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The Credit Union Incident Command System (CUICS)

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The Credit Union Incident Command System (CUICS) was created from the National Training Curriculum for Incident Command Systems. CUICS organizes and develops around five major functions that are required on any incident whether it's large or small. For some incidents, for example those involving a smaller credit union or a localized event, only a few of the functional elements may be needed. However, when the CUICS organization needs to expand additional positions exist within its framework to meet virtually any need. All credit union officials, CEOs and their management teams, as well as contingency planners and security personnel should be trained in the CUICS so they'll be ready and able to take part during any incident recovery effort.

The CUICS establishes lines of supervisory authority and formal reporting relationships. This ensures a unity of command as each position and/or person within the system has a designated supervisor. To ensure order during a critical incident, it's important for directions and supervision to follow established organizational lines at all times.

Credit Union Incident Command System Organization Chart!



Following are the primary duties and responsibilities for each CUICS position. Positions and agencies joining in may have additional duties and responsibilities. Refer to Contingency Planning – The Duties and Responsibilities of the Damage Assessment Team to learn when and how the CUICS is activated.

Incident Commander and Staff/Assistant(s) – Responsibilities:

The Incident Commander's is responsible for the overall management of the incident. During most incidents, the command activity is carried out by a single Incident Commander. Select the Incident commander based on professional qualifications and experience. This is typically a senior Risk Manager who is familiar with the Incident Command System, the contingency planning process, emergency government procedures and protocols, EOC operations and first responder protocols. Incident Commanders should have one or more assistants shadowing the recovery operations so as to be ready to take over on command. Deputies must have the same qualifications as the commander as they must be ready to take over that position at any time. Responsibilities include but are not limited to:

- ✓ Establish an Incident Command Post.
- ✓ Assess damages and declare the level of the disaster.
- ✓ Determine incident objectives and strategies.
- ✓ Establish immediate priorities.
- ✓ Establish an appropriate Incident Command System appropriate to the credit union and incident. (Use the CUICS as a template).
- ✓ Ensure planning meetings are scheduled as required.
- ✓ Approve and authorize the implementation of an Incident Action Plan.
- ✓ Ensure that adequate safety measures are in place.
- ✓ Coordinate with key people and officials.
- ✓ Approve requests for additional resources or for the release of resources.
- ✓ Keep administrators, regulators and authorities informed of incident status.
- ✓ Approve the use of trainees, volunteers, and auxiliary personnel.
- ✓ Authorize release of information to the news media.
- ✓ Order the demobilization of the incident command system when appropriate.

Command Staff:

Information Officer: The information Officer is responsible for developing and releasing information about the incident to the news media, incident personnel, and to authorized agencies and organizations. Only one Information Officer should be assigned to each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Information Officer may have assistants, however it's important to speak with one voice.

Responsibilities: These can vary by agency and incident:

- ✓ Determine from the Incident Commander what limits there are on information released.
- ✓ Develop material for use in media briefings.
- ✓ Obtain Incident Commander's approval of media releases.
- ✓ Inform media and conduct media briefings.
- ✓ Arrange for tours and other interviews or briefings that may be required.

- ✓ Obtain media information that may be useful to incident planning.
- ✓ Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.
- ✓ Maintain a *Unit Log* to document the incident.

Liaison Officer: Incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of a Liaison Officer position on the Command Staff. The Liaison Officer is the contact for the personnel assigned to the incident by assisting or cooperating agencies. These are personnel other than those on direct tactical assignments or those involved in a Unified Command.

Responsibilities:

- ✓ Be a contact point for Agency Representatives.
- ✓ Maintain a list of assisting and cooperating agencies and agency Representatives.
- ✓ Assist in establishing and coordinating interagency contacts.
- ✓ Keep agencies supporting the incident aware of incident status.
- ✓ Monitor incident operations to identify current or potential inter organizational problems.
- ✓ Participate in planning meetings, providing current resources status, including limitations and capability of assisting agency resources.
- ✓ Maintain a *Unit Log*.

Safety Officer: The Safety Officer's function is to develop and recommend measures for assuring personnel safety, and to assess and or anticipate hazardous and unsafe situations. Only one safety officer should be assigned for each incident. The Safety Officer may have assistants as necessary. Safety assistants may have specific responsibilities such as air operations, hazardous materials, etc.

Responsibilities:

- ✓ Participate in planning meetings.
- ✓ Identify hazardous situations and safety concerns.
- ✓ Ensure that all responders are properly equipped with safety shoes, clothing, eye protection, helmets, gloves, etc. appropriate to the incident.
- ✓ Ensure all responding personnel are properly trained specific to their duties and responsibilities during the incident recovery process.
- ✓ Review the Incident Action Plan for safety implications.
- ✓ Exercise emergency authority to stop and prevent unsafe acts.
- ✓ Investigate accidents that have occurred within the incident area.
- ✓ Assign assistants as needed.
- ✓ Review and approve the medical plan.
- ✓ Maintain health records on all responders to include understanding their physical limitations.
- ✓ Maintain a *Unit Log*.

The Four Functions of a Credit Union Incident Command System:

Operations: To manage tactical operations through the staging area. Strike forces include police, fire, sharp shooters, EMTs, etc. operating as a unit strike force to neutralize or stabilize the incident. A task force works as a coordinated team such as when EMTs, fire fighters, hospitals and the Red Cross work together to evacuate, triage, transfer and track victims from a life injury accident. Operations personnel direct strike and task force missions from the staging area. Refer to “Staging Area” for more information.

Chief of Operations – Duties and Responsibilities:

- ✓ Help develop operations portion of the Incident Action Plan.
- ✓ Manage tactical operations resources.
- ✓ Approve release of resources from staging area.
- ✓ Maintain **Unit Log**.

Task/Strike Force Leader – Duties and Responsibilities:

- ✓ Obtain briefings from Incident Commander.
- ✓ Review assignments with subordinates and assign tasks.
- ✓ Travel to and from active assignment area with assigned resources.
- ✓ Monitor and inspect progress and make changes as necessary.
- ✓ Coordinate activities with adjacent task/strike force teams.
- ✓ Keep Incident Commander informed of situations and resource status.
- ✓ Retain control of assigned resources while in available or out-of-service status.
- ✓ Maintain **Unit Log**.

Single Resources in staging area – Responsibilities: The person in charge of a single resource will carry the unit designation of the resource. For example, “Coordinator of Credit Union Support.”

- ✓ Obtain briefing from Incident Commander, task/strike force team leaders and brief subordinates.
- ✓ Brief subordinates on safety measures.
- ✓ Monitor Incident Action Plan progress.
- ✓ Review assignments.
- ✓ Inventory and control single resources and procure additional equipment and supplies when needed.
- ✓ Maintain **Unit Log**.

Staging Area – Design and Protocols:

The impact of 9-11 and the ongoing terrorist threats have had a profound impact on the design and operations at the staging area. Staging areas are where recovery and resource assets assemble, are inventoried, managed and deployed. Depending on the incident, one or more staging areas should be located at a safe distance from the incident and in a security perimeter. All recovery assets entering the staging area should be inventoried and placed under the care, custody and control of the staging area commander. Only authorized personnel should be allowed in the staging area and all personnel within the staging area should be equipped with visible identification such as a name badge, arm band, issued shirt or hat, etc. Anyone caught without proper identification should be taken into custody and reported to security or law enforcement.

Following is a general site plan for the staging area. There should be one entry point properly equipped and staffed to check both persons and vehicles entering. The entry point should employ RMLC recommended detection, delay and deploy equipment operated by appropriately trained personnel.

Planning Section/Function: The planning function/section should be run by a senior Risk Manager familiar with the Incident Command System and include the credit union CEO/President and management team, the Credit Union Board of Directors contingency planning personnel (DRT) and credit union security representative. Planning includes the collection, evaluation, processing and dissemination of information for use at the incident. During larger incidents, there are four units within the Planning Section (Resources Unit, Situation Unit, Documentation Unit and Demobilization Unit).

Chief of Planning – Duties and Responsibilities:

- ✓ Collect and process situation information about the incident.
- ✓ Supervise the preparation of the Incident Action Plan.
- ✓ Provide input to the Incident Commander and Operations Section Chief in preparing the Incident Action Plan.
- ✓ Reassign out-of-service personnel already on-site to CUICS organizational positions as appropriate.
- ✓ Establish information requirements and reporting schedules for Planning Section units (Resources, Situation, Documentation, Demobilization).
- ✓ Determine need for any specialized resources to support of the incident.
- ✓ If requested, assemble and disassemble strike teams and task forces not assigned to operations.
- ✓ Establish information collection processes necessary, e.g., weather, environmental, toxics, etc.
- ✓ Assemble information on alternative strategies.
- ✓ Provide periodic predictions on incident potential.
- ✓ Report any significant changes in incident status to Incident Commander.
- ✓ Compile and disseminate/display incident status information.
- ✓ Oversee preparation of Incident demobilization plan.
- ✓ Maintain **Unit Log**.

Unit Leader – Duties and Responsibilities

- ✓ Four “unites” (Resources, Situations, Documentation and Demobilization) support the Incident Action Planning process. Unit Leaders have the following common duties and responsibilities:
- ✓ Obtain briefings from Section Chiefs (Operations, Planning, Logistics, Finance/Administration).
- ✓ Participate in incident planning meetings, as required.
- ✓ Determine current status of unit activities.
- ✓ Confirm dispatch and estimated time of arrival of staff and supplies.
- ✓ Assign specific duties to unit staff and supervise performance.
- ✓ Develop and implement accountability, safety and security measures for personnel and resources.
- ✓ Supervise demobilization of unit, including storage of supplies.
- ✓ Provide Supply Unit Leader with a list of supplies to be replenished.
- ✓ Maintain unit records, including a **Unit Log**.

Every incident creates a variety of professional and personal liability risks. Accurate, factual and legible records that document actions taken during the incident will provide a valuable defense should actions be challenged after the incident is history. The Documentation Unit is responsible for the maintenance of accurate, up-to-date incident files. Duplication services will also be provided by the Documentation Unit. Incident files will be stored for legal, analytical, and historical purposes.

Unite Responsibilities:

- ✓ Set up work area; begin organization of incident files.
- ✓ Establish duplication service; respond to requests.
- ✓ File all official forms and reports.
- ✓ Review records for accuracy and completeness/ inform appropriate units of errors or omissions.
- ✓ Provide incident documentation as requested.
- ✓ Store files for post-incident use.

Logistics Section: All incident support needs are provided by the Logistics Section, with the exception of aviation support. Aviation support is handled by a designated Air Support Authority. The Logistics Section Chief is designated when all units within the Logistics Section are activated. Six logistic units (Supply, Facilities, Ground Support, Communications, Food, and Medical) may be established depending on the incident.

Logistics Section Chief – Duties and Responsibilities:

- ✓ Manage all incident logistics.
- ✓ Provide logistical input to the Incident Commander in preparing the Incident Action Plan.
- ✓ Brief all Incident Commander, Section Chiefs and Unit Leaders as needed.
- ✓ Identify anticipated and known incident service and support requirements.
- ✓ Request additional resources as needed.
- ✓ Review and provide input to the Communications Plan, Medical Plan and Traffic Plan.
- ✓ Supervise request for additional resources.
- ✓ Oversee demobilization of Logistics Section.

Supply Unit – The Supply Unit is responsible for ordering, receiving, processing and storing all incident-related resources. All off-incident resources should also be ordered through the Supply Unit including the tactical and support resources (including personnel).

Supply Unit Responsibilities:

- ✓ Provide input to Logistics Section planning activities.
- ✓ Provide supplies to Planning, Logistics, and Finance/Administration Sections.
- ✓ Determine the type and amount of supplies en route.
- ✓ Order, receive, distribute, and store supplies and equipment.
- ✓ Respond to requests for personnel, equipment, and supplies.
- ✓ Maintain an inventory of supplies and equipment.
- ✓ Service reusable equipment as needed.

Two Managers report direct to the Supply Unit Leader: Ordering Manager – Places all orders for incident supplies and equipment. Receiving and Distribution Manager – Receives and distributes all supplies and equipment (other than primary tactical resources) and is responsible for the service and repair of tools and equipment.

Facilities Unit – This unit is responsible for set up, maintenance and demobilization of all incident support facilities except Staging Areas. The Facilities Unit will also provide security services to the incident as needed.

Facilities Unit Responsibilities:

- ✓ Participate in Logistics Section planning activities.
- ✓ Determine requirements for each incident facility.
- ✓ Prepare layouts of facilities; inform appropriate unit leaders.
- ✓ Activate incident facilities.
- ✓ Obtain and supervise personnel to operate facilities.
- ✓ Provide security services.

- ✓ Provide facility maintenance services, e.g., sanitation, lighting, etc.
- ✓ Demobilize all facilities after the incident is declared over.

Ground Support Unit – The Ground Support Unit is primarily responsible for the maintenance, service, and fueling of all mobile equipment and vehicles, with the exception of aviation resources. The Unit also has responsibility for the ground transportation of personnel, supplies and equipment, and the development of the Incident Traffic Plan.

Ground Support Unit Responsibilities:

- ✓ Participate in Logistics Section planning activities.
- ✓ Provide support services based on incident needs to include reassigning vehicles and provide fuel, maintenance and repair support.
- ✓ For credit union incidents, this might also include arranging public and private transportation to include arranging for advance and extra expense allocations through the Finance and Administration Section.

Communications Unit – Responsible for the design, development, testing, distribution and maintenance of communication equipment and facilities appropriate and necessary to the incident.

Communications Unit Responsibilities:

- ✓ Advise on communications capabilities/limitations.
- ✓ Prepare and implement the Incident Radio Communications Plan and supervise the Incident Communications Center and Message Center.
- ✓ Establish and oversee landline and cellular telephone communication systems, computer links, FAX systems, and public notification systems.
- ✓ Install, test, maintain and distribute all communication equipment and systems.
- ✓ Develop and maintain an equipment accountability system.
- ✓ Provide on-going technical advice on: Adequacy of communications systems, geographical limitations, equipment capabilities, amount and type of equipment available.

Food Unit – The food unit is responsible for supplying the food needs for the entire incident, including all remote locations as well as providing food for personnel unable to leave tactical field assignments.

Food Unit Responsibilities:

- ✓ Determine food and water requirements.
- ✓ Determine method of feeding to best fit each facility or situation.
- ✓ Obtain necessary equipment and supplies and establish cooking facilities.

- ✓ Ensure that well-balanced menus are provided.
- ✓ Order sufficient food and potable water from the Supply Unit.
- ✓ Maintain an inventory of food and water.
- ✓ Maintain food service areas, ensuring that all appropriate health and safety measures are being followed.
- ✓ Supervise caterers, cooks, and other food Unit personnel as appropriate.

Medical Unit – The Medical Unit will develop and Incident Medical Plan (to be included in the Incident Action Plan); develop procedures for managing major medical emergencies/ provide medical aid; and assist the Finance/Administration Section with processing injury-related claims. **Note** that the provision of medical assistance to the public or victims of the emergency is an operational function that comes from the Operations Section and not the Logistics Section Medical Unit.

Medical Unit Responsibilities:

- ✓ Determine level of emergency medical activities prior to activation of the Medical Unit.
- ✓ Acquire and manage medical support personnel.
- ✓ Prepare a Medical Emergency Plan.
- ✓ Establish procedures for handling serious injuries of responder personnel.
- ✓ Respond to requests for: Medical aid, medical transportation and medical supplies.
- ✓ Finance/Administration Section with processing paper work related to injuries or deaths of incident personnel.

Finance/Administration Section –

The finance/Administration Section is responsible for managing all financial aspects of an incident. Not all incidents require a full-blown Finance/Administration Section but most need a focused administration unit documenting losses and coordinating insurance claims and related activities. There are four units which may be established within the Finance/Administration Section (Time, Procurement, Compensation/Claims and Cost). The following duties and responsibilities are common to the four units in this section:

Financial/Administration Responsibilities:

- ✓ Manage all financial aspects of an incident to include corresponding and coordinating all bond and insurance claims.
- ✓ Provide financial and cost analysis information as requested.
- ✓ Gather pertinent information from briefings with responsible agencies.
- ✓ Develop an operating plan for the Finance/Administration Section to fill supply and support requests born from the incident.
- ✓ Maintain daily contact with agency(s) administrative headquarters on Finance/Administration matters.

- ✓ Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.

Responsibilities Specific to Procurement Unit:

- ✓ Brief administrative personnel on all incident-related financial issues needing attention or follow-up.
- ✓ Establish an Incident Procurement Plan to include preparation and authorization contracts and land/facility use agreements as needed.
- ✓ Establish contracts and agreements with supply vendors.
- ✓ Provide for coordination between the Ordering Manager, agency dispatch, and all other procurement organizations supporting the incident.
- ✓ Ensure that a system is in place which meets credit union property management requirements. Ensure proper accounting for all new property.
- ✓ Interpret contracts and agreements and resolve disputes.
- ✓ Coordinate with Compensation/Claims Units for processing claims.
- ✓ Coordinate use of funds as required.
- ✓ Complete final processing of contracts and send documents for payment.
- ✓ Equipment Rental, Lease and Time Recorder – Oversee the recording of time for equipment rented, leased or hired including monitoring charges and credits for fuel, parts, service, labor, etc. used during the incident.