrastructure, and working with external transportation stakeholders to obtain and relay accurate status information. The ESF 1 Partner ensures transportation lifeline information is reported to the SECC in a timely manner and coordinates resource needs related to evacuation routes, staging areas, regulatory waivers, and the restoration of essential transportation infrastructure statewide.

Roles and Responsibilities

- Represent the assigned Emergency Support Function (ESF) agency within the SECC.
- Serve as the single point of contact for all SECC coordination and information requests directed to the ESF agency.
- Provide agency-specific situational awareness, capabilities, and resource availability to the **ESF Coordination Group Supervisor**.
- Integrate ESF-specific information (e.g., reports, field status) into the SECC Common Operating Picture.

Reports to: SECC Liaison Officer (LOFR)

Position Checklists (Activation, Operations, Demobilization)

ESF 1 Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Report immediately to the **SECC LOFR** and receive initial briefing.	
3.		Establish and verify communication links between the SECC and the ESF agency's command or coordination center.	
4.		Provide an initial status report on the ESF agency's current actions, resource availability, and key challenges.	
		Operational Phase	
5.		Establish contact with MDT district offices in the affected area(s) to obtain current road, bridge, and highway status.	
6.		Contact county and tribal road departments to identify local road closures, detours, and	

ESF 1 Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		damage not captured by MDT district reporting.	
7.		Coordinate with Montana Highway Patrol and local law enforcement on evacuation route status, roadblocks, and traffic control needs.	
8.		Contact rail operators serving the affected area to determine status of active rail lines and any disruptions to freight or passenger service.	
9.		Contact airport authorities/operators in or near the affected area to determine operational status, runway closures, and any Temporary Flight Restriction (TFR) requests.	
10.		Coordinate with Montana Fish, Wildlife & Parks on status of public waterways, ports, and FWP-owned transportation infrastructure, if applicable.	
11.		Contact private-sector transportation providers (freight carriers, transit authorities, bus companies) with assets relevant to the incident to determine availability and constraints.	
12.		Identify and document any regulatory waivers or exemptions needed and coordinate with the appropriate licensing authority.	
13.		Determine need for engineering or damage assessment support and coordinate with Montana Department of Administration for contract/engineering resources.	
14.		Report consolidated transportation lifeline status (closures, damage, restrictions, restoration estimates) to the SECC on the agreed reporting cadence.	
15.		Relay all transportation-related resource requests (equipment, personnel, debris removal, traffic control) to Resource Support for processing.	

ESF 1 Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
16.		Coordinate with other ESF partners when transportation impacts overlap with their function (e.g., Public Works on debris-blocked roads, Law Enforcement on evacuation routes) to avoid duplicated outreach.	
17.		Immediately notify the SECC Duty Officer of any transportation issue with direct life-safety implications (e.g., blocked evacuation route, failed bridge) rather than waiting for the next scheduled report.	
18.		Participate in scheduled SECC briefings and planning meetings, providing updated transportation lifeline information.	
19.		Maintain a log of all external contacts made, information obtained, and requests submitted.	
20.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
21.		Continue tracking restoration status of damaged transportation infrastructure through completion or handoff.	
22.		Coordinate with MDT and support agencies on longer-term repair and restoration priorities and timelines.	
23.		Identify any transportation infrastructure issues requiring referral to recovery programs and notify the appropriate SECC recovery/planning function.	
24.		Confirm criteria and timing for stand-down of the ESF 1 position with the SECC Manager or Liaison Officer.	
25.		Complete final status report on transportation lifeline restoration prior to demobilization.	

ESF 1 Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
26.		Hand off contact log, outstanding issues, and unresolved requests to the appropriate SECC or recovery point of contact.	
27.		Complete any required demobilization documentation and out-processing steps.	
28.		Ensure all agency-specific documentation and logs are copied and provided to the **Documentation Specialist**.	
29.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Successfully identified and reported all major transportation disruptions (road, bridge, rail, aviation, waterway) affecting the incident area.
	Resource requests and regulatory waivers were processed and fulfilled in time to support response operations without significant delay.
	Evacuation routes and staging area transportation needs were addressed before they became limiting factors in response operations.
Efficiency:	
	Avoided duplicated outreach by coordinating with other ESF partners before contacting shared stakeholders (e.g., local road departments, law enforcement).
	Consolidated information from multiple sources (MDT districts, county/tribal roads, rail, aviation) into a single status report rather than submitting fragmented updates.
	Resource and waiver requests were properly scoped and routed the first time, minimizing rework or re-submission.
Situational Awareness:	
	Maintained current knowledge of road, bridge, rail, aviation, and waterway status throughout the operational period.
	Recognized and flagged emerging transportation risks (e.g., deteriorating routes, new closures) before they escalated to life-safety issues.
	Understood how transportation impacts intersected with other lifelines (e.g., evacuation routes tied to Safety & Security, fuel delivery tied to Energy).
Communication & Coordination:	
	Provided clear, timely, and accurate updates to the SECC on the agreed reporting cadence.

	Escalated life-safety-critical transportation issues immediately rather than holding them for routine reporting.
	Coordinated effectively with other ESF partners (e.g., Public Works, Law Enforcement) to align messaging and avoid conflicting information.
Documentation:	
	Maintained a complete and legible log of all external contacts, information obtained, and requests submitted.
	Status reports and resource requests were documented in a form usable for after-action review and recovery program referrals.
	Handoff materials (contact log, outstanding issues, unresolved requests) were complete and ready for transfer at demobilization.
Adaptability:	
	Adjusted outreach and reporting priorities as the incident evolved (e.g., shifting focus from road closures to evacuation route status as conditions changed).
	Found alternative means of obtaining transportation status information when a primary contact or system was unavailable.
	Responded effectively to changing or conflicting resource requests without losing track of ongoing coordination responsibilities.
Adherence to Procedures:	
	Followed established check-in, briefing, and reporting procedures upon activation rather than improvising a personal process.
	Routed resource requests and regulatory waiver requests through the correct SECC channels rather than acting unilaterally.
	Followed demobilization procedures, including stand-down confirmation and documentation handoff, rather than departing without closing out responsibilities.

ESF 2: Communications

The ESF 2 Partner is responsible for coordinating statewide communications infrastructure status, identifying disruptions and damage to cellular, landline, internet, radio, and 911/dispatch systems, and working with external carriers, providers, and public safety communications stakeholders to obtain and relay accurate status information. The ESF 2 Partner ensures communications lifeline information is reported to the SECC in a timely manner and coordinates resource needs related to interoperable radio support, alternate connectivity, and the restoration of essential communications capability statewide.

Roles and Responsibilities

- Represent the assigned Emergency Support Function (ESF) agency within the SECC.
- Serve as the single point of contact for all SECC coordination and information requests directed to the ESF agency.
- Provide agency-specific situational awareness, capabilities, and resource availability to the **ESF Coordination Group Supervisor**.
- Integrate ESF-specific information (e.g., reports, field status) into the SECC Common Operating Picture.

Reports to: SECC Liaison Officer (LOFR)

Position Checklists (Activation, Operations, Demobilization)

ESF 2 Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Report immediately to the SECC LOFR and receive initial briefing.	
3.		Establish and verify communication links between the SECC and the ESF agency's command or coordination center.	
4.		Provide an initial status report on the ESF agency's current actions, resource availability, and key challenges.	
		Operational Phase	
5.		Establish contact with the State Information Technology Services Division (SITSD) to obtain current status of state telecommunications, radio frequency	

ESF 2 Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		coordination, and IT systems supporting the incident.	
6.		Contact commercial cell carriers, landline providers, and internet service providers serving the affected area to obtain tower/network outage status, congestion levels, and restoration estimates.	
7.		Contact local 911/PSAP dispatch centers to determine dispatch capability, call volume, and any degradation in emergency call routing.	
8.		Coordinate with Montana Highway Patrol on statewide radio frequency interoperability and status of mobile radio networks in the affected area.	
9.		Coordinate with Montana Department of Natural Resources & Conservation on availability of their statewide radio network, mobile communication units, and satellite internet kits, if needed.	
10.		Coordinate with Montana Department of Military Affairs (DES) on activation of RACES/MEARS amateur radio support, mobile communications vehicles, or the FEMA National Radio System (FNARS), if needed.	
11.		Coordinate with Civil Air Patrol on availability of VHF repeater network or airborne radio relay platforms, if needed.	
12.		Coordinate with Montana Department of Transportation on availability of mobile communications platforms and technicians, if needed.	
13.		Identify and document any communications infrastructure damage, outages, or capacity gaps affecting emergency responders or the public.	
14.		Report consolidated communications lifeline status (outages, restoration	

ESF 2 Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		estimates, capacity gaps) to the SECC on the agreed reporting cadence.	
15.		Relay all communications-related resource requests (equipment, technicians, radio caches, alternate connectivity) to Resource Support for processing.	
16.		Coordinate with other ESF partners when communications impacts overlap with their function (e.g., Public Information on alerting/warning capability, Law Enforcement on interoperable radio use) to avoid duplicated outreach.	
17.		Immediately notify the SECC Duty Officer of any communications failure with direct life-safety implications (e.g., loss of 911 service, failure of primary EOC communications) rather than waiting for the next scheduled report.	
18.		Maintain a log of all external contacts made, information obtained, and requests submitted.	
19.		Participate in all relevant planning and briefing meetings, providing input on the ESF agency's capabilities and limitations.	
20.		Enter relevant ESF-specific reports and data into **CORE** or provide it to the **Situational Awareness Unit Leader** for input.	
21.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
22.		Continue tracking restoration status of damaged communications infrastructure through completion or handoff.	
23.		Coordinate with the Department of Administration and support agencies on longer-term repair and restoration priorities and timelines.	

ESF 2 Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
24.		Identify any communications infrastructure issues requiring referral to recovery programs and notify the appropriate SECC recovery/planning function.	
25.		Confirm criteria and timing for stand-down of the ESF 2 position with the SECC LOFR or SECC Manager.	
26.		Complete final status report on communications lifeline restoration prior to demobilization.	
27.		Hand off contact log, outstanding issues, and unresolved requests to the appropriate SECC or recovery point of contact.	
28.		Ensure all agency-specific documentation and logs are copied and provided to the **Documentation Specialist**.	
29.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Successfully identified and reported all major communications disruptions (cellular, landline, radio, 911/dispatch, IT) affecting the incident area.
	Resource requests for alternate communications capability were fulfilled in time to prevent extended loss of coordination capability.
	Restoration priorities were correctly identified and communicated to support life-safety operations first.
Efficiency:	
	Avoided duplicated outreach by coordinating with other ESF partners before contacting shared stakeholders.
	Consolidated information from multiple sources into a single status report rather than fragmented updates.
	Resource and technician requests were properly scoped and routed the first time, minimizing rework.
Situational Awareness:	

	Maintained current knowledge of cellular, landline, radio, and 911/dispatch status throughout the operational period.
	Recognized and flagged emerging communications risks before they became critical failures.
	Understood how communications impacts intersected with other lifelines.
Communication & Coordination:	
	Provided clear, timely, and accurate updates to the SECC on the agreed reporting cadence.
	Escalated life-safety-critical communications failures immediately rather than holding them for routine reporting.
	Coordinated effectively with other ESF partners to align messaging and avoid conflicting information.
Documentation:	
	Maintained a complete and legible log of all external contacts, information obtained, and requests submitted.
	Status reports and resource requests were documented in a form usable for after-action review and recovery program referrals.
	Handoff materials were complete and ready for transfer at demobilization.
Adaptability:	
	Adjusted outreach and reporting priorities as the incident evolved.
	Identified and activated alternate communications capability when primary systems were degraded or unavailable.
	Responded effectively to changing or conflicting resource requests without losing track of ongoing coordination responsibilities.
Adherence to Procedures:	
	Followed established check-in, briefing, and reporting procedures upon activation rather than improvising a personal process.
	Routed resource requests through the correct SECC channels rather than acting unilaterally.
	Followed demobilization procedures, including stand-down confirmation and documentation handoff.

ESF 3: Public Works

The ESF 3 Partner is responsible for coordinating statewide public works and infrastructure status, identifying disruptions and damage to water, wastewater, debris-affected roadways, and critical public facilities, and working with external engineering, utility, and contracting stakeholders to obtain and relay accurate status information. The ESF 3 Partner ensures public works and infrastructure lifeline information is reported to the SECC in a timely manner and coordinates resource needs related to debris removal, structural assessments, emergency contracting, and restoration of essential public facilities.

Roles and Responsibilities

- Represent the assigned Emergency Support Function (ESF) agency within the SECC.
- Serve as the single point of contact for all SECC coordination and information requests directed to the ESF agency.
- Provide agency-specific situational awareness, capabilities, and resource availability to the **ESF Coordination Group Supervisor**.
- Integrate ESF-specific information (e.g., reports, field status) into the SECC Common Operating Picture.

Reports to: SECC Liaison Officer (LOFR)

Position Checklists (Activation, Operations, Demobilization)

ESF 3 Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Report immediately to the **SECC LOFR** and receive initial briefing.	
3.		Establish and verify communication links between the SECC and the ESF agency's command or coordination center.	
4.		Provide an initial status report on the ESF agency's current actions, resource availability, and key challenges.	
		Operational Phase	
5.		Contact Montana Department of Environmental Quality drinking water, wastewater, and solid waste program staff to obtain current status of public water and	

ESF 3 Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		wastewater systems, including outages, boil orders, and treatment facility damage.	
6.		Contact county and local public works/road departments to identify debris blockages, damaged public buildings, and infrastructure not yet captured in state-level reporting.	
7.		Coordinate with Montana Department of Administration, Architecture & Engineering Division for technical assistance, engineering expertise, and construction management resources.	
8.		Coordinate with Montana Department of Administration, State Procurement Bureau on emergency contracting and procurement needs for public works support.	
9.		Coordinate with Montana Department of Justice, Highway Patrol on protection of public works infrastructure and traffic control/road closures tied to debris or damage.	
10.		Coordinate with Montana Department of Labor & Industry, Business Standards Division on engineering/construction licensing waivers and worker safety guidance.	
11.		Coordinate with Montana Department of Military Affairs (National Guard) on engineering expertise, construction resources, and CBRN-related structural assessment support, if needed.	
12.		Coordinate with Montana Department of Natural Resources and Conservation, Water Resources Division on dam safety status, flood control infrastructure, and floodplain concerns.	
13.		Coordinate with Montana Department of Public Health and Human Services on laboratory testing/analysis of public and private water supplies.	

ESF 3 Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
14.		Coordinate with Montana Department of Transportation engineering personnel on damage assessment and structural inspections of roads, bridges, and public infrastructure.	
15.		Contact private-sector construction, utility, and demolition contractors with pre-established agreements or mutual aid capacity relevant to the incident.	
16.		Identify and document critical facilities (hospitals, water/wastewater plants, shelters, fire/police stations) requiring temporary emergency power or structural stabilization.	
17.		Identify structures requiring inspection, stabilization, or demolition due to imminent hazard to public health and safety.	
18.		Report consolidated public works/infrastructure lifeline status (damage, debris, facility outages, restoration estimates) to the SECC on the agreed reporting cadence.	
19.		Relay all public works-related resource requests (engineering personnel, contractors, heavy equipment, temporary power) to Resource Support for processing.	
20.		Coordinate with other ESF partners when public works impacts overlap with their function (e.g., Transportation on debris-blocked roads, Energy on power restoration at critical facilities) to avoid duplicated outreach.	
21.		Immediately notify the SECC Duty Officer of any public works issue with direct life-safety implications (e.g., failing dam, contaminated water supply, unstable structure) rather than waiting for the next scheduled report.	
22.		Participate in all relevant planning and briefing meetings, providing input on the ESF agency's capabilities and limitations.	

ESF 3 Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
23.		Enter relevant ESF-specific reports and data into **CORE** or provide it to the **Situational Awareness Unit Leader** for input.	
24.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
25. Demobilization Phase			
26.		Continue tracking restoration status of damaged public works infrastructure through completion or handoff.	
27.		Coordinate with Montana Department of Environmental Quality and support agencies on longer-term repair and restoration priorities and timelines.	
28.		Identify any public works issues requiring referral to recovery programs and notify the appropriate SECC recovery/planning function.	
29.		Confirm criteria and timing for stand-down of the ESF 3 position with the SECC LOFR or SECC Manager.	
30.		Complete final status report on public works and infrastructure lifeline restoration prior to demobilization.	
31.		Hand off contact log, outstanding issues, and unresolved requests to the appropriate SECC or recovery point of contact.	
32.		Ensure all agency-specific documentation and logs are copied and provided to the **Documentation Specialist**.	
33.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Successfully identified and reported all major public works and infrastructure disruptions (water, wastewater, debris, structural damage) affecting the incident area.

	Resource requests for engineering, contracting, and heavy equipment support were fulfilled in time to prevent extended service disruption.
	Critical facility power and stabilization needs were correctly identified and communicated to support life-safety operations first.
Efficiency:	
	Avoided duplicated outreach by coordinating with other ESF partners before contacting shared stakeholders (e.g., contractors, transportation).
	Consolidated information from multiple sources (DEQ, DNRC, MDT, local public works) into a single status report rather than fragmented updates.
	Resource and contracting requests were properly scoped and routed the first time, minimizing rework.
Situational Awareness:	
	Maintained current knowledge of water, wastewater, debris, and structural status throughout the operational period.
	Recognized and flagged emerging infrastructure risks (e.g., deteriorating dam conditions) before they became critical failures.
	Understood how public works impacts intersected with other lifelines (e.g., water systems, transportation, energy).
Communication & Coordination:	
	Provided clear, timely, and accurate updates to the SECC on the agreed reporting cadence.
	Escalated life-safety-critical infrastructure failures immediately rather than holding them for routine reporting.
	Coordinated effectively with other ESF partners to align messaging and avoid conflicting information.
Documentation:	
	Maintained a complete and legible log of all external contacts, information obtained, and requests submitted.
	Status reports and resource requests were documented in a form usable for after-action review and recovery program referrals.
	Handoff materials were complete and ready for transfer at demobilization.
Adaptability:	
	Adjusted outreach and reporting priorities as the incident evolved (e.g., shifting from initial damage assessment to restoration tracking).
	Identified alternate engineering, contracting, or equipment resources when primary agencies or contractors were unavailable.
	Responded effectively to changing or conflicting resource requests without losing track of ongoing coordination responsibilities.

	Adherence to Procedures:
	Followed established check-in, briefing, and reporting procedures upon activation rather than improvising a personal process.
	Routed resource and contracting requests through the correct SECC channels rather than acting unilaterally.
	Followed demobilization procedures, including stand-down confirmation and documentation handoff.

ESF 4: Firefighting

The ESF 4 Partner is responsible for coordinating statewide firefighting resource status, identifying wildland, rural, and urban fire threats and suppression capability gaps, and working with external firefighting, mutual aid, and support agency stakeholders to obtain and relay accurate status information. The ESF 4 Partner ensures firefighting lifeline information is reported to the SECC in a timely manner and coordinates resource needs related to incident management teams, equipment mobilization, aerial suppression assets, and interstate/international firefighting assistance.

Roles and Responsibilities

- Represent the assigned Emergency Support Function (ESF) agency within the SECC.
- Serve as the single point of contact for all SECC coordination and information requests directed to the ESF agency.
- Provide agency-specific situational awareness, capabilities, and resource availability to the **ESF Coordination Group Supervisor**.
- Integrate ESF-specific information (e.g., reports, field status) into the SECC Common Operating Picture.

Reports to: SECC Liaison Officer (LOFR)

Position Checklists (Activation, Operations, Demobilization)

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Report immediately to the **SECC LOFR** and receive initial briefing.	
3.		Establish and verify communication links between the SECC and the ESF agency's command or coordination center.	
4.		Provide an initial status report on the ESF agency's current actions, resource availability, and key challenges.	
		Operational Phase	
5.		Contact Montana Department of Natural Resources and Conservation, Forestry and Trust Lands Division to obtain current fire situation status, resource commitments, and Incident Management Team availability.	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
6.		Coordinate with the Northern Rockies Coordination Center on mobilization status of wildland and structure firefighting resources, including out-of-state and international assets.	
7.		Contact county fire wardens and local/tribal fire departments to identify resource shortfalls and mutual aid needs not yet captured in state-level reporting.	
8.		Coordinate with Montana Department of Corrections on availability of minimum-security inmate firefighting crews and correctional facility shelter capacity.	
9.		Coordinate with Montana Department of Environmental Quality on hazardous materials concerns, water source identification for firefighting, and impacts to water/wastewater infrastructure from firefighting operations.	
10.		Coordinate with Montana Highway Patrol and the State Fire Marshal on evacuation and traffic control, road closures, and fire investigation support.	
11.		Coordinate with Montana Analysis & Technical Information Center (MATIC) on threat information relevant to fire-related criminal activity or critical infrastructure security (ass appropriate).	
12.		Coordinate with Montana Department of Livestock on evacuation and traffic control support in agricultural/rural areas.	
13.		Coordinate with Montana Department of Military Affairs (National Guard) on activation of military liaison support, radio communications systems, and personnel/equipment for immediate lifesaving response.	
14.		Coordinate with Montana Department of Transportation on equipment, fuel,	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		personnel, and transportation assets to support fire service operations.	
15.		Coordinate with Montana Fish, Wildlife & Parks on wardens for traffic control, reconnaissance aircraft, road repair equipment, and facility support.	
16.		Coordinate with Montana University System Extension Service (Fire Services Training School) on training support, if needed.	
17.		Identify and document fire situation status, damage assessments, and resource shortfalls affecting suppression capability.	
18.		Report consolidated firefighting lifeline status (active incidents, resource commitments, shortfalls, mobilization needs) to the SECC on the agreed reporting cadence.	
19.		Relay all firefighting-related resource requests (personnel, equipment, aircraft, Incident Management Teams) to Resource Support for processing, including EMAC requests as applicable.	
20.		Coordinate with other ESF partners when firefighting impacts overlap with their function (e.g., Transportation on access routes, Communications on radio interoperability) to avoid duplicated outreach.	
21.		Immediately notify the SECC Duty Officer of any firefighting issue with direct life-safety implications (e.g., fire threatening a populated area, resource exhaustion) rather than waiting for the next scheduled report.	
22.		Participate in all relevant planning and briefing meetings, providing input on the ESF agency's capabilities and limitations.	
23.		Maintain a log of all external contacts made, information obtained, and requests submitted.	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
24.		Enter relevant ESF-specific reports and data into **CORE** or provide it to the **Situational Awareness Unit Leader** for input.	
25.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
26.		Continue tracking demobilization status of firefighting resources through completion or handoff.	
27.		Coordinate with DNRC and support agencies on final resource releases and after-action reporting requirements.	
28.		Identify any firefighting-related issues requiring referral to recovery programs and notify the appropriate SECC recovery/planning function.	
29.		Confirm criteria and timing for stand-down of the ESF 4 position with the SECC LOFR or SECC Manager.	
30.		Complete final status report on firefighting resource demobilization prior to standing down.	
31.		Ensure all agency-specific documentation and logs are copied and provided to the **Documentation Specialist**.	
32.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Successfully identified and reported all major fire incidents and resource shortfalls affecting the incident area.
	Resource requests for personnel, equipment, and Incident Management Teams were fulfilled in time to prevent loss of suppression capability.
	Mutual aid and EMAC requests were correctly identified and communicated to support life-safety operations first.

Efficiency:	
	Avoided duplicated outreach by coordinating with other ESF partners before contacting shared stakeholders (e.g., Highway Patrol, Transportation).
	Consolidated information from multiple sources (DNRC, NRCC, county fire wardens) into a single status report rather than fragmented updates.
	Resource and mobilization requests were properly scoped and routed the first time, minimizing rework.
Situational Awareness:	
	Maintained current knowledge of active fire incidents, resource commitments, and mobilization status throughout the operational period.
	Recognized and flagged emerging resource shortfalls before they became critical failures.
	Understood how firefighting impacts intersected with other lifelines (e.g., transportation access, water systems, communications).
Communication & Coordination:	
	Provided clear, timely, and accurate updates to the SECC on the agreed reporting cadence.
	Escalated life-safety-critical firefighting issues immediately rather than holding them for routine reporting.
	Coordinated effectively with other ESF partners to align messaging and avoid conflicting information.
Documentation:	
	Maintained a complete and legible log of all external contacts, information obtained, and requests submitted.
	Status reports and resource requests were documented in a form usable for after-action review and recovery program referrals.
	Handoff materials were complete and ready for transfer at demobilization.
Adaptability:	
	Adjusted outreach and reporting priorities as the incident evolved (e.g., shifting from initial fire assessment to resource mobilization tracking).
	Identified alternate resources (mutual aid, EMAC, National Guard) when primary firefighting assets were unavailable.
	Responded effectively to changing or conflicting resource requests without losing track of ongoing coordination responsibilities.
Adherence to Procedures:	
	Followed established check-in, briefing, and reporting procedures upon activation rather than improvising a personal process.
	Routed resource and mobilization requests through the correct SECC channels rather than acting unilaterally.

	Followed demobilization procedures, including stand-down confirmation and documentation handoff.

ESF 5: Information & Planning

Because Montana Disaster & Emergency Services serves as both the coordinating and primary agency for ESF 5, this position falls under the SECC's own Information Management Section rather than a distinct set of external stakeholders. The Information Management Section ensures situational information, damage assessment data, and planning products are accurate, timely, and integrated into the SECC's overall Common Operating Picture. For more specific position tasks, refer to those listed under the Information Management Section in this manual.

ESF 6: Mass Care, Emergency Assistance, Emergency Sheltering, and Human Services

The ESF 6 Partner is responsible for coordinating statewide mass care and human services status, identifying disaster survivors' needs for sheltering, feeding, hydration, family reunification, and crisis counseling, and working with external agencies, NGOs, and volunteer organizations to obtain and relay accurate status information. The ESF 6 Partner ensures mass care lifeline information is reported to the SECC in a timely manner and coordinates resource needs related to shelter operations, donations management, transportation of survivors, and fatality management support.

Roles and Responsibilities

- Represent the assigned Emergency Support Function (ESF) agency within the SECC.
- Serve as the single point of contact for all SECC coordination and information requests directed to the ESF agency.
- Provide agency-specific situational awareness, capabilities, and resource availability to the **ESF Coordination Group Supervisor**.
- Integrate ESF-specific information (e.g., reports, field status) into the SECC Common Operating Picture.

Reports to: SECC Liaison Officer (LOFR)

Position Checklists (Activation, Operations, Demobilization)

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Report immediately to the **SECC LOFR** and receive initial briefing.	
3.		Establish and verify communication links between the SECC and the ESF agency's command or coordination center.	
4.		Provide an initial status report on the ESF agency's current actions, resource availability, and key challenges.	
		Operational Phase	
5.		Contact Montana Department of Public Health and Human Services program staff to obtain current status of shelter operations,	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		family assistance programs, and crisis counseling resources.	
6.		Coordinate with county human services departments on delivery of emergency assistance and public assistance programs to affected families.	
7.		Contact Montana Voluntary Organizations Active in Disasters (MTVOAD) and the American Red Cross to determine shelter capacity, staffing, and mass care resource availability statewide.	
8.		Coordinate with the Governor's Office of Community Service on volunteer mobilization and coordination needs.	
9.		Coordinate with Montana Department of Administration on Disaster Recovery Center staffing, local government financial capacity, and long-term recovery/redevelopment support needs.	
10.		Coordinate with Montana Department of Agriculture on food safety compliance issues affecting mass care feeding operations.	
11.		Coordinate with Montana Department of Corrections on availability of correctional facilities for emergency sheltering, if needed.	
12.		Coordinate with Montana Highway Patrol on evacuation and traffic control support to and from shelter and reception sites, and with the Forensic Science Division/Medical Examiner System on fatality management and identification of deceased individuals.	
13.		Coordinate with Montana Analysis & Technical Information Center (MATIC) on threat information relevant to shelter or reception site security.	
14.		Coordinate with Montana Department of Labor and Industry on worker safety technical assistance, insurance consumer protection support, and professional	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		licensing waivers relevant to mass care operations.	
15.		Coordinate with Montana Department of Livestock on technical assistance for household pets and livestock affected by the incident.	
16.		Coordinate with Montana Department of Military Affairs (National Guard) on logistical support, transportation capacity, and temporary emergency power to shelters and critical facilities.	
17.		Coordinate with Montana Department of Transportation on identification of viable and accessible transportation routes and networks supporting shelter and reception operations.	
18.		Identify and document unmet needs for hydration, feeding, sheltering, medical support, and family reunification among disaster survivors.	
19.		Report consolidated mass care and human services lifeline status (shelter population, capacity, unmet needs, resource gaps) to the SECC on the agreed reporting cadence.	
20.		Relay all mass care-related resource requests (shelter supplies, transportation, staffing, donations management) to Resource Support for processing.	
21.		Coordinate with other ESF partners when mass care impacts overlap with their function (e.g., Transportation on evacuee movement, Public Health on medical needs in shelters) to avoid duplicated outreach.	
22.		Immediately notify the SECC Duty Officer of any mass care issue with direct life-safety implications (e.g., shelter capacity exceeded, critical unmet medical needs) rather than waiting for the next scheduled report.	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
23.		Participate in scheduled SECC briefings and planning meetings, providing updated mass care and human services lifeline information.	
24.		Maintain a log of all external contacts made, information obtained, and requests submitted.	
25.		Enter relevant ESF-specific reports and data into **CORE** or provide it to the **Situational Awareness Unit Leader** for input.	
26.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
27.		Continue tracking transition of shelter and mass care operations toward closure or handoff to recovery programs.	
28.		Coordinate with DPHHS and support agencies on longer-term human services and recovery program transition timelines.	
29.		Identify any unmet mass care or human services needs requiring referral to recovery programs and notify the appropriate SECC recovery/planning function.	
30.		Confirm criteria and timing for stand-down of the ESF 6 position with the SECC LOFR or SECC Manager.	
31.		Complete final status report on mass care and human services operations prior to demobilization.	
32.		Hand off contact log, outstanding issues, and unresolved requests to the appropriate SECC or recovery point of contact.	
33.		Ensure all agency-specific documentation and logs are copied and provided to the **Documentation Specialist**.	
34.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Successfully identified and reported shelter capacity, unmet needs, and human services gaps affecting disaster survivors.
	Resource requests for shelter supplies, staffing, and transportation were fulfilled in time to prevent service disruption.
	Family reunification, fatality management, and crisis counseling needs were correctly identified and communicated.
Efficiency:	
	Avoided duplicated outreach by coordinating with other ESF partners before contacting shared stakeholders (e.g., Transportation, Public Health).
	Consolidated information from multiple sources (DPHHS, MTVOAD, Red Cross, county human services) into a single status report rather than fragmented updates.
	Resource requests were properly scoped and routed the first time, minimizing rework.
Situational Awareness:	
	Maintained current knowledge of shelter population, capacity, and unmet needs throughout the operational period.
	Recognized and flagged emerging mass care risks (e.g., shelter overcrowding) before they became critical failures.
	Understood how mass care impacts intersected with other lifelines (e.g., transportation, public health, safety and security).
Communication & Coordination:	
	Provided clear, timely, and accurate updates to the SECC on the agreed reporting cadence.
	Escalated life-safety-critical mass care issues immediately rather than holding them for routine reporting.
	Coordinated effectively with other ESF partners and NGOs to align messaging and avoid conflicting information.
Documentation:	
	Maintained a complete and legible log of all external contacts, information obtained, and requests submitted.
	Status reports and resource requests were documented in a form usable for after-action review and recovery program referrals.
	Handoff materials were complete and ready for transfer at demobilization.
Adaptability:	
	Adjusted outreach and reporting priorities as the incident evolved (e.g., shifting from initial sheltering to long-term recovery transition).

	Identified alternate mass care resources (NGOs, volunteer organizations, mutual aid) when primary agency capacity was exceeded.
	Responded effectively to changing or conflicting resource requests without losing track of ongoing coordination responsibilities.
Adherence to Procedures:	
	Followed established check-in, briefing, and reporting procedures upon activation rather than improvising a personal process.
	Routed resource requests through the correct SECC channels rather than acting unilaterally.
	Followed demobilization procedures, including stand-down confirmation and documentation handoff.

ESF 7: Logistics

Because Montana Disaster & Emergency Services serves as both the coordinating and primary agency for ESF 7, this function falls under the SECC's own Resource Support Section rather than a distinct set of external stakeholders. The Resource Support Section ensures resource requests, procurement, contracting, and logistics support are tracked, fulfilled, and integrated into the SECC's overall response and recovery operations. For specific position tasks, refer to those listed under the Resource Support Section in this manual.

ESF 8: Public Health and Medical Services

The ESF 8 Partner is responsible for coordinating statewide public health and medical services status, identifying disruptions to healthcare delivery, medical surge capacity, and behavioral health resources, and working with external public health, medical, and mortuary stakeholders to obtain and relay accurate status information. The ESF 8 Partner ensures public health and medical lifeline information is reported to the SECC in a timely manner and coordinates resource needs related to patient movement, medical countermeasures, health surveillance, and mass fatality management.

Roles and Responsibilities

- Represent the assigned Emergency Support Function (ESF) agency within the SECC.
- Serve as the single point of contact for all SECC coordination and information requests directed to the ESF agency.
- Provide agency-specific situational awareness, capabilities, and resource availability to the **ESF Coordination Group Supervisor**.
- Integrate ESF-specific information (e.g., reports, field status) into the SECC Common Operating Picture.

Reports to: SECC Liaison Officer (LOFR)

Position Checklists (Activation, Operations, Demobilization)

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Report immediately to the **SECC LOFR** and receive initial briefing.	
3.		Establish and verify communication links between the SECC and the ESF agency's command or coordination center.	
4.		Provide an initial status report on the ESF agency's current actions, resource availability, and key challenges.	
		Operational Phase	
5.		Contact Montana Department of Public Health and Human Services program staff to obtain current status of public health, medical, and behavioral health assistance needs statewide.	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
6.		Coordinate with hospitals to determine bed availability, patient surge capacity, and facility operational status in the affected area.	
7.		Coordinate with local and tribal public health officials on health surveillance findings, disease/injury patterns, and emerging trends related to the incident.	
8.		Coordinate with Montana Highway Patrol, Forensic Science Division (Medical Examiner System), and Missing Persons Clearinghouse on fatality management, victim identification, and death scene investigation needs.	
9.		Coordinate with Montana Analysis & Technical Information Center (MATIC) on threat information relevant to public health or medical facility security.	
10.		Coordinate with Montana Department of Labor and Industry on worker safety technical assistance, insurance consumer protection support, and professional licensing waivers for health professionals.	
11.		Coordinate with Montana Department of Livestock and Department of Agriculture on animal/veterinary health issues and food safety, security, and defense concerns.	
12.		Coordinate with Montana Department of Military Affairs (National Guard) on 83rd Civil Support Team (CBRN) deployment, medical personnel support, transportation of patients, and refrigerated trailer support for fatality management, all subject to Governor approval.	
13.		Coordinate with Montana Department of Transportation on viable and accessible transportation routes supporting patient movement and public health/medical operations.	
14.		Coordinate with Montana Department of Administration on technical assistance,	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		contract management, and real estate/facility support for medical operations.	
15.		Determine need for activation and deployment of the federal Strategic National Stockpile (SNS) and relay the request through DPHHS.	
16.		Identify and document unmet needs for medical surge capacity, behavioral health support, blood/tissue supplies, and pharmaceutical resources.	
17.		Report consolidated public health and medical lifeline status (hospital capacity, surveillance findings, resource gaps) to the SECC on the agreed reporting cadence.	
18.		Relay all public health-related resource requests (medical personnel, pharmaceuticals, equipment, SNS assets) to Resource Support for processing.	
19.		Coordinate with other ESF partners when public health impacts overlap with their function (e.g., Mass Care on medical needs in shelters, Transportation on patient movement) to avoid duplicated outreach.	
20.		Immediately notify the SECC Duty Officer of any public health issue with direct life-safety implications (e.g., hospital capacity exceeded, disease outbreak, contaminated water supply) rather than waiting for the next scheduled report.	
21.		Participate in scheduled SECC briefings and planning meetings, providing updated public health and medical lifeline information.	
22.		Maintain a log of all external contacts made, information obtained, and requests submitted.	
23.		Enter relevant ESF-specific reports and data into **CORE** or provide it to the **Situational Awareness Unit Leader** for input.	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
24.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
25.		Continue tracking recovery of medical surge capacity and public health services through completion or handoff.	
26.		Coordinate with DPHHS and support agencies on longer-term public health and behavioral health recovery priorities and timelines.	
27.		Identify any public health or medical issues requiring referral to recovery programs and notify the appropriate SECC recovery/planning function.	
28.		Confirm criteria and timing for stand-down of the ESF 8 position with the SECC LOFR or SECC Manager.	
29.		Complete final status report on public health and medical operations prior to demobilization.	
30.		Hand off contact log, outstanding issues, and unresolved requests to the appropriate SECC or recovery point of contact.	
31.		Ensure all agency-specific documentation and logs are copied and provided to the Documentation Specialist.	
32.		Ensure all agency-specific documentation and logs are copied and provided to the **Documentation Specialist**.	
33.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Successfully identified and reported hospital capacity, medical surge needs, and public health risks affecting the incident area.

	Resource requests for medical personnel, pharmaceuticals, and SNS assets were fulfilled in time to prevent care disruption.
	Fatality management and behavioral health needs were correctly identified and communicated to support affected populations.
Efficiency:	
	Avoided duplicated outreach by coordinating with other ESF partners before contacting shared stakeholders (e.g., Mass Care, Transportation).
	Consolidated information from multiple sources (DPHHS, hospitals, local public health) into a single status report rather than fragmented updates.
	Resource requests were properly scoped and routed the first time, minimizing rework.
Situational Awareness:	
	Maintained current knowledge of hospital capacity, disease surveillance findings, and medical resource status throughout the operational period.
	Recognized and flagged emerging public health risks (e.g., disease outbreak indicators) before they became critical failures.
	Understood how public health impacts intersected with other lifelines (e.g., mass care, water systems, transportation).
Communication & Coordination:	
	Provided clear, timely, and accurate updates to the SECC on the agreed reporting cadence.
	Escalated life-safety-critical public health issues immediately rather than holding them for routine reporting.
	Coordinated effectively with other ESF partners to align messaging and avoid conflicting information.
Documentation:	
	Maintained a complete and legible log of all external contacts, information obtained, and requests submitted.
	Status reports and resource requests were documented in a form usable for after-action review and recovery program referrals.
	Handoff materials were complete and ready for transfer at demobilization.
Adaptability:	
	Adjusted outreach and reporting priorities as the incident evolved (e.g., shifting from initial surge assessment to recovery tracking).
	Identified alternate medical or public health resources (mutual aid, EMAC, federal assets) when primary agency capacity was exceeded.
	Responded effectively to changing or conflicting resource requests without losing track of ongoing coordination responsibilities.
Adherence to Procedures:	

	Followed established check-in, briefing, and reporting procedures upon activation rather than improvising a personal process.
	Routed resource requests through the correct SECC channels rather than acting unilaterally.
	Followed demobilization procedures, including stand-down confirmation and documentation handoff.

ESF 9: Search & Rescue

Search and Rescue operations are conducted at the local level under county Sheriff authority, with Montana Department of Transportation Aeronautics Division providing aviation-based search support when needed. The SECC's role in ESF 9 is limited to responding to specific requests for assistance, such as National Guard aircraft or personnel, or coordinating resources like Urban Search and Rescue or swift water rescue teams through EMAC or mutual aid during large-scale incidents. These requests are handled as resource support actions; refer to the Resource Support Section for applicable procedures. The SECC also facilitates required notifications to partner and regulatory agencies when personal locator beacons (PLBs) or emergency locator transmitters (ELTs) are activated. Reimbursement of local search and rescue costs through the State SAR Fund is a Recovery Section function; refer to the Recovery Section for applicable procedures.

ESF 10: Oil and Hazardous Materials Response

The ESF 10 Partner is responsible for coordinating statewide oil and hazardous materials response status, identifying actual or potential releases threatening public health, safety, or the environment, and working with external environmental, regulatory, and cleanup stakeholders to obtain and relay accurate status information. The ESF 10 Partner ensures oil and hazardous materials lifeline information is reported to the SECC in a timely manner and coordinates resource needs related to hazmat teams, decontamination, environmental cleanup, and coordination of responsible party or cost-recovery actions.

Roles and Responsibilities

- Represent the assigned Emergency Support Function (ESF) agency within the SECC.
- Serve as the single point of contact for all SECC coordination and information requests directed to the ESF agency.
- Provide agency-specific situational awareness, capabilities, and resource availability to the **ESF Coordination Group Supervisor**.
- Integrate ESF-specific information (e.g., reports, field status) into the SECC Common Operating Picture.

Reports to: SECC Liaison Officer (LOFR)

Position Checklists (Activation, Operations, Demobilization)

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Report immediately to the **SECC LOFR** and receive initial briefing.	
3.		Establish and verify communication links between the SECC and the ESF agency's command or coordination center.	
4.		Provide an initial status report on the ESF agency's current actions, resource availability, and key challenges.	
		Operational Phase	
5.		Contact Montana Department of Environmental Quality program staff to obtain current status of the release,	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		containment efforts, and environmental impact assessment.	
6.		Contact local and tribal fire departments and Regional HazMat Teams to determine on-scene response status and resource shortfalls.	
7.		Determine whether the responsible party has been identified and is actively responding, or whether the state must coordinate response actions directly.	
8.		Coordinate with Montana Highway Patrol and the Division of Criminal Investigation on evidence collection, evacuation/ingress-egress control, and any intentional/criminal hazmat release.	
9.		Coordinate with Montana Analysis & Technical Information Center (MATIC) on threat information relevant to intentional hazardous materials releases.	
10.		Coordinate with Montana Department of Fish, Wildlife & Parks on damage assessment to fish and wildlife populations, habitats, and use of access sites as staging areas.	
11.		Coordinate with Montana Department of Agriculture and Department of Livestock on agricultural, food safety, and livestock impacts from the release.	
12.		Coordinate with Montana Department of Labor and Industry on worker safety technical assistance, insurance consumer support, and professional licensing waivers.	
13.		Coordinate with Montana Department of Military Affairs on activation of the National Guard 83rd Civil Support Team (CBRN identification/assessment) and Army/Air National Guard logistical or transportation support, subject to Governor approval.	
14.		Coordinate with Montana Department of Natural Resources and Conservation on fire	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		service coordination if the release involves or threatens wildland/rural fire response.	
15.		Coordinate with Montana Department of Public Health and Human Services on public health impact assessment, exposure registries, and surge management coordination.	
16.		Coordinate with Montana Department of Transportation on scene control, traffic management, load variances for heavy equipment, and cleanup of releases on state roads or right-of-way.	
17.		Coordinate with Montana Public Service Commission on safety issues related to intrastate gas pipelines or railroads involved in the incident.	
18.		Identify and document the nature and extent of contamination, affected infrastructure, and resource needs for containment and cleanup.	
19.		Report consolidated oil and hazardous materials lifeline status (containment status, environmental impact, resource needs) to the SECC on the agreed reporting cadence.	
20.		Relay all hazmat-related resource requests (HazMat teams, CST deployment, cleanup contractors, decontamination equipment) to Resource Support for processing, including EMAC or federal assistance requests as applicable.	
21.		Coordinate with other ESF partners when hazmat impacts overlap with their function (e.g., Public Health on exposure concerns, Transportation on contaminated routes) to avoid duplicated outreach.	
22.		Immediately notify the SECC Duty Officer of any hazmat issue with direct life-safety implications (e.g., uncontained release threatening a populated area) rather than waiting for the next scheduled report.	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
23.		Participate in scheduled SECC briefings and planning meetings, providing updated hazmat lifeline information.	
24.		Maintain a log of all external contacts made, information obtained, and requests submitted.	
25.		Enter relevant ESF-specific reports and data into **CORE** or provide it to the **Situational Awareness Unit Leader** for input.	
26.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
27.		Continue tracking cleanup and remediation status through completion or handoff.	
28.		Coordinate with DEQ and support agencies on longer-term cleanup, disposal, and cost-recovery priorities and timelines.	
29.		Identify any hazmat-related issues requiring referral to recovery programs and notify the appropriate SECC recovery/planning function.	
30.		Confirm criteria and timing for stand-down of the ESF 10 position with the SECC LOFR or SECC Manager.	
31.		Complete final status report on containment and cleanup operations prior to demobilization.	
32.		Hand off contact log, outstanding issues, and unresolved requests to the appropriate SECC or recovery point of contact.	
33.		Ensure all agency-specific documentation and logs are copied and provided to the **Documentation Specialist**.	
34.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	
EVALUATION CRITERIA (For Training & Exercises)			

Effectiveness:	
	Successfully identified and reported the nature, extent, and containment status of the oil or hazardous materials release.
	Resource requests for HazMat teams, CST deployment, or cleanup contractors were fulfilled in time to prevent escalation of the release.
	Responsible party status and cost-recovery considerations were correctly identified and communicated.
Efficiency:	
	Avoided duplicated outreach by coordinating with other ESF partners before contacting shared stakeholders (e.g., Public Health, Transportation).
	Consolidated information from multiple sources (DEQ, local fire/HazMat teams, DPHHS) into a single status report rather than fragmented updates.
	Resource requests were properly scoped and routed the first time, minimizing rework.
Situational Awareness:	
	Maintained current knowledge of containment status, environmental impact, and resource needs throughout the operational period.
	Recognized and flagged emerging risks (e.g., spreading contamination) before they became critical failures.
	Understood how hazmat impacts intersected with other lifelines (e.g., water systems, public health, transportation).
Communication & Coordination:	
	Provided clear, timely, and accurate updates to the SECC on the agreed reporting cadence.
	Escalated life-safety-critical hazmat issues immediately rather than holding them for routine reporting.
	Coordinated effectively with other ESF partners to align messaging and avoid conflicting information.
Documentation:	
	Maintained a complete and legible log of all external contacts, information obtained, and requests submitted.
	Status reports and resource requests were documented in a form usable for after-action review and recovery program referrals.
	Handoff materials were complete and ready for transfer at demobilization.
Adaptability:	
	Adjusted outreach and reporting priorities as the incident evolved (e.g., shifting from initial containment to long-term cleanup tracking).
	Identified alternate resources (CST, EMAC, federal assistance) when primary agency or contractor capacity was exceeded.

	Responded effectively to changing or conflicting resource requests without losing track of ongoing coordination responsibilities.
Adherence to Procedures:	
	Followed established check-in, briefing, and reporting procedures upon activation rather than improvising a personal process.
	Routed resource requests through the correct SECC channels rather than acting unilaterally.
	Followed demobilization procedures, including stand-down confirmation and documentation handoff.

ESF 11: Agriculture and Natural Resources

The ESF 11 Partner is responsible for coordinating statewide agricultural and natural/cultural resources status, identifying animal and plant disease outbreaks, nutrition assistance needs, and threats to historic and cultural properties, and working with external agricultural, veterinary, and preservation stakeholders to obtain and relay accurate status information. The ESF 11 Partner ensures agriculture and natural resources lifeline information is reported to the SECC in a timely manner and coordinates resource needs related to animal health response, food safety, nutrition assistance (including D-SNAP), and protection of natural, cultural, and historic (NCH) resources.

Roles and Responsibilities

- Represent the assigned Emergency Support Function (ESF) agency within the SECC.
- Serve as the single point of contact for all SECC coordination and information requests directed to the ESF agency.
- Provide agency-specific situational awareness, capabilities, and resource availability to the **ESF Coordination Group Supervisor**.
- Integrate ESF-specific information (e.g., reports, field status) into the SECC Common Operating Picture.

Reports to: SECC Liaison Officer (LOFR)

Position Checklists (Activation, Operations, Demobilization)

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Report immediately to the **SECC LOFR** and receive initial briefing.	
3.		Establish and verify communication links between the SECC and the ESF agency's command or coordination center.	
4.		Provide an initial status report on the ESF agency's current actions, resource availability, and key challenges.	
		Operational Phase	
5.		Contact Montana Department of Livestock to obtain current status of animal disease/pest investigations, veterinary emergency	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		response teams, and animal welfare/evacuation needs.	
6.		Coordinate with Montana Department of Agriculture on plant pest/disease response, pesticide emergency exemptions, and Drought Advisory Committee actions as applicable.	
7.		Coordinate with Montana Department of Environmental Quality on environmental compliance requirements, contamination assessment, and technical support for agricultural/environmental decontamination.	
8.		Coordinate with Montana Department of Fish, Wildlife & Parks on wildlife disease surveillance, endangered species impacts, and fisheries damage.	
9.		Coordinate with Montana Department of Justice (Criminal Investigation Division, Highway Patrol, MATIC) on crimes against animals, quarantine traffic control, and threat information relevant to agricultural incidents.	
10.		Coordinate with Montana Department of Labor and Industry on worker safety technical assistance, insurance consumer support, and professional licensing waivers.	
11.		Coordinate with Montana Department of Military Affairs on 83rd Civil Support Team deployment for biological incidents and Army/Air National Guard logistical, transportation, or medical personnel support, subject to Governor approval.	
12.		Coordinate with Montana Department of Natural Resources and Conservation on forest health, watershed, and trust land impacts relevant to the incident.	
13.		Coordinate with Montana Department of Public Health and Human Services on nutrition assistance needs, D-SNAP	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		requests, and zoonotic disease response integration.	
14.		Coordinate with Montana Department of Transportation and Montana Historical Society (State Historic Preservation Office) on surveys and protective measures for archaeological, historic, and cultural resources affected by response operations.	
15.		Identify and document animal/agricultural health status, nutrition assistance needs, and threats to natural, cultural, or historic resources.	
16.		Report consolidated agriculture and natural resources lifeline status (disease/pest status, nutrition needs, NCH impacts, resource gaps) to the SECC on the agreed reporting cadence.	
17.		Relay all agriculture-related resource requests (veterinary teams, D-SNAP authorization, NCH technical assistance) to Resource Support for processing, including EMAC, federal, or international assistance requests as applicable.	
18.		Coordinate with other ESF partners when agriculture or NCH impacts overlap with their function (e.g., ESF 10 on debris removal affecting NCH resources, Public Health on zoonotic disease) to avoid duplicated outreach.	
19.		Immediately notify the SECC Duty Officer of any issue with direct public health or economic implications (e.g., highly contagious animal disease outbreak, contaminated food supply) rather than waiting for the next scheduled report.	
20.		Participate in scheduled SECC briefings and planning meetings, providing updated agriculture and natural resources status.	
21.		Maintain a log of all external contacts made, information obtained, and requests submitted.	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
22.		Enter relevant ESF-specific reports and data into **CORE** or provide it to the **Situational Awareness Unit Leader** for input.	
23.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
24.		Continue tracking disease containment, nutrition assistance closeout, and NCH damage assessment through completion or handoff.	
25.		Coordinate with Department of Livestock and support agencies on longer-term agricultural recovery and NCH restoration priorities and timelines.	
26.		Identify any agriculture or NCH-related issues requiring referral to recovery programs and notify the appropriate SECC recovery/planning function.	
27.		Confirm criteria and timing for stand-down of the ESF 11 position with the SECC LOFR or SECC Manager.	
28.		Complete final status report on agriculture and natural resources operations prior to demobilization.	
29.		Hand off contact log, outstanding issues, and unresolved requests to the appropriate SECC or recovery point of contact.	
30.		Ensure all agency-specific documentation and logs are copied and provided to the **Documentation Specialist**.	
31.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Successfully identified and reported animal/agricultural health status, nutrition assistance needs, and NCH impacts affecting the incident area.

	Resource requests for veterinary teams, D-SNAP, or NCH technical assistance were fulfilled in time to prevent escalation of impacts.
	Disease outbreak and NCH threats were correctly identified and communicated to the appropriate SECC decision-makers.
Efficiency:	
	Avoided duplicated outreach by coordinating with other ESF partners before contacting shared stakeholders (e.g., DEQ, Public Health).
	Consolidated information from multiple sources (Livestock, Agriculture, FWP, Historical Society) into a single status report rather than fragmented updates.
	Resource requests were properly scoped and routed the first time, minimizing rework.
Situational Awareness:	
	Maintained current knowledge of disease/pest status, nutrition needs, and NCH resource risk throughout the operational period.
	Recognized and flagged emerging risks (e.g., disease spread, NCH site damage) before they became critical failures.
	Understood how agriculture and NCH impacts intersected with other lifelines (e.g., hazmat, public health, transportation).
Communication & Coordination:	
	Provided clear, timely, and accurate updates to the SECC on the agreed reporting cadence.
	Escalated public health or economically significant issues immediately rather than holding them for routine reporting.
	Coordinated effectively with other ESF partners to align messaging and avoid conflicting information.
Documentation:	
	Maintained a complete and legible log of all external contacts, information obtained, and requests submitted.
	Status reports and resource requests were documented in a form usable for after-action review and recovery program referrals.
	Handoff materials were complete and ready for transfer at demobilization.
Adaptability:	
	Adjusted outreach and reporting priorities as the incident evolved (e.g., shifting from initial disease investigation to nutrition assistance or NCH recovery).
	Identified alternate resources (EMAC, federal, international assistance) when primary agency capacity was exceeded.
	Responded effectively to changing or conflicting resource requests without losing track of ongoing coordination responsibilities.
Adherence to Procedures:	

	Followed established check-in, briefing, and reporting procedures upon activation rather than improvising a personal process.
	Routed resource requests through the correct SECC channels rather than acting unilaterally.
	Followed demobilization procedures, including stand-down confirmation and documentation handoff.

ESF 12: Energy

The ESF 12 Partner is responsible for coordinating statewide energy infrastructure status, identifying disruptions to electricity, natural gas, and liquid fuels systems, and working with external utilities, energy suppliers, and regulatory stakeholders to obtain and relay accurate status information. The ESF 12 Partner ensures energy lifeline information is reported to the SECC in a timely manner and coordinates resource needs related to fuel supply, temporary emergency power to critical facilities, and restoration priorities for damaged energy infrastructure.

Roles and Responsibilities

- Represent the assigned Emergency Support Function (ESF) agency within the SECC.
- Serve as the single point of contact for all SECC coordination and information requests directed to the ESF agency.
- Provide agency-specific situational awareness, capabilities, and resource availability to the **ESF Coordination Group Supervisor**.
- Integrate ESF-specific information (e.g., reports, field status) into the SECC Common Operating Picture.

Reports to: SECC Liaison Officer (LOFR)

Position Checklists (Activation, Operations, Demobilization)

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Report immediately to the **SECC LOFR** and receive initial briefing.	
3.		Establish and verify communication links between the SECC and the ESF agency's command or coordination center.	
4.		Provide an initial status report on the ESF agency's current actions, resource availability, and key challenges.	
		Operational Phase	
5.		Contact Montana Department of Environmental Quality program staff to obtain current status of electricity, natural gas, and liquid fuel infrastructure damage and restoration progress.	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
6.		Contact affected utilities, fuel suppliers, and deliverers directly or through DEQ to determine system status, repair timelines, and resource shortfalls (recognizing some utility information is confidential and shared on a need-to-know basis).	
7.		Coordinate with Montana Department of Administration on Business Continuity Plan activation, state building energy conservation measures, and communication/data channel restoration.	
8.		Coordinate with the State Procurement Bureau on emergency contracting, fuel/purchasing card authorizations, and bulk fuel distribution contracts.	
9.		Coordinate with Montana Department of Justice on critical infrastructure site security and escorts for sensitive energy-related cargo.	
10.		Coordinate with Montana Analysis & Technical Information Center (MATIC) on threat information relevant to energy infrastructure security.	
11.		Coordinate with the Office of Consumer Protection on suspected deceptive practices or market manipulation related to energy pricing or supply.	
12.		Coordinate with Montana Department of Labor and Industry on worker safety technical assistance and professional licensing waivers for energy-sector workers.	
13.		Coordinate with Montana Department of Military Affairs (National Guard) on logistical support, transportation capacity, and temporary emergency power to critical facilities (hospitals, water treatment plants, shelters), subject to Governor approval.	
14.		Coordinate with Montana Department of Natural Resources and Conservation on	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		wildfire threats to energy infrastructure and petroleum/gas supply monitoring.	
15.		Coordinate with Montana Department of Public Health and Human Services on outreach to low-income energy assistance programs and tribal/local public health agencies during prolonged outages.	
16.		Coordinate with Montana Department of Transportation on fuel sales tracking, motor carrier hours-of-service waivers, and transportation of fuel supplies.	
17.		Coordinate with Montana Public Service Commission on intrastate pipeline safety, natural gas/electric utility rate issues, and technical expertise on electricity or pipeline events.	
18.		Identify and document energy infrastructure damage, restoration timelines, and priority facilities requiring temporary emergency power.	
19.		Report consolidated energy lifeline status (system damage, restoration progress, fuel supply status, resource gaps) to the SECC on the agreed reporting cadence.	
20.		Relay all energy-related resource requests (emergency power generation, fuel supply, National Guard support) to Resource Support for processing, including EMAC, federal, or international assistance requests as applicable.	
21.		Coordinate with other ESF partners when energy impacts overlap with their function (e.g., Public Health on critical facility power needs, Water/Wastewater on treatment plant power) to avoid duplicated outreach.	
22.		Immediately notify the SECC Duty Officer of any energy issue with direct life-safety implications (e.g., extended outage affecting critical facilities) rather than waiting for the next scheduled report.	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
23.		Participate in scheduled SECC briefings and planning meetings, providing updated energy lifeline information.	
24.		Maintain a log of all external contacts made, information obtained, and requests submitted.	
25.		Enter relevant ESF-specific reports and data into **CORE** or provide it to the **Situational Awareness Unit Leader** for input.	
26.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
27.		Continue tracking energy system restoration status through completion or handoff.	
28.		Coordinate with DEQ and support agencies on longer-term energy infrastructure recovery priorities and timelines.	
29.		Identify any energy-related issues requiring referral to recovery programs and notify the appropriate SECC recovery/planning function.	
30.		Confirm criteria and timing for stand-down of the ESF 12 position with the SECC LOFR or SECC Manager.	
31.		Complete final status report on energy restoration operations prior to demobilization.	
32.		Hand off contact log, outstanding issues, and unresolved requests to the appropriate SECC or recovery point of contact.	
33.		Ensure all agency-specific documentation and logs are copied and provided to the **Documentation Specialist**.	
34.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	
EVALUATION CRITERIA (For Training & Exercises)			

Effectiveness:	
	Successfully identified and reported energy infrastructure damage, restoration timelines, and fuel supply status affecting the incident area.
	Resource requests for emergency power, fuel supply, or National Guard support were fulfilled in time to prevent extended critical facility outages.
	Priority restoration needs (hospitals, water treatment, shelters) were correctly identified and communicated.
Efficiency:	
	Avoided duplicated outreach by coordinating with other ESF partners before contacting shared stakeholders (e.g., Public Health, Water/Wastewater).
	Consolidated information from multiple sources (DEQ, utilities, PSC) into a single status report rather than fragmented updates.
	Resource requests were properly scoped and routed the first time, minimizing rework.
Situational Awareness:	
	Maintained current knowledge of energy system status, restoration progress, and fuel supply throughout the operational period.
	Recognized and flagged emerging energy risks (e.g., cascading outages, fuel shortages) before they became critical failures.
	Understood how energy impacts intersected with other lifelines (e.g., water/wastewater, public health, communications).
Communication & Coordination:	
	Provided clear, timely, and accurate updates to the SECC on the agreed reporting cadence.
	Escalated life-safety-critical energy issues immediately rather than holding them for routine reporting.
	Coordinated effectively with other ESF partners and utilities to align messaging and avoid conflicting information.
Documentation:	
	Maintained a complete and legible log of all external contacts, information obtained, and requests submitted.
	Status reports and resource requests were documented in a form usable for after-action review and recovery program referrals.
	Handoff materials were complete and ready for transfer at demobilization.
Adaptability:	
	Adjusted outreach and reporting priorities as the incident evolved (e.g., shifting from initial damage assessment to restoration tracking).
	Identified alternate energy resources (EMAC, federal, international assistance) when primary utility or agency capacity was exceeded.

	Responded effectively to changing or conflicting resource requests without losing track of ongoing coordination responsibilities.
Adherence to Procedures:	
	Followed established check-in, briefing, and reporting procedures upon activation rather than improvising a personal process.
	Routed resource requests through the correct SECC channels rather than acting unilaterally.
	Followed demobilization procedures, including stand-down confirmation and documentation handoff.

ESF 13: Public Safety & Security

The ESF 13 Partner is responsible for coordinating statewide public safety and security resource status, identifying local and tribal law enforcement capability gaps, and working with external law enforcement, corrections, and criminal justice stakeholders to obtain and relay accurate status information. The ESF 13 Partner ensures public safety and security lifeline information is reported to the SECC in a timely manner and coordinates resource needs related to on-scene security, critical infrastructure protection, evidence recovery, and support to local and tribal law enforcement overwhelmed by an incident.

Roles and Responsibilities

- Represent the assigned Emergency Support Function (ESF) agency within the SECC.
- Serve as the single point of contact for all SECC coordination and information requests directed to the ESF agency.
- Provide agency-specific situational awareness, capabilities, and resource availability to the **ESF Coordination Group Supervisor**.
- Integrate ESF-specific information (e.g., reports, field status) into the SECC Common Operating Picture.

Reports to: SECC Liaison Officer (LOFR)

Position Checklists (Activation, Operations, Demobilization)

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Report immediately to the **SECC LOFR** and receive initial briefing.	
3.		Establish and verify communication links between the SECC and the ESF agency's command or coordination center.	
4.		Provide an initial status report on the ESF agency's current actions, resource availability, and key challenges.	
		Operational Phase	
5.		Contact Montana Department of Justice divisions (MATIC, Division of Criminal Investigation, Highway Patrol, Missing Persons Clearinghouse, Forensic Science	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Division/Medical Examiner System) to obtain current status of law enforcement capability, evidence recovery needs, and fatality management support.	
6.		Coordinate with local and tribal law enforcement to identify resource shortfalls not yet captured in state-level reporting, recognizing that public safety authority rests primarily with local and tribal agencies.	
7.		Coordinate with Montana Department of Administration (ITSD, State Procurement Bureau, Public Safety Communications Bureau, General Services Division) on cybersecurity incident response, emergency contracting, mutual aid radio frequencies, 911 system support, and Capitol security.	
8.		Coordinate with Montana Department of Fish, Wildlife & Parks on access control and site security for FWP lands and waterways.	
9.		Coordinate with Montana Department of Labor and Industry on worker safety technical assistance and professional licensing waivers for public safety/security personnel.	
10.		Coordinate with Montana Department of Livestock on evacuation and traffic control support and food supply risk mitigation in coordination with public health officials.	
11.		Coordinate with Montana Department of Military Affairs (National Guard) on logistical support, transportation capacity, and personnel for public safety and security response, subject to Governor approval.	
12.		Coordinate with Montana Department of Natural Resources and Conservation (Forestry Division) on evacuation or population protection planning for wildfire incidents.	
13.		Coordinate with Montana Department of Transportation (Motor Carrier Safety) on viable and accessible transportation	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		networks and control of ingress/egress on public transportation systems.	
14.		Determine the role, if any, of private sector or non-governmental organization security resources in the overall public safety and security response, in coordination with DOJ.	
15.		Identify and document public safety and security resource shortfalls, critical infrastructure protection needs, and life-safety mission priorities.	
16.		Report consolidated public safety and security lifeline status (law enforcement capability, resource gaps, priority missions) to the SECC on the agreed reporting cadence.	
17.		Relay all public safety-related resource requests (law enforcement personnel, equipment, National Guard support) to Resource Support for processing, including EMAC, federal, or international assistance requests as applicable.	
18.		Coordinate with other ESF partners when public safety impacts overlap with their function (e.g., Transportation on ingress/egress control, Energy on critical infrastructure protection) to avoid duplicated outreach.	
19.		Immediately notify the SECC Duty Officer of any public safety issue with direct life-safety implications (e.g., mass violence incident, critical infrastructure threat) rather than waiting for the next scheduled report.	
20.		Participate in scheduled SECC briefings and planning meetings, providing updated public safety and security lifeline information.	
21.		Maintain a log of all external contacts made, information obtained, and requests submitted.	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
22.		Enter relevant ESF-specific reports and data into **CORE** or provide it to the **Situational Awareness Unit Leader** for input.	
23.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
24.		Continue tracking demobilization of public safety and security resources through completion or handoff.	
25.		Coordinate with DOJ and support agencies on final resource releases and after-action reporting requirements.	
26.		Identify any public safety-related issues requiring referral to recovery programs and notify the appropriate SECC recovery/planning function.	
27.		Confirm criteria and timing for stand-down of the ESF 13 position with the SECC LOFR or SECC Manager.	
28.		Complete final status report on public safety and security resource demobilization prior to standing down.	
29.		Hand off contact log, outstanding issues, and unresolved requests to the appropriate SECC or recovery point of contact.	
30.		Ensure all agency-specific documentation and logs are copied and provided to the **Documentation Specialist**.	
31.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Successfully identified and reported public safety and security resource shortfalls affecting the incident area.
	Resource requests for law enforcement personnel and equipment were fulfilled in time to prevent gaps in public safety coverage.

	Life-safety missions were correctly prioritized ahead of security and infrastructure protection missions.
Efficiency:	
	Avoided duplicated outreach by coordinating with other ESF partners before contacting shared stakeholders (e.g., Transportation, Military Affairs).
	Consolidated information from multiple sources (DOJ divisions, local/tribal law enforcement) into a single status report rather than fragmented updates.
	Resource requests were properly scoped and routed the first time, minimizing rework.
Situational Awareness:	
	Maintained current knowledge of law enforcement capability, resource commitments, and emerging threats throughout the operational period.
	Recognized and flagged emerging public safety risks before they became critical failures.
	Understood how public safety impacts intersected with other lifelines (e.g., transportation, energy, communications).
Communication & Coordination:	
	Provided clear, timely, and accurate updates to the SECC on the agreed reporting cadence.
	Escalated life-safety-critical public safety issues immediately rather than holding them for routine reporting.
	Coordinated effectively with other ESF partners to align messaging and avoid conflicting information.
Documentation:	
	Maintained a complete and legible log of all external contacts, information obtained, and requests submitted.
	Status reports and resource requests were documented in a form usable for after-action review and recovery program referrals.
	Handoff materials were complete and ready for transfer at demobilization.
Adaptability:	
	Adjusted outreach and reporting priorities as the incident evolved (e.g., shifting from initial response to sustained security operations).
	Identified alternate resources (mutual aid, National Guard, EMAC) when primary law enforcement capacity was exceeded.
	Responded effectively to changing or conflicting resource requests without losing track of ongoing coordination responsibilities.
Adherence to Procedures:	
	Followed established check-in, briefing, and reporting procedures upon activation rather than improvising a personal process.

	Routed resource requests through the correct SECC channels rather than acting unilaterally.
	Followed demobilization procedures, including stand-down confirmation and documentation handoff.

ESF 14: Private Sector and Critical Infrastructure

Because Montana Disaster & Emergency Services serves as both the coordinating and primary agency for ESF 14, this function does not operate as a standalone position or Section. Rather, it is carried out through the SECC's existing ESF Partners and Section structure, each of which addresses private-sector and critical infrastructure considerations within their own lifeline (e.g., Energy coordinating with utility owners/operators, Transportation coordinating with rail and pipeline operators, Resource Support coordinating supply chain and logistics gaps). The SECC Manager and Liaison Officer are responsible for recognizing when an incident's cross-sector or critical infrastructure impacts require this integrated approach and for directing the relevant ESF Partners and Section Chiefs to coordinate accordingly. There is no dedicated ESF 14 position; refer to the applicable ESF Partner checklist or Section for specific position tasks.

ESF 15: Public Information

Because Montana Disaster & Emergency Services serves as both the coordinating and primary agency for ESF 15, this function falls under the SECC's existing Public Information Officer and Joint Information Center (JIC) Manager positions rather than a distinct set of external stakeholders. The Public Information Officer and JIC Manager ensure accurate, coordinated, and timely public information is developed and disseminated to affected audiences, media, the private sector, and government partners, and coordinate support agency public affairs staff when a JIC or Joint Information System (JIS) is activated. For specific position tasks, refer to those listed under the Public Information Officer and JIC Manager positions in this manual.

ESF 16: Cybersecurity

The ESF 16 Partner is responsible for coordinating statewide cybersecurity incident status, identifying disruptions to information technology systems, critical infrastructure control systems, and secure data affecting state, local, tribal, and private sector partners, and working with external cybersecurity practitioners and law enforcement stakeholders to obtain and relay accurate status information. The ESF 16 Partner ensures cybersecurity lifeline information is reported to the SECC in a timely manner and coordinates resource needs related to incident response teams, forensic investigation, alternate data processing capacity, and restoration of affected technology systems.

Roles and Responsibilities

- Represent the assigned Emergency Support Function (ESF) agency within the SECC.
- Serve as the single point of contact for all SECC coordination and information requests directed to the ESF agency.
- Provide agency-specific situational awareness, capabilities, and resource availability to the **ESF Coordination Group Supervisor**.
- Integrate ESF-specific information (e.g., reports, field status) into the SECC Common Operating Picture.

Reports to: SECC Liaison Officer (LOFR)

Position Checklists (Activation, Operations, Demobilization)

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Report immediately to the **SECC LOFR** and receive initial briefing.	
3.		Establish and verify communication links between the SECC and the ESF agency's command or coordination center.	
4.		Provide an initial status report on the ESF agency's current actions, resource availability, and key challenges.	
		Operational Phase	
5.		Contact Montana Department of Administration, State Information Technology Services Division (SITSD) to obtain current status of the cyber incident,	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		affected systems, and the Information Systems Incident Response Team's (ISIRT) response actions.	
6.		Coordinate with local and tribal governments, critical infrastructure owners/operators, and private sector partners to determine the scope of the incident and whether local cybersecurity capacity has been exceeded.	
7.		Coordinate with Montana Department of Justice (Highway Patrol Division) on investigation of critical infrastructure cybercrime and protection of communications infrastructure from criminal or malicious acts.	
8.		Coordinate with Montana Analysis & Technical Information Center (MATIC) on threat intelligence, credible threat information, and criminal activity related to the cyber incident.	
9.		Coordinate with Montana Department of Military Affairs (National Guard) on activation of cybersecurity technicians, subject to Governor approval, requested through the DES Duty Officer.	
10.		Identify available and qualified state agency IT personnel who can assist SITSD with restoration and repair of affected information technology resources.	
11.		Determine impacts to other lifelines resulting from the cyber incident (e.g., GIS and situational awareness systems, traffic monitoring/industrial control systems, public health/medical technology, communications systems) and coordinate with the relevant ESF partners.	
12.		Identify and document affected systems, restoration timelines, and resource needs for incident response and recovery.	
13.		Report consolidated cybersecurity lifeline status (affected systems, response actions,	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		restoration progress, resource gaps) to the SECC on the agreed reporting cadence.	
14.		Relay all cybersecurity-related resource requests (incident response personnel, forensic support, alternate data processing/cloud capacity) to Resource Support for processing, including EMAC, federal, or international assistance requests as applicable.	
15.		Coordinate with other ESF partners when cyber impacts overlap with their function (e.g., Communications on alternate connectivity, Public Health on affected medical technology, Transportation on traffic control systems) to avoid duplicated outreach.	
16.		Immediately notify the SECC Duty Officer of any cyber incident with direct life-safety implications or affecting critical infrastructure stability (e.g., compromised industrial control systems, 911/dispatch outage) rather than waiting for the next scheduled report.	
17.		Participate in scheduled SECC briefings and planning meetings, providing updated cybersecurity lifeline information.	
18.		Maintain a log of all external contacts made, information obtained, and requests submitted.	
19.		Enter relevant ESF-specific reports and data into **CORE** or provide it to the **Situational Awareness Unit Leader** for input.	
20.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
21.		Continue tracking system restoration and recovery status through completion or handoff.	

ESF Partner Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
22.		Coordinate with Department of Administration and support agencies on longer-term system hardening, forensic review, and after-action reporting requirements.	
23.		Identify any cybersecurity-related issues requiring referral to recovery programs and notify the appropriate SECC recovery/planning function.	
24.		Confirm criteria and timing for stand-down of the ESF 16 position with the SECC LOFR or SECC Manager.	
25.		Complete final status report on cybersecurity incident response and restoration prior to demobilization.	
26.		Hand off contact log, outstanding issues, and unresolved requests to the appropriate SECC or recovery point of contact.	
27.		Ensure all agency-specific documentation and logs are copied and provided to the **Documentation Specialist**.	
28.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Successfully identified and reported affected systems, response actions, and restoration status for the cyber incident.
	Resource requests for incident response personnel, forensic support, or alternate processing capacity were fulfilled in time to limit incident escalation.
	Cross-lifeline impacts (communications, transportation, public health) were correctly identified and communicated.
Efficiency:	
	Avoided duplicated outreach by coordinating with other ESF partners before contacting shared stakeholders (e.g., Communications, Public Health).
	Consolidated information from multiple sources (SITSD, MATIC, DOJ) into a single status report rather than fragmented updates.

	Resource requests were properly scoped and routed the first time, minimizing rework.
Situational Awareness:	
	Maintained current knowledge of affected systems, threat intelligence, and restoration progress throughout the operational period.
	Recognized and flagged emerging cyber risks or cascading system impacts before they became critical failures.
	Understood how cyber impacts intersected with other lifelines (e.g., communications, energy, public safety).
Communication & Coordination:	
	Provided clear, timely, and accurate updates to the SECC on the agreed reporting cadence.
	Escalated life-safety-critical or critical-infrastructure-affecting cyber issues immediately rather than holding them for routine reporting.
	Coordinated effectively with other ESF partners to align messaging and avoid conflicting information.
Documentation:	
	Maintained a complete and legible log of all external contacts, information obtained, and requests submitted.
	Status reports and resource requests were documented in a form usable for after-action review and recovery program referrals.
	Handoff materials were complete and ready for transfer at demobilization.
Adaptability:	
	Adjusted outreach and reporting priorities as the incident evolved (e.g., shifting from initial detection to sustained restoration tracking).
	Identified alternate resources (available state IT personnel, EMAC, federal, international assistance) when primary agency capacity was exceeded.
	Responded effectively to changing or conflicting resource requests without losing track of ongoing coordination responsibilities.
Adherence to Procedures:	
	Followed established check-in, briefing, and reporting procedures upon activation rather than improvising a personal process.
	Routed resource requests through the correct SECC channels rather than acting unilaterally.
	Followed demobilization procedures, including stand-down confirmation and documentation handoff.

XXXI. Agency Representative

Agency Representatives (AREPS) coordinate with the SECC on behalf of their agency or department. In lieu of another position, like ESF Partner, this generic position checklist may used to help guide such AREPs when they come to work with the SECC.

Roles and Responsibilities

- Represent a non-ESF agency (e.g., FEMA, NGO, Private Sector Partner) within the SECC, reporting to the **Liaison Officer**.
- Facilitate coordination and information sharing between their organization and the SECC.
- Identify their organization's capabilities, resource availability, and current activities to prevent duplication of effort.
- Receive and transmit SECC directives, requests, and situation updates back to their home organization.

Reports to: SECC Liaison Officer (LOFR)

Position Checklists (Activation, Operations, Demobilization)

Agency Representative Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Report immediately to the **SECC Liaison Officer** and receive an initial briefing.	
3.		Provide the **SECC Liaison Officer** with key contact information for the home organization's incident command/coordination staff.	
4.		Provide an initial assessment of the organization's current deployment, available resources, and ability to support the state.	
		Operational Phase	
5.		Establish and maintain Activity Log (ICS 214) detailing coordination activities and key decisions.	

Agency Representative Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
6.		Serve as the primary SECC point of contact for the home organization, ensuring seamless two-way information flow.	
7.		Proactively share information regarding the organization's actions, resource deployments, and operational status with the **SECC Liaison Officer**.	
8.		Respond promptly to SECC requests for resource commitments, technical assistance, or information.	
9.		Relay critical SECC situation updates and directives back to the home organization's leadership.	
10.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
11.		Conduct a final coordination check with the **Liaison Officer** and **Resource Support Section** regarding any outstanding resource commitments.	
12.		Submit a final report to the **Liaison Officer** summarizing the organization's support actions and lessons learned.	
13.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Successfully facilitated coordination between the SECC and the home organization in a way that reduced duplication of effort and improved operational support?
	Provided timely, actionable information on the organization’s capabilities, current activities, and limitations that helped SECC decision-making?
	Ensured the home organization’s actions and support were aligned with SECC priorities, taskings, and the current Incident Support Plan?
Efficiency:	

	Responded to SECC requests for information, technical assistance, or resource commitments within established coordination timelines?
	Streamlined communication between the SECC and the home organization so SECC staff did not have to chase multiple contacts for the same issue?
	Provided status updates and coordination products in a concise, organized manner that reduced rework and follow-up questions?
Situational Awareness:	
	Maintained a clear understanding of the home organization's operational posture, available resources, and constraints relevant to the incident?
	Accurately interpreted SECC situation updates and translated them into meaningful implications for the home organization?
	Recognized changes in incident conditions that would affect the organization's support role and communicated those changes promptly?
Communication & Coordination:	
	Maintained continuous, professional communication with the Liaison Officer and relevant SECC personnel throughout the operational period?
	Clearly articulated the organization's resource availability, limitations, policy constraints, and support options during coordination meetings?
	Accurately transmitted SECC directives, requests, and situation updates back to the home organization without distortion, delay, or omission?
Documentation:	
	Accurately logged key coordination activities, decisions, information exchanges, and resource commitments in the Activity Log (ICS 214 or equivalent)?
	Ensured agency documents, updates, and supporting materials provided to the SECC were complete, current, and routed to the correct staff?
	Submitted a useful final report or close-out summary to the Liaison Officer that captured support actions, unresolved issues, and lessons learned?
Adaptability:	
	Adjusted the organization's coordination posture and support efforts as SECC priorities, incident tempo, or operational demands changed?
	Identified additional capabilities, expertise, or support options from the home organization when incident needs expanded?
	Adapted communication style and level of detail to match the needs of SECC staff, leadership, and partner agencies?
Adherence to Procedures:	
	Followed all SECC accountability, safety, security, and access control requirements while operating in the SECC?

	Adhered to SECC procedures for coordinating requests, passing official information, and documenting agency support actions?
	Worked within the authorities of the home organization and did not commit resources or policy decisions beyond delegated limits?

XXXII. JIC Manager

The **JIC Manager** is responsible for establishing, organizing, and managing Joint Information Center operations in support of the SECC Public Information Officer and the broader Joint Information System. The position ensures participating public information personnel are integrated, coordinated, and operating from a common process for message development, approval, dissemination, and rumor control.

Roles and Responsibilities

- Establish and manage physical or virtual JIC operations as directed by the SECC PIO.
- Coordinate participation by state, local, tribal, federal, private-sector, and NGO public information personnel as appropriate.
- Maintain JIC battle rhythm, work processes, product tracking, and information flow with the SECC and partner JICs.
- Support development, review, approval, and dissemination of coordinated public information products.
- Ensure JIC operations remain aligned with incident priorities, SECC guidance, and approved public messaging procedures.

Reports to: SECC Manager, Public Information Officer or designee

Position Checklists (Activation, Operations, Demobilization)

JIC Manager Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
Activation Phase			
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from the PIO, including incident situation, messaging priorities, participating agencies, and decision to activate a JIC or virtual JIC	
3.		Determine the scope, location, and operating model for JIC operations, including physical, virtual, or hybrid support	
4.		Identify and notify required partner PIOs, assistants, and support personnel for JIC participation	

JIC Manager Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
5.		Establish JIC workspace, communications methods, shared product tracking, media monitoring access, and coordination procedures with the SECC	
6.		Confirm approval authorities, message review chain, release procedures, and coordination methods with other JICs or PIO structures if applicable	
Operational Phase			
7.		Establish and maintain Activity Log ICS 214 and other necessary files	
8.		Manage JIC staffing, assignments, and operational rhythm to support message development, media response, and coordination tasks	
9.		Conduct or support regular JIC briefings to align personnel on incident status, key messages, rumor issues, approvals, and deadlines	
10.		Coordinate development, review, approval, and dissemination of joint news releases, talking points, QAs, public guidance, and other public information products.	
11.		Ensure JIC messaging remains consistent with SECC situational awareness, operational priorities, and approved policy guidance	
12.		Coordinate with the SECC PIO and Information Management staff to verify facts, resolve inconsistencies, and update public messaging as conditions change	
13.		Track media inquiries, public concerns, misinformation trends, and unresolved communication issues requiring escalation or decision	
14.		Coordinate with partner PIOs and other JICs to maintain a common message across jurisdictions and agencies	

JIC Manager Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
15.		Ensure approved products, key decisions, and message changes are documented and shared with appropriate SECC staff	
16.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
17.		Coordinate with the PIO to transition, reduce, or deactivate JIC operations as incident tempo declines	
18.		Ensure all JIC records, message products, approvals, media logs, and coordination notes are organized and archived appropriately	
19.		Prepare a final JIC summary that captures major messaging actions, issues, unresolved concerns, and lessons learned	
20.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Effectively established and managed JIC operations that supported coordinated, timely, and accurate public messaging?
	Ensured participating PIOs and partner agencies operated from a common message process with minimal conflict or duplication?
	Produced public information support that helped leadership address public concerns, rumors, and incident communication priorities?
Efficiency:	
	Established JIC processes quickly enough to support incident communications without unnecessary delay?
	Managed message review, approval, and dissemination in a timely manner during fast-moving incident periods?
	Used staffing, product tracking, and meeting rhythm efficiently to maintain output without creating unnecessary overhead?
Situational Awareness:	

	Maintained a clear understanding of the incident situation, communication risks, and emerging public information needs?
	Anticipated likely public questions, misinformation issues, and message gaps before they became major problems?
	Kept JIC operations aligned with current SECC priorities, response actions, and recovery messaging needs?
Communication & Coordination:	
	Maintained strong coordination with the SECC PIO, partner PIOs, and relevant SECC sections?
	Ensured public information staff shared updates, approvals, and key message changes clearly and consistently?
	Successfully coordinated messaging across multiple jurisdictions, agencies, or partner organizations when required?
Documentation:	
	Maintained accurate records of message products, approvals, inquiries, briefing notes, and major communication decisions?
	Documented JIC activities in an ICS 214 or equivalent log and ensured key records were available for after-action review?
	Produced a usable final JIC record for continuity, lessons learned, and archive purposes?
Adaptability:	
	Adjusted JIC structure, staffing, or communications processes as incident scope and public information needs changed?
	Shifted effectively between physical, virtual, or hybrid JIC operations as conditions required?
	Modified message strategies quickly in response to emerging issues, misinformation, or changes in incident priorities?
Adherence to Procedures:	
	Followed approved JIS/JIC coordination procedures, release authorities, and information-control requirements?
	Ensured messaging remained aligned with SECC policy direction and did not bypass established approval channels?
	Protected sensitive or non-public information while maintaining timely public communications?

XXXIII. Volunteer Agency Liaison (VAL)

The **Volunteer Agency Liaison (VAL)** is responsible for coordinating SECC interface with ESF 6, State VOAD, COADs, NGOs, and other partners involved in volunteer and donations management when incident conditions require state-level coordination support. The position does not direct volunteer or donations operations, but helps maintain situational awareness, connect partners, identify unmet needs, and support problem-solving within SECC authorities.

Roles and Responsibilities

- Serve as the SECC coordination point for volunteer and donations issues requiring state-level awareness or support.
- Coordinate with ESF 6, VOAD, COADs, NGOs, and affected jurisdictions regarding volunteer and donations status, gaps, and support needs.
- Track unmet needs, constraints, and policy issues affecting volunteer and donations management across jurisdictions.
- Ensure SECC support remains within a coordination role and does not assume local or NGO lead responsibilities for volunteer/donations management.
- Support inclusion of volunteer and donations issues in situational awareness and planning products as appropriate.

Reports to: Liaison Officer, Recovery Section Chief, or other supervisor as directed by the SECC Manager, depending on incident structure.

Position Checklists (Activation, Operations, Demobilization)

Volunteer Agency Liaison (VAL) Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from assigned supervisor regarding incident impacts, known volunteer/donations issues, and SECC support expectations	
3.		Establish contact with ESF 6 lead personnel, State VOAD, relevant COADs, and other key NGO partners as appropriate	

Volunteer Agency Liaison (VAL) Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
4.		Determine whether volunteer or donations issues exceed local coordination capacity and require ongoing SECC monitoring or support	
5.		Clarify current lead organizations, coordination boundaries, and any immediate unmet needs or policy concerns	
Operational Phase			
6.		Establish and maintain Activity Log ICS 214 and other necessary files	
7.		Collect and maintain status information on volunteer and donations operations affecting impacted jurisdictions, including key constraints and support gaps	
8.		Coordinate with ESF 6, VOAD, COADs, NGOs, and local jurisdictions to identify issues requiring state-level facilitation, information sharing, or problem resolution	
9.		Ensure SECC leadership understands where volunteer and donations issues affect mass care, recovery, public information, or resource support priorities	
10.		Track unsolicited volunteer issues, unsolicited donations issues, and other coordination concerns that could create operational friction or public confusion	
11.		Coordinate with the PIO and partner organizations when public messaging is needed to direct volunteers or donations appropriately	
12.		Support inclusion of significant volunteer/donations issues in SitReps, briefings, and the ISP as appropriate	
13.		Elevate unresolved policy, legal, resource, or jurisdictional issues to the assigned supervisor for decision or further coordination	

Volunteer Agency Liaison (VAL) Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
14.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
15.		Coordinate transition of any remaining volunteer/donations issues to the appropriate lead organizations before demobilization	
16.		Ensure records, contact lists, issue logs, and coordination notes are complete and filed appropriately	
17.		Prepare a final summary of major volunteer/donations coordination issues, support actions, unresolved concerns, and lessons learned	
18.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Effectively coordinated state-level interface with ESF 6, VOAD, COADs, NGOs, and jurisdictions on volunteer and donations issues?
	Helped resolve or elevate major volunteer/donations coordination problems without SECC overstepping its proper role?
	Ensured relevant volunteer and donations issues were visible to SECC leadership and integrated into incident support decisions when needed?
Efficiency:	
	Identified and addressed volunteer/donations coordination issues in a timely manner before they created larger operational problems?
	Connected the right partners quickly and avoided duplicative or misdirected coordination efforts?
	Maintained concise, organized tracking of issues, unmet needs, and support actions without unnecessary overhead?
Situational Awareness:	
	Maintained a clear understanding of the status of volunteer and donations operations across affected jurisdictions?

	Recognized when local capacity was being exceeded and when state-level coordination support was warranted?
	Understood how volunteer and donations issues affected mass care, public messaging, recovery, and community lifelines?
Communication & Coordination:	
	Maintained clear communication with ESF 6, VOAD, COADs, NGOs, local jurisdictions, and SECC leadership?
	Coordinated public-facing issues with the PIO when volunteer or donations messaging was needed?
	Communicated SECC coordination boundaries clearly so partners understood the state's support role?
Documentation:	
	Accurately documented key coordination actions, partner contacts, unresolved issues, and support activities?
	Maintained an ICS 214 or equivalent log that captured major decisions and issue escalation actions?
	Produced a final record useful for after-action review and future incident coordination improvement?
Adaptability:	
	Adjusted coordination approach as volunteer and donations issues shifted from response support to recovery support?
	Adapted quickly to changing partner structures, NGO capabilities, or incident geography?
	Shifted effort appropriately between information sharing, issue resolution, and public messaging support as needs evolved?
Adherence to Procedures:	
	Operated within SECC authority and did not assume lead responsibility for volunteer or donations management?
	Followed SECC information-sharing, accountability, and documentation procedures for partner coordination?
	Ensured coordination actions remained aligned with ESF 6 and established NGO/VOAD roles?

XXXIV. Access and Functional Needs Specialist

The **Access and Functional Needs Specialist** is responsible for ensuring access and functional needs considerations are identified, tracked, integrated, and communicated throughout SECC incident support operations. The position supports situational awareness, planning, public information, resource support, and recovery by helping ensure incident impacts and support actions account for populations with mobility, communication, transportation, medical, language, or other functional needs.

Roles and Responsibilities

- Identify and track access and functional needs impacts as part of SECC situational awareness and planning.
- Coordinate with local, tribal, state, federal, voluntary, and partner agencies regarding AFN-related issues, resources, and support gaps.
- Support integration of AFN considerations into PIRs, EEIs, RNA, SitReps, briefings, ISPs, and recovery planning.
- Coordinate with the PIO and partner agencies to support accessible communication and usable public information products.
- Elevate unmet AFN issues that require SECC action, policy attention, or partner engagement

Reports to: Information Management Section Chief, Recovery Section Chief, or other supervisor as directed by the SECC Manager, depending on incident structure

Position Checklists (Activation, Operations, Demobilization)

Access and Functional Needs Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		Activation Phase	
1.		Complete the tasks outlined in the Activation Phase of the SECC General Responsibilities Checklist.	
2.		Receive initial briefing from assigned supervisor on incident impacts, affected populations, known AFN concerns, and expected assignment scope	
3.		Identify key AFN-related partners and points of contact, including relevant state agencies, local/tribal contacts, NGOs,	

Access and Functional Needs Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
		disability and access advocates, and mass care partners as appropriate	
4.		Review current incident information for known AFN impacts, service gaps, transportation barriers, sheltering concerns, communication barriers, and medical dependency issues	
5.		Coordinate with Information Management staff to ensure AFN considerations are included in initial PIRs, EEIs, RNA collection, and situational awareness tasks	
Operational Phase			
6.		Establish and maintain Activity Log ICS 214 and other necessary files	
7.		Collect, track, and analyze AFN-related information from jurisdictions, partners, SitReps, field reports, and other validated sources	
8.		Coordinate with Information Management to ensure AFN impacts are reflected in SitReps, briefings, lifeline analysis, and the Common Operating Picture	
9.		Coordinate with Resource Support, ESF partners, and other sections to identify AFN-related unmet needs, support gaps, and resource issues	
10.		Coordinate with the PIO and partner agencies to support accessible communication needs, including plain language, language access, and accessible distribution considerations	
11.		Support Planning and Recovery staff in integrating AFN issues into objectives, work assignments, and recovery transition planning as appropriate	
12.		Elevate critical AFN concerns affecting life safety, sheltering, evacuation, medical support, reunification, or access to essential services	

Access and Functional Needs Specialist Checklist			
Item	**Completed Time**	**Action**	**Follow-up Needed/ Notes**
13.		Maintain current contact and coordination with relevant partner agencies and organizations throughout the operational period	
14.		Complete the tasks outlined in the Shift Change section of the SECC General Responsibilities Checklist.	
Demobilization Phase			
15.		Ensure open AFN-related issues are transitioned to the appropriate ongoing lead agencies, partners, or recovery elements prior to demobilization	
16.		Organize and file AFN-related records, issue logs, coordination notes, and product inputs appropriately	
17.		Prepare a final summary of AFN impacts, major coordination issues, support actions, unresolved needs, and lessons learned	
18.		Complete the tasks outlined in the Demobilization Phase of the SECC General Responsibilities Checklist.	

EVALUATION CRITERIA (For Training & Exercises)	
Effectiveness:	
	Effectively identified and integrated access and functional needs issues into SECC situational awareness, planning, and support actions?
	Helped ensure incident support decisions accounted for populations with mobility, communication, transportation, medical, language, or related functional needs?
	Connected the SECC with the right partner agencies and organizations to address significant AFN issues during the incident?
Efficiency:	
	Identified critical AFN issues early enough to support timely decision-making and resource coordination?
	Maintained organized, usable tracking of AFN concerns, unmet needs, and support actions without slowing broader SECC processes?
	Integrated AFN considerations into existing SECC products and workflows efficiently rather than creating parallel, duplicative processes?

Situational Awareness:	
	Maintained a clear understanding of how the incident affected populations with access and functional needs?
	Recognized where AFN impacts created heightened risk to life safety, sheltering, transportation, medical support, or recovery access?
	Ensured AFN issues were visible in PIRs, EEIs, RNA inputs, SitReps, and other decision-support products as appropriate?
Communication & Coordination:	
	Maintained effective communication with relevant agencies, NGOs, and advocacy or service partners involved in AFN support?
	Coordinated clearly with SECC sections so AFN considerations informed public information, resource support, planning, and recovery actions?
	Communicated urgent AFN issues promptly and in plain language to decision-makers and partner organizations?
Documentation:	
	Accurately documented AFN-related issues, partner coordination, unmet needs, and major support actions?
	Maintained an ICS 214 or equivalent log that captured significant AFN coordination and escalation actions?
	Produced a final summary that supports after-action review and future improvement of AFN integration in SECC operations?
Adaptability:	
	Adjusted AFN coordination priorities as incident impacts, geographic focus, and population needs changed?
	Adapted coordination methods to work with varied partners, incomplete information, and evolving operational conditions?
	Shifted effectively from immediate response issues to sustained recovery access concerns as the incident evolved?
Adherence to Procedures:	
	Followed SECC procedures for information sharing, product input, and documentation while integrating AFN considerations?
	Worked within assigned authorities and coordinated through the appropriate lead agencies and SECC sections?
	Ensured AFN support considerations were incorporated into established SECC processes rather than handled informally or off-record?