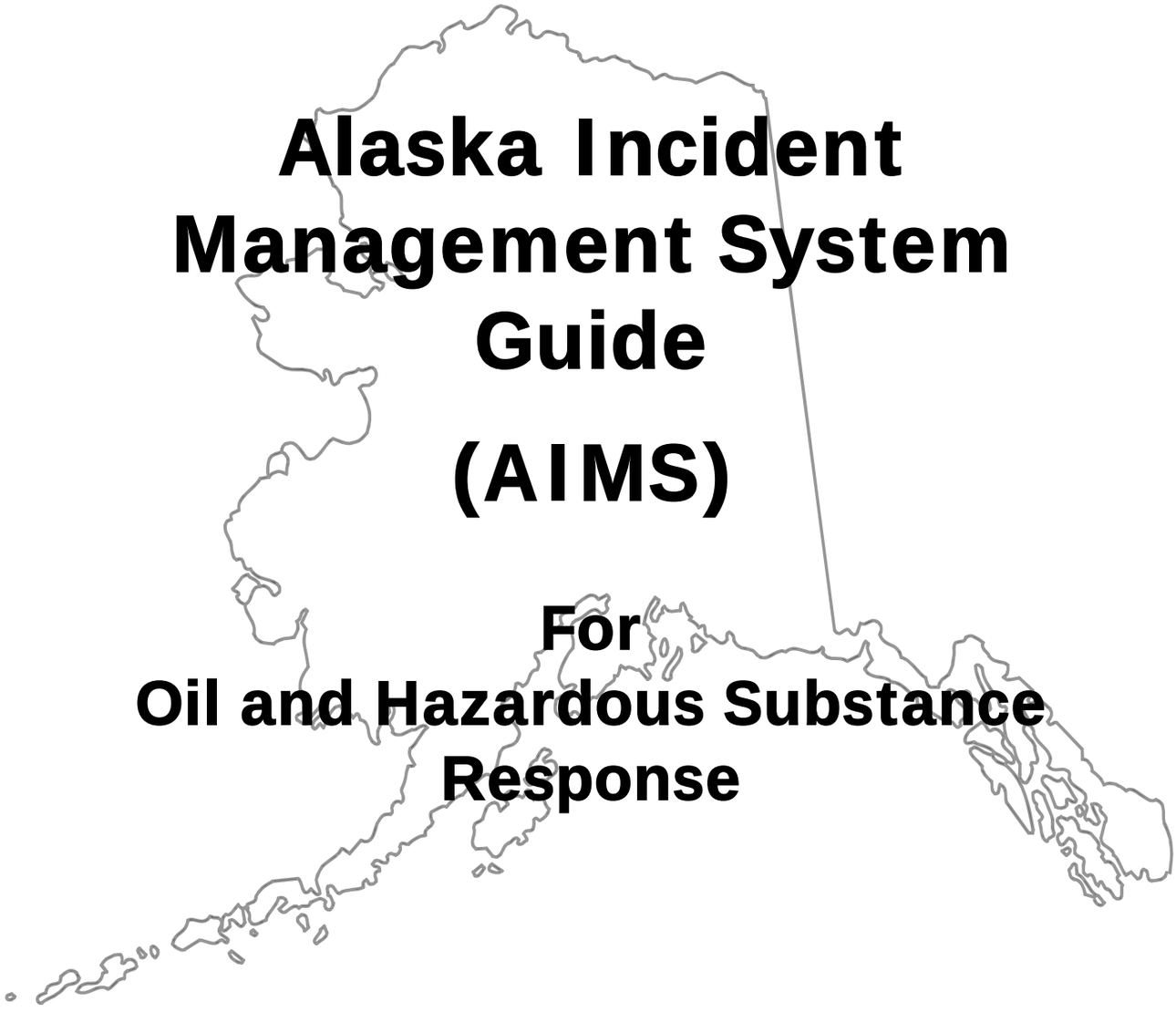

Alaska Incident Management System Guide

(AIMS)

For
Oil and Hazardous Substance Response

November 2002
Revision 1

Safety is paramount during all responses regardless of size and complexity.

GENERAL RESPONSE OBJECTIVES

Effective incident management and a coordinated and integrated response should focus on achieving the following objectives:

- **SAFETY AND PUBLIC HEALTH**

  Ensure the safety of responders as well as maximize the protection of public health and welfare.

- **SOURCE CONTROL**

  Ensure actions are underway to control the source and minimize the total volume released.

- **ENVIRONMENTAL PROTECTION**

  Ensure all necessary actions have been taken to protect environmentally sensitive areas, to include minimizing wildlife impacts.

- **CONTAINMENT AND RECOVERY**

  Ensure effective containment, cleanup, recovery, and disposal of spilled product.

- **PUBLIC INFORMATION AND COMMUNICATION**

  Keep stakeholders, public, and the media informed of the situation.

EXECUTIVE SUMMARY

BACKGROUND

Federal directives and State law mandate use of the Incident Command System (ICS) by their agencies as the emergency management system for oil and hazardous substance spill response. Management of responses to oil and hazardous substance releases is further governed by the National Contingency Plan (NCP). Industry contingency plan holders are likewise required to implement a response system as part of their overall response plan.

The National Interagency Incident Management System (NIIMS) version of the ICS, which was developed for wildland firefighting, is frequently referred to as the adopted model for oil and hazardous substance spill response. The NIIMS ICS, however, is more than an emergency management structure as it includes standardized ordering systems, a governing body which oversees changes and modifications, training, qualifications, callout, and many other features. These standard elements have not been fully addressed as part of an ICS for oil and hazardous substance spill response.

A major difference in spill response operations is the government oversight role that is a key element in any Responsible Party (RP)-led incident. The Multiagency Coordination System (MACS) is another concept of NIIMS that cannot be strictly applied to an oil spill response operation. Therefore, there are unique aspects of oil and hazardous substance spill response that necessitate modification of the NIIMS in order to meet the desired objectives.

As a result, certain parties interested in oil and hazardous substance spill response formed the Standard Oil Spill Response Management System (STORMS) Task Force to develop an ICS that took into account the unique needs of oil and hazardous substance spill response, while adhering as much as possible to NIIMS. The STORMS Task Force produced the first version of the “oilized” ICS Field Operations Guide (FOG) in 1996. An updated version of the FOG was prepared by the Alaska Department of Environmental Conservation (ADEC) in 1998, which incorporated parts of the Alaska Clean Seas (ACS) Technical Manual, and also captured the lessons learned from spills and drills in Alaska.

In October 1998, the Statewide Oil and Hazardous Substance Incident Management System Work Group (now known as the Alaska Incident Management System (AIMS) Work Group) was created which included representatives from federal and State agencies, as well as representatives

from the oil industry and spill cooperatives. The primary task of this ad hoc work group was to prepare standardized spill response management guidelines acceptable to all users in Alaska.

Following publication and distribution of the document in January 2000, comments were solicited from a wide spectrum of potential response agencies, including the Alaska Regional Response Team. The AIMS Guide was subsequently updated to include pertinent comments and suggestions.

The resultant product, ***The Alaska Incident Management System Guide for Oil and Hazardous Substance Response (AIMS Guide)***, is a landmark step because it: merges the concepts of the NCP with NIIMS; has received acceptance by both government and industry users in Alaska; has been customized to meet Alaska's unique needs; is consistent with the latest update published by the Western States/British Columbia Task Force FOG update workgroup, and the U.S. Coast Guard Incident Management Handbook; and will yield substantial savings to all users by providing a useful guideline for the Alaska spill response community.

SUMMARY OF MAJOR FEATURES

This guide provides for maximum flexibility in varied situations, but specific training is required for effective implementation. The actual size of an ICS organization and the government's role in the response is event-specific. Not all positions need to be filled. The size of the organization is dependent on the magnitude of the incident and can be expanded or contracted as necessary.

The following is a brief summary of the major features of this guide.

- **Three Levels of a Response:** This guide recognizes that there may be three levels of a response with a corresponding team for each level: response in the field by the Field Response Team (FRT); follow-on incident management by the Incident Management Team (IMT); and upper level crisis management support provided by a Crisis Management Team (CMT). The specific roles and responsibilities of each team are addressed in the appropriate sections.
- **Three Potential Roles for Governmental Agencies:** This guide also recognizes three potential roles for government agencies engaged in a spill response operation. These include: government oversight; augmentation of a responsible party's response; and the government as the lead agency in the response.
- **Local On-Scene Coordinator (LOSC):** The role of the LOSC is discussed in this guide. The LOSC is a part of the Unified Command (UC) in situations where there is an immediate threat to public health and safety, and/or where local involvement in UC is otherwise pre-identified in the subarea contingency plans.

- **Regional Stakeholder Committee (RSC):** In an effort to minimize the confusion with the NIIMS MACS concept, the term RSC was developed to denote the group of stakeholders who may have a vested interest in a spill event.
- **Incident Action Plan/General Plan (IAP/GP) Unit:** This is an optional unit that may be formed within the Planning Section. The unit's primary focus is the preparation of the IAP and GP.
- **Operations Section Organization:** Within the Operations Section, the guide provides for a wide variety of functions that may be organized into branches, divisions, groups, task forces, etc. A pre-established organizational structure is not provided as each situation will determine the need for functional elements, which can then be organized to best meet the needs of the Operations Section Chief.
- **Incident Management System Knowledge/Training Guidelines:** A separate appendix *(Appendix C)* provides recommended knowledge and training guidelines for each of the IMS positions discussed in the guide.
- **General Purpose and Description of ICS Forms:** Although no forms are included in this document, the general purpose for the use of each form is provided.
- **IMT Meeting Guidelines:** A general schedule of events *(an Incident Management System Planning Cycle)* and the objectives and topics for specific meetings are provided as a guideline.
- **Incident Situation Status – Information Center Status Boards:** Standard Situation Status Board examples are provided as a guideline to post in the Information Centers.

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1.0 INTRODUCTION

1.1 PURPOSE

The purpose of this document is to provide background information on concepts of operation for responding to oil and hazardous material releases statewide. The concepts presented in this document are designed to be applied to spill incidents, regardless of nature, severity, or location. Although they are flexible in nature, acceptance and application of the concepts should be viewed as a critical success factor in the ability to control, organize, and manage incident response operations. The concepts contained in this document provide for all necessary actions to protect the public, environment, and private personnel and assets.

This document has been developed for use by public and private agencies to fully coordinate response efforts during a significant oil or hazardous materials release. While the roles of the government organizations may vary from directing the response, augmenting the response, or providing regulatory oversight, the intent of this document is to foster a common understanding of the roles and responsibilities of all responding agencies to ensure a safe, effective response.

The information and organizational approach depicted in this Alaska Incident Management System (AIMS) Guide for Oil and Hazardous Substance Response is meant for the use of the Alaska response community. As a public document, agencies and industry are invited to use any or all of this guide without concern for copyright infringement. ***Nothing in this guide is mandatory for response plan holders or regulatory in nature. The Federal and State On-Scene Coordinators will work with a response organization established by the responsible party that effectively addresses the functions and concepts described in this guide.***

The appendices contained in this document provide additional details as follows:

- **Appendix A**: Overview of the Organizational and Management Principles of the Incident Command System
- **Appendix B**: AIMS - Position Descriptions
- **Appendix C**: AIMS Knowledge/Training Guidelines
- **Appendix D**: IMT Meeting Guidelines
- **Appendix E**: General Purpose and Description of ICS Forms

- **Appendix F**: Incident Situation Display – Status Boards
- **Appendix G**: Glossary of AIMS Acronyms

1.2 INCIDENT VERSUS CRISIS RESPONSE OPERATIONS

Incidents are any events or situations that require the conduct of emergency and/or crisis response operations by incident response personnel. Incidents generally happen unexpectedly and interrupt or interfere with normal operations. Most incidents generate emergency response operations directed at protecting human health and safety, minimizing damage to property, and maximizing protection of the environment.

Incidents also have the potential to precipitate **crises**. Crises arise when incidents impact, or have the potential to impact, the viability, operability, or credibility of those involved, or pose, or have the potential to pose, a significant environmental, economic, or legal liability.

1.3 GOAL AND OBJECTIVE OF INCIDENT RESPONSE OPERATIONS

The goal of incident response operations is the restoration of normal operations while minimizing impacts to people, property, and the environment. To achieve this goal, incident response organization personnel, at all levels, must be able to move from a reactive to a proactive mode of operations by establishing and maintaining command and control over the situation in a cooperative and coordinated effort. For emergency response operations, this objective should be addressed by observing standard operating procedures that allow response personnel to rapidly and efficiently determine and communicate effectively about: (1) the problem, (2) its potential, and (3) what is being done to address the problem and its potential.

During crisis response operations, crisis managers should address this objective by analyzing the information generated by emergency response personnel and determining the implications of the incident. The analysis should focus on safety, health, environmental protection, economic issues, stakeholder support and services, resource availability and use, legal issues, and external affairs issues attendant to, but separate from, those more properly addressed by emergency response personnel.

1.4 RESPONSE PLANS

The Oil Pollution Act of 1990 (OPA 90), the National Oil and Hazardous Substances Pollution Contingency Plan (NCP), the Emergency Planning and Community Right-to-Know Act (EPCRA), and Alaska statutes and regulations require the development of spill response plans by industry *(for regulated vessels and facilities)*, federal, State, and local governments.

The oil industry in Alaska prepares oil spill contingency plans (C-Plans) for regulated vessels and facilities to meet federal and State requirements. Spill response incident management procedures are an integral part of these C-Plans.

The Alaska Federal/State Preparedness Plan for Response to Oil and Hazardous Substance Discharges/Releases (the Unified Plan) provides basic response guidelines for federal and State response agencies. Ten joint federal/State subarea plans supplement the Unified Plan and provide subarea-specific response guidance.

At the community level, local emergency response plans are required by Alaska statutes and EPCRA. These plans outline the local response organization and procedures.

The overall guiding principle is to maintain consistency between the federal, State, local, and industry plans.

1.5 THE THREE TYPES OF SPILL RESPONSE

Within the State of Alaska, three types of responses are generally recognized by the spill response community. These are as follows:

Responsible Party-Led Response: Under this type of response, the Responsible Party (RP) assumes responsibility and actively engages in response and cleanup activities. The RP *(either directly or through a spill cooperative)* activates the C-Plan *(if the incident involves a regulated vessel or facility),* and staffs the incident response organization. The federal and State entities assume an oversight role to monitor the adequacy of the RP's efforts, perform required regulatory functions *(investigation, damage assessment, cost recovery, etc.),* and jointly develop response objectives.

Responsible Party Augmented Response: In certain circumstances *(e.g., a catastrophic spill event or an RP with limited capabilities)*, the RP may require additional assistance from the federal and/or State governments to launch an adequate response and sustain a cleanup operation. The lead federal and State agencies may augment the RP's efforts as necessary, including staffing of the incident response organization and providing additional spill response resources. The federal and State authorities will also continue with their regulatory functions as well.

Government-Led Response: In the event of a non-responsive, incapable, or unknown RP, the federal government [U.S. Coast Guard (USCG) or Environmental Protection Agency (EPA)] or the State [Alaska Department of Environmental Conservation (ADEC)] *(dependent upon jurisdiction over the incident)* will take the lead and manage the response and cleanup operation. In doing so, the government agency(s) will staff the response organization and direct the response and cleanup operation *(which may be delegated to federal and/or State response contractors)*.

End of Section 1

ORGANIZATIONAL APPROACH

2.1 GENERAL

There are three basic levels for a response to a major spill incident: response in the field; follow-on incident management; and upper level crisis management support. Three functional teams exist that collectively constitute the incident response organization:

Field Response Team (FRT): The FRT develops and implements tactics to carry out the strategies and priorities developed by the Incident Management Team (if activated) for emergency response operations. For a detailed description of the FRT, see Section 3.0.

Incident Management Team (IMT): The IMT determines strategic objectives and priorities to deal with the incident, approves tactics, and provides overall support to the FRT. See Section 4.0 for additional information regarding the IMT.

Crisis Management Team (CMT): The CMT, in turn, is activated to directly support the IMT and manage the organization's crisis response operations. See Section 5.0 for additional information.

The teams are organized and act in a manner consistent with the organizational and management principles of the Incident Command System (ICS) (*see Appendix A*). An overall relational diagram is provided in Figure 2-5.

Members of the teams have predefined roles and responsibilities. Appendix B of this guide provides detailed checklists for members of the the FRT and IMT for accomplishing assigned tasks.

In order to fully understand these teams and their organizational structure, it is important to appreciate the relationships between the responsible party and federal, State, and local spill response agencies.

2.2 FIELD RESPONSE TEAMS (FRT)

The major spill response organizations in Alaska have created FRTs to respond rapidly to address incidents that pose a physical threat to personnel, property, and the environment. Typical FRT tasks may include Hazmat, oil spill response, safety, security, source control, mechanical containment and recovery, alternative technologies, and wildlife hazing.

Depending on the incident, these tasks may take place in conjunction with other specialized teams responsible for firefighting, medical, technical rescue, etc.

One or more FRTs may respond to an incident. The responding FRTs handle all field emergency response operations. For a detailed description of FRT initial response duties, see Section 3.0.

The responding FRTs fill the roles of field command and all subordinate functions at an incident scene. Once the IMT is activated, the FRT becomes part of the Operations Section. The FRTs are responsible for executing the Incident Action Plan (IAP). FRTs are authorized to make field changes as necessary to ensure the safety of all responders, consistent with 29 CFR 1910.120 on-scene safety responsibilities. FRTs are also authorized to make field changes to maximize efficiency in accomplishing assigned tasks, based on common sense and existing on-site field conditions. They are obligated to report such changes and their progress on the tasks assigned by the IAP to the Operations Section Chief. The Unified Command within the IMT, and the FRT should have a clear understanding beforehand of the limits to discretionary field changes that will be allowed by the FRT, and which changes need to be communicated back to the IMT. The 204 form should clearly specify what tasks are mandatory and which actions are forbidden.

This escalation process should result in strategies being formulated that direct field response actions. Once the tactics are defined, the work should be broken down into manageable tasks. Each task should be assigned to a task leader (Strike Team Leader or Task Force Leader), and available response resources should be assigned. All updates to the overall strategy, tactics, and tasks should be forwarded from the field to the IMT for posting by the Situation Unit in the Incident Situation Display.

2.3 INCIDENT MANAGEMENT TEAM (IMT)

Each major incident response entity (industry, coops, federal, State) has access to IMT personnel who can be activated to form an IMT which assumes overall incident command, develops objectives and strategies, response priorities, and supports field response operations. Responsibility for executing tactics consistent with the strategies and priorities remains at the FRT level. For a detailed discussion of the IMT, see Section 4.0.

One of the factors that would lead to a decision to activate an IMT would be an incident severe enough to trigger the direct involvement of several response organizations in incident response operations. When this occurs, the IMT would take the lead in interacting with other responding personnel, which can include establishing a Unified Command structure (*see Appendix A*) and integrating response personnel, as appropriate, into the incident response organization.

Another factor that would contribute to a decision to activate an IMT is the decision to activate the CMT. When this occurs, the IMT is responsible for interacting with the CMT. Other factors such as press coverage or public interest may also necessitate activating an IMT. Figure 2-4 provides a diagram of the relationship between the IMT and CMT.

2.4 CRISIS MANAGEMENT TEAM (CMT)

When activated, the CMT determines what additional measures, if any, must be taken to support emergency response operations, and to identify, evaluate, and proactively address the crisis implications of the incident and emergency response operations. The mission of the CMT is to avoid crisis situations whenever possible, and to mitigate crisis situations that cannot be avoided to the maximum extent possible. For additional information regarding the CMT, refer to Section 5.0.

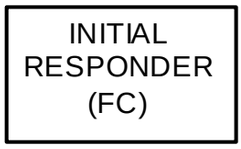
2.5 ALASKA INCIDENT MANAGEMENT SYSTEM (AIMS)

The vast majority of incidents occur without warning. As a result, members of all three levels of an incident response organization usually must begin their work in a reactive mode. The first priority for the FRTs, IMT, and CMT is to move from a reactive to a proactive mode of operation, as quickly as possible. This is done by engaging in a disciplined, fully integrated AIMS whose primary objective is the establishment and maintenance of command and control over the incident, emergency response operations, and the crisis implications of an incident.

Figure 2-1

HYPOTHETICAL RESPONSE ESCALATION
(STEPS 1 AND 2)

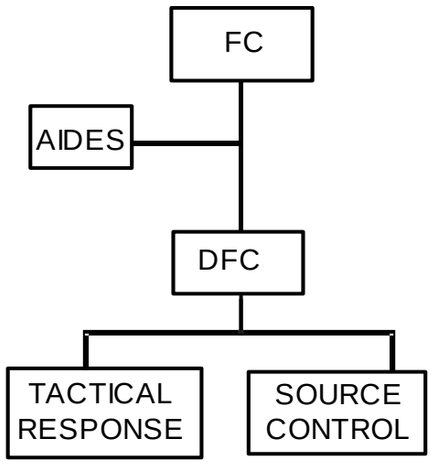
STEP 1:



NOTE:

1. FC = Field Command

STEP 2:



Located at the Field Command Post (FCP) (if established)

NOTES:

1. FC = Field Command (**On-Scene Commander, Initial Response Incident Commander**, Branch Director, Group/ Division Supervisor, etc.)
2. DFC = Deputy Field Command
3. Tactical Response = Response Branch Director or Division Supervisor
4. Source Control = Source Control Branch Director or Division Supervisor
5. Aides = Aides Provide the Following Services:
   - Communications
   - Technical Information
   - Information Management
   - Observers

Figure 2-2

HYPOTHETICAL RESPONSE ESCALATION (STEP 3)

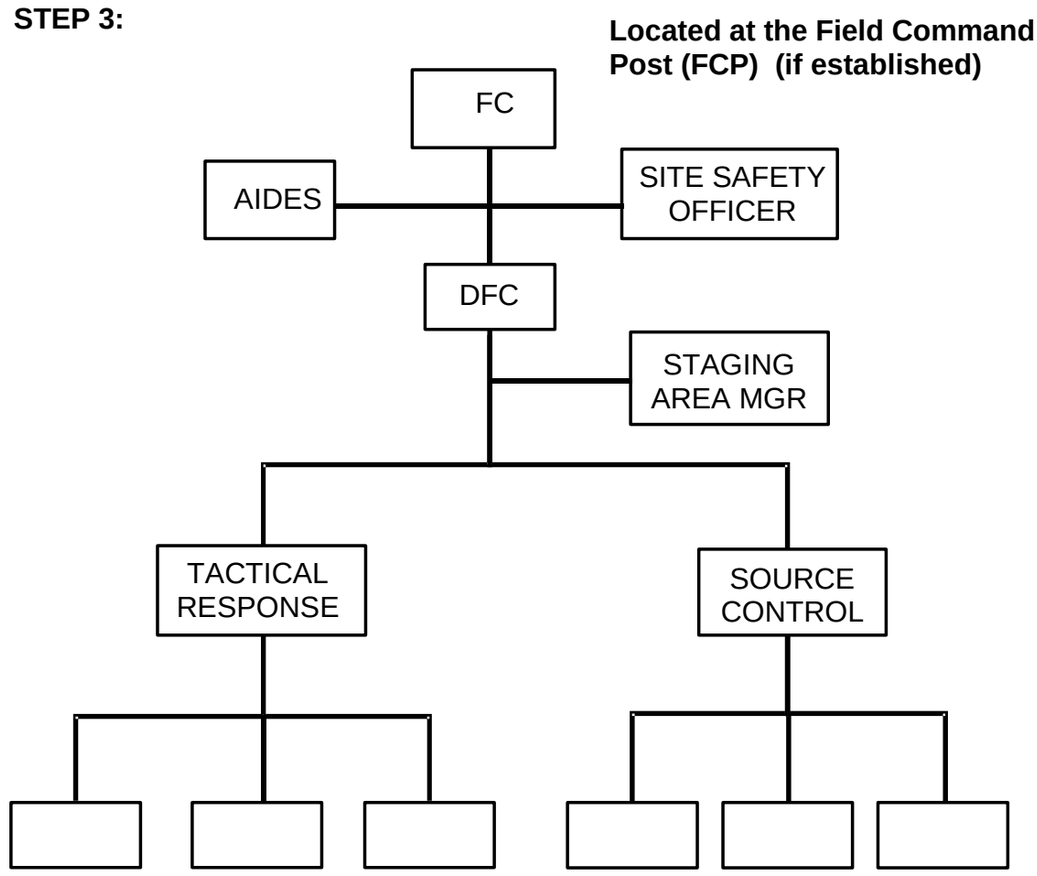
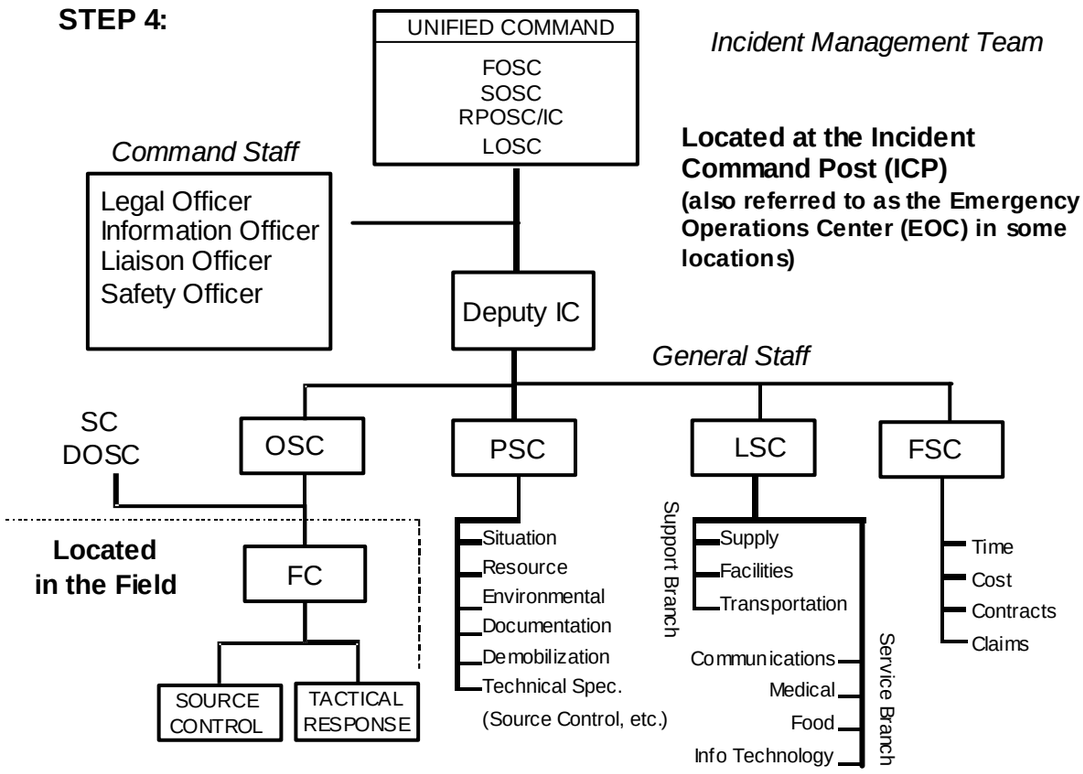


Figure 2-3

HYPOTHETICAL RESPONSE ESCALATION (STEP 4)



NOTES:

1. IC = Incident Commander
2. Deputy IC = Deputy Incident Commander
3. OSC = Operations Section Chief
4. PSC = Planning Section Chief
5. LSC = Logistics Section Chief
6. FSC = Finance/Admin Section Chief
7. FC = Field Command
8. SCDOSC = Source Control Deputy Operations Section Chief

Figure 2-4

HYPOTHETICAL RESPONSE ESCALATION (STEP 5)

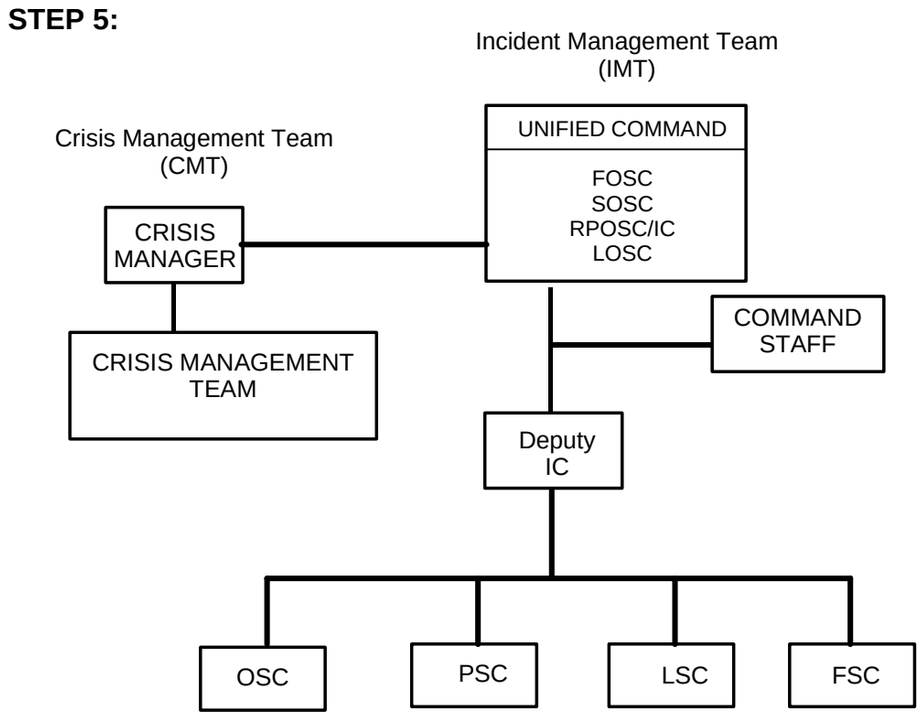
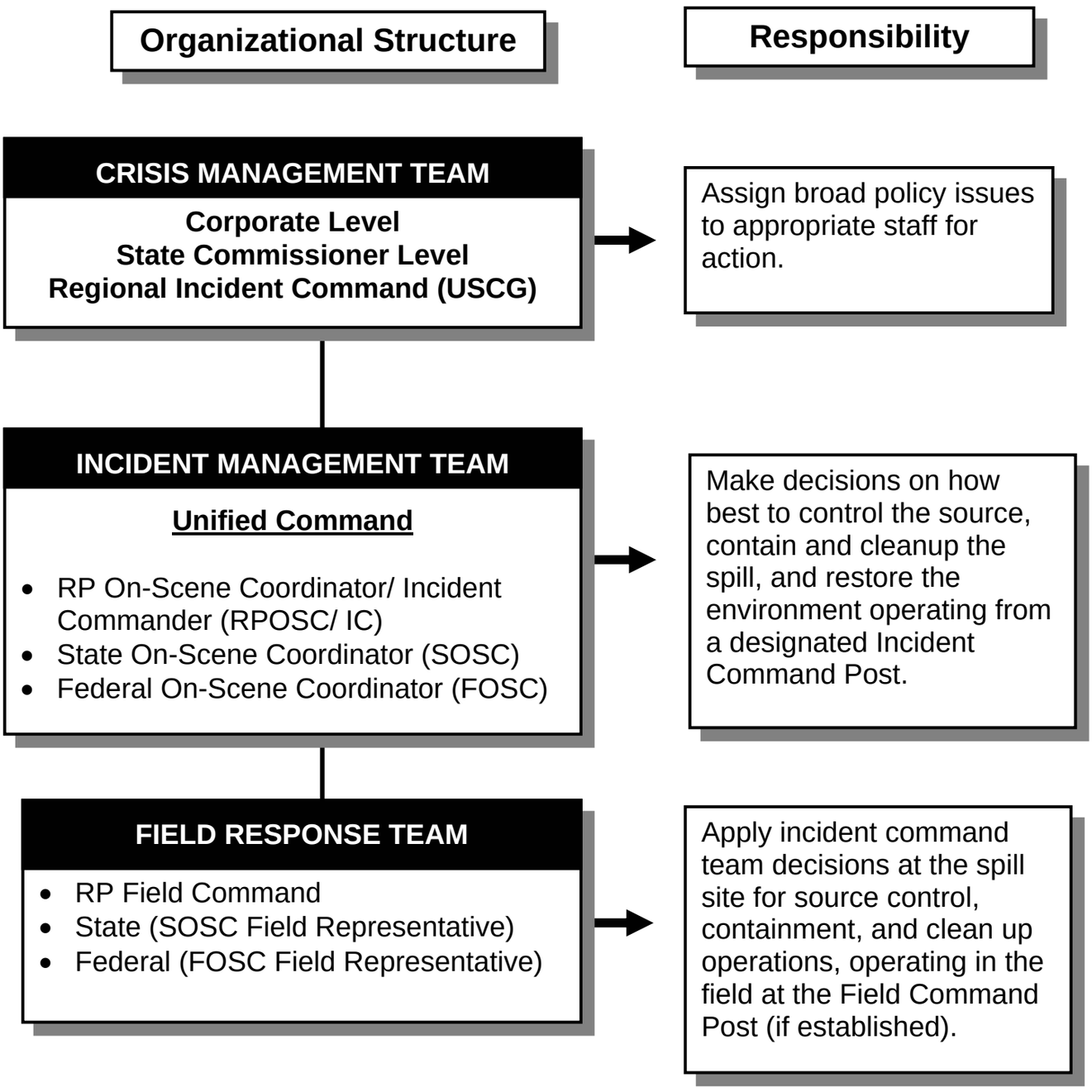


Figure 2-5

CMT, IMT, FMT RELATIONAL DIAGRAM



2.6 RESPONSE AGENCIES

2.6.1 On-Scene Coordinators (OSCs)

The term “On-Scene Coordinator” is a legal term for the lead federal and State representatives who direct the response for federal and State governments. The Federal On-Scene Coordinator (FOSC) and the State On-Scene Coordinator (SOSC) are members of the Unified Command during significant spill events involving multiple jurisdictions.

The Responsible Party On-Scene Coordinator/ Incident Commander (RPOSC/ IC): The RPOSC normally serves as the Incident Commander (IC) as long as the Responsible Party is responding and has adequate resources to dedicate to the containment, control, and cleanup effort.

The Federal On-Scene Coordinator (FOSC): The FOSC is designated under the National Contingency Plan to direct and coordinate the federal response to incidents under the authority of federal laws and regulations.

Federal responsibilities are divided into a Coastal zone and an Inland zone, as defined by an interagency agreement between the USCG and the EPA. In the Coastal zone, the Commanding Officers of the USCG Marine Safety Offices are designated FOSCs for oil discharges and hazardous substance releases. For oil discharges and hazardous substance releases in the Inland zone, the EPA designates the FOSC. For releases of hazardous substances where the release is from any facility or vessel under the jurisdiction, custody or control of the Department of Defense (DOD) or Department of Energy (DOE), the department with jurisdiction designates the FOSC.

The State On-Scene Coordinator (SOSC): The State On-Scene Coordinator (SOSC) is responsible for directing and coordinating the State's response to oil and hazardous substance discharges. State On-Scene Coordinators are designated by the Commissioner of ADEC. State On-Scene Coordinators have been pre-designated for the following response areas: Northern Alaska; Central Alaska; and Southeast Alaska. In the event of a major spill incident, the Commissioner may designate the Director, Spill Prevention and Response Division or another individual to serve as the SOSC.

The SOSC may appoint an on-scene field representative (SOSC Rep) to act for the SOSC during a spill response. The SOSC Rep represents the SOSC on scene and can be selectively delegated authority by the SOSC.

The Local On-Scene Coordinator (LOSC): Local On-Scene Coordinators are designated by local governments with jurisdiction to direct and coordinate local responses to incidents. Local On-Scene Coordinators are part of the Unified Command **as long as there is an immediate threat to public safety, or as pre-identified in the applicable Subarea Contingency Plan**.

Community Emergency Coordinators (CECs) are designated in Local Emergency Response Plans and may serve as the LOSC or on the Regional Stakeholder Committee (RSC) as outlined in the Subarea Contingency Plans.

For **as long as there is an immediate threat to public safety within his/her jurisdiction**, the LOSC serves as the ultimate command authority if the FOSC or SOSC does not assume the lead role for response, or unless the LOSC requests a higher authority to assume that responsibility. Once the immediate threats to public safety are abated, either the SOSC or FOSC becomes the ultimate command authority for the cleanup operation, depending on jurisdiction and agency response. Local representation to the Unified Command may then be through the CEC on the RSC.

The OSCs represent all agencies from their respective federal, State, local, and industry organizations as Unified Commanders in the Unified Command. They are also responsible for coordinating their organization's activities with the activities of other response organizations *(see Figure 2-6, On-Scene Coordinator's Relationship to Plans)*.

Deputy On-Scene Coordinators: The nature of an incident may require one or more deputies. Deputy OSCs should have the same qualifications as the OSC and may work directly with the OSC, be a relief, or perform certain specified tasks determined by the OSC.

2.6.2 The Responsible Party (RP)

The RP is the organization or individual responsible for a discharge of a hazardous substance to the water or land of the State. Under State regulations (18 AAC 75.315), it is the responsibility of the RP to contain, control and clean up that discharge. Similar federal laws require RPs to respond to their spills and oblige the RP to direct his/her own containment, control and cleanup efforts. Even though the RP is required to respond to a spill, the SOSC oversees the RP's containment, control and cleanup efforts and has the authority to take over or supplement the response activities if the SOSC determines that the response is inadequate (18 AAC 75.320). The FOSC has similar authority under federal law. Additionally, the Oil Pollution Act of 1990 (OPA 90) authorizes the USCG and the EPA to direct the activities of the RP without taking federal control of the spill cleanup.

Facility or vessel response or contingency plans designate the RPOSC to direct and coordinate the RP's resources in response to incidents for which they are responsible. If the facility or vessel does not have a response or contingency plan, the RPOSC is the person in charge of the RP's response.

Qualified Individual (QI): A QI is a person located in the United States who meets the requirements identified in the respective federal regulations *[USCG, EPA, the U.S. Department of Transportation's Research and Special Programs Administration (RSPA), U.S. Department of the Interior (DOI), Minerals Management Service (MMS)]* and who is authorized to do the following: (1) activate and engage in contracting with oil spill removal organizations; (2) act as a liaison with the On-Scene Coordinator; and (3) obligate funds required to effectuate response activities. The QI will be the individual or a designee identified in the response plan. The State of Alaska does not specifically require the designation of a QI. However, industry contingency plans for regulated vessels and facilities must specifically identify the person who, by law or through employment, contract, or cooperative agreement, is responsible for responding to the discharge. Industry contingency plans must also include a description of the command system to be used in response to a discharge.

2.6.3 The Governments' Role in an Incident Response

The State and federal governments are responsible for oil and hazardous substance pollution under the National Contingency Plan (NCP) and State statutes to ensure the responses to incidents are timely and adequate. The governmental responsibility has three aspects:

Oversee the RP's actions by setting joint objectives, approving incident action plans, monitoring overall response actions, and approving permits.

Augment the RP's cleanup efforts when necessary to contain the release, recover the product, and minimize the impact to the environment. These government augmentation efforts are in addition to the oversight tasks described above.

Take over containment, control and cleanup operations when necessary.

The federal and State governments participate in these three functions and coordinate them using Unified Command. The discussion in Part 2.7 addresses the ICS organization for these three aspects, oversight, augmentation, and takeover. The federal and State governments' oversight function typically involves government resources (either on-hand resources or resources obtained via contract), although it is coordinated with the other parties involved in the actual cleanup effort. For more information, see Appendix A.

***NOTE**: There are additional agency responsibilities that are managed simultaneously throughout the incident but not through the joint efforts and combined resources of the Unified Command. These include, as an example, investigation and law enforcement, natural resource damage assessment, restoration activities, and maintaining documentation for possible litigation or cost recovery.*

2.7 WHO COMMANDS

2.7.1 The Incident Commander (IC)

The Unified Command directs all aspects of incident response *(including oversight, monitoring, cleanup, etc.)* and uses a designated IC to manage containment, control, and cleanup operations *(see Figure 2-7, Incident Commander)*.

The IC is in command of control, containment, removal, and disposal of the spill. At any given time, there can be only one IC. However, the IC can change as the incident changes. The IC will be chosen by the Unified Commanders *(FOSC, SOSC, LOSC, and RPOSC)*. When the RP is responding and has adequate resources to dedicate to the containment, control, and cleanup effort, the RPOSC will normally be designated the IC by the Unified Commanders. The FOSC and SOSC make the determination on the adequacy of the RP's containment, control, and cleanup effort.

Only if the RP is unknown or is not adequately responding to the incident, will the government OSCs *(FOSC and SOSC)* participating in the Unified Command designate an IC. Typically, one of the On-Scene Coordinators or a response action contractor will become the IC.

2.7.2 Single Command

Whenever an incident occurs where there is single jurisdiction and one entity has primary responsibility, the SINGLE COMMAND structure is established. This situation occurs when there is no RP, or the RP is unable to satisfactorily respond and either federal, State or local government responds *(not more than one)*, or the State and federal agencies elect to have the RP respond and cleanup the incident *(for small spills which may not require federal or State response).*

"Who's in Charge?" -- The Incident Commander (IC), designated by the jurisdictional agency:

- If the federal government is the agency in charge, the FOSC will be a USCG official if the spill occurs in the Coastal zone, or an EPA official if

the spill occurs in the Inland zone. The DOD will provide the FOSC if a spill involves military resources and occurs on military facilities.

- If there is no federal jurisdiction or the FOSC designates the State to act as the FOSC's representative, the State is the agency with jurisdiction.

2.7.3 Unified Command

The Unified Command described here for oil and hazardous substance discharge response is specific to Alaska and is not identical to the Unified Command described in the National Interagency Incident Management System (NIIMS) version of the ICS. In the NIIMS ICS, all agencies which have jurisdictional authority or a functional role in an incident are represented in the Unified Command. In the State of Alaska approach to Unified Command for oil and hazardous substance discharge response, only the On-Scene Coordinators (OSCs) for the federal, State and local governments *(for incidents posing an immediate threat to public safety)*, plus the On-Scene Coordinator for the RP are represented. Other agencies are represented by the respective OSC for the federal, State and local government *(see Figure 2-8, Unified Command)*.

Whenever there is an incident involving more than one agency with jurisdiction, the **Unified Command** is implemented. The Unified Command is also implemented if the RP is responding adequately and federal and State government is fulfilling their oversight role. All agencies which have jurisdictional responsibilities, and the RP, contribute to the process of:

- Determining overall incident objectives and priorities;
- Selection of strategies;
- Ensuring joint planning for tactical activities;
- Ensuring integrated tactical operations are conducted;
- Maximizing use of all assigned resources; and
- Resolving conflicts.

For significant oil spills and hazardous substance releases, there will normally be OSCs from the federal, State, and local governments *(for incidents posing an immediate threat to public safety)*, and the RP. These individuals will each become a Unified Commander representing their organization.

"Who's in Charge?" -- The Unified Commanders with the FOSC having ultimate authority for incidents under federal jurisdiction; the SOSC having ultimate authority for incidents not involving federal jurisdiction. Also, **as long as there is an immediate threat to public safety**, a LOSC serves as the ultimate command authority if the FOSC or SOSC does not assume the lead role for response, or the LOSC requests a higher authority to assume

that responsibility. The RP has the authority as long as the RP is adequately responding to the incident *(and there is no immediate threat to public health and safety)*.

The Unified Command respects all governmental agencies' and private jurisdictional authorities. Most of the time, the Unified Command is able to agree upon a single incident action plan. In cases where there are disputes or differences, the OSC having ultimate authority described above settles the disputes or differences.

The Unified Commanders will:

- Designate the Incident Commander (IC) *(who will normally be one of the Unified Commanders assigned to the Unified Command)*;
- Designate the chiefs for each section within the ICS; (when resources are not available from the RP);
- Review and approve a consolidated incident action plan; and
- Ensure the incident action plan is carried out by the IC.

2.8 NATURAL RESOURCE TRUSTEES

The following are the Federal and State natural resource trustees in Alaska:

Federal
- Department of Commerce
- Department of the Interior
- Department of Defense
- Department of Agriculture

State
- Department of Environmental Conservation
- Department of Natural Resources
- Department of Fish and Game
- Department of Law

Note: The FOSC and the SOSC are the lead agencies for the Federal government and the State of Alaska, respectively. As part of the Unified Command, the FOSC and SOSC are the ultimate decision-makers (for federal and state agencies, respectively) on response matters.

2.8.1 Trustee Activities During an Emergency Response: Principal trustee activities include:

- **Identify/ Prioritize Resources at Risk**: Trustees can supplement the OSC's information on sensitive resources found in the federal/state subarea plans and industry contingency plans. The trustees provide local expertise and up-to-date information relevant to the specifics of the incident. Trustees also may assist the OSC in priorities in the plans for sensitive habitat and resources requiring protection.

- **Evaluate Protective Measures and Clean-up Strategies:** Trustees can advise the OSC on determination of cleanup end-points (i.e., how clean is clean). For Federal lands or resources, the land/resource manager may have an integral role in determining the cleanup endpoint.

- **Participate in Team Assessing Clean-up (Shoreline Clean-up Assessment Team (SCAT) in coastal areas):** Trustees can provide resource experts to assist in assessment of clean-up activities. For Federal lands or resources, representatives of land/resources manager(s) may participate in clean-up assessment. Observations relevant to natural resource injury determination made by members of the clean-up assessment team may be provided to trustee representatives with NRDA responsibility.

- **Participate in Post Clean-up Inspection (Sign-off Team):** Trustee participation on inspection teams at proposed completion of cleanup activities can assist the OSC in determining adequacy of cleanup. For Federal lands or resources, a representative of the land/resource manager may participate on the sign-off team.

- **Wildlife Rehabilitation:** Trustee representatives participate through the ICS regarding appropriate response actions for injured wildlife. Trustee representatives ensure proper rehabilitation organizations are contacted and necessary permits have been obtained. They provide oversight to ensure wildlife response plans are implemented appropriately. Trustees also maintain chain of custody for wildlife that cannot be rehabilitated. Trustee representatives are responsible for development and implementation of wildlife release protocols.

2.8.2 Natural Resource Trustee Participation in ICS/ UC in Support of Response: Depending on the nature of the incident, trustee representatives, acting as natural resource or land managers, may participate in one or more ICS units

- **Planning:** Trustee representatives can provide information about sensitive resources and appropriate response techniques through the Environmental Unit of this section. The Environmental Unit is likely to be the most common location for trustee participation in the ICS. Trustee representatives may participate and assist in activities affecting lands and resources under their jurisdiction. For example, trustee representatives may identify changes in protection priorities or response activities that could prevent or minimize adverse effects to natural resources.

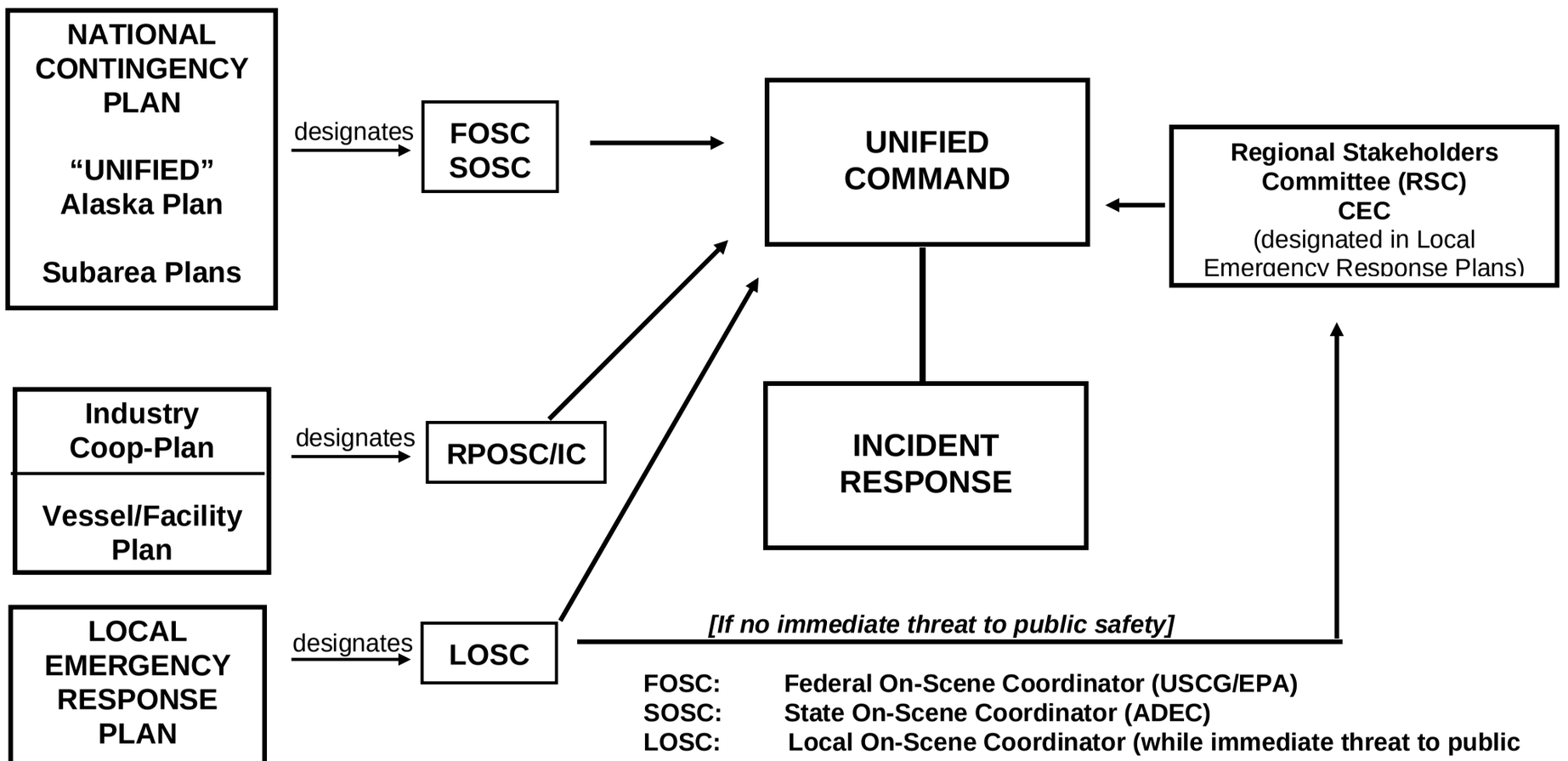
- **Operations**: Trustee representatives may participate and assist in implementation of wildlife response efforts. This is particularly important to ensure these efforts are in compliance with relevant laws. Trustee representatives may participate and assist in activities affecting lands and resources under their jurisdiction.

- **Command:** For incidents with significant effect or the potential for significant effect on trust resources (e.g., critical habitat for threatened and endangered species), having a trustee representative in Command may help to ensure that information on these resources is available to and used appropriately in decision making. For incidents that threaten or affect Federal lands or resources, depending on the management agency and the laws it operates under, it may be advisable to have a representative from the affected agency as part of Command. This representative may provide guidance/concurrence on response and protection strategies commensurate with the special status of the affected or threatened lands or resources. (Note the presence of this representative does not change the OSC's authority to direct, monitor, and coordinate response actions. The FOSC in every case retains the response authorities consistent with the NCP, 40 CFR 300.120 and 300.125. While it is highly desirable to obtain concurrence, consultation with trustee representatives does not mean the FOSC must have such concurrence. The FOSC is the ultimate decision-maker within the Unified Command and represents all federal agencies for response matters.)

- **Logistics**: When trustees have significant equipment and vehicle resources or facilities to contribute to the response, it may be useful to have trustee representatives in this section. This might be the case when a spill occurs on or threatens Federal land.

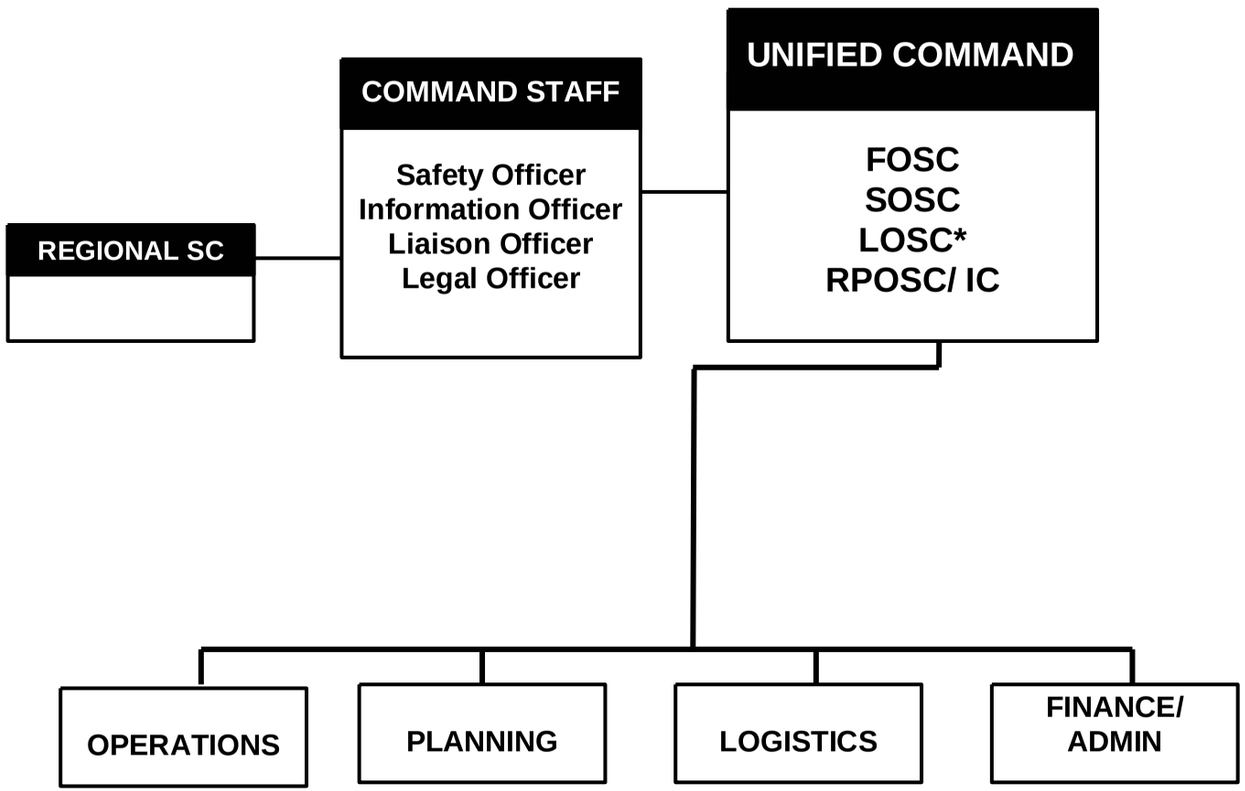
- **Finance/ Administration**: If there is significant trustee agency participation in the response, a trustee representative in this section may assist in supporting trustee personnel. This could involve dealing with time-record documents for personnel and equipment, handling cost estimates and records for trustee agency personnel, etc.

Figure 2-6: ON-SCENE COORDINATOR'S RELATIONSHIP TO PLANS



FOSC: Federal On-Scene Coordinator (USCG/EPA)
SOSC: State On-Scene Coordinator (ADEC)
LOSC: Local On-Scene Coordinator (while immediate threat to public safety exists, and as specified in applicable subarea contingency plans)
CEC: Community Emergency Coordinator
RPOSC/ IC: Responsible Party On-Scene Coordinator (RP Designee)

Figure 2-7: INCIDENT COMMANDER



FOSC: Federal On-Scene Coordinator (US Coast Guard/EPA)
SOSC: State On-Scene Coordinator (ADEC)
***LOSC:** Local On-Scene Coordinator (while immediate threat to public safety exists, or as specified in subarea contingency plans)
RPOSC/ IC: Responsible Party On-Scene Coordinator (Spiller Designee)

Figure 2-8: UNIFIED COMMAND

End of Section 2

3.0 INCIDENT MANAGEMENT SYSTEM: FRTS

3.1 FRT ROLES AND ORGANIZATIONS

The primary focus of FRTs is to carry out field response operations for the spill incident, conforming with directions from the IMT, if activated. Pre-established FRTs have Team Leaders who have responsibilities up to the point when the teams check-in at an incident scene.

The responding FRTs fill the roles of field command and all subordinate functions at an incident scene. Once the IMT is activated, the FRT becomes part of the Operations Section. The FRTs are responsible for executing the Incident Action Plan (IAP). FRTs are authorized to make field changes as necessary to ensure the safety of all responders, consistent with 29 CFR 1910.120 on-scene safety responsibilities. FRTs are also authorized to make field changes to maximize efficiency in accomplishing assigned tasks, based on common sense and existing on-site field conditions. They are obligated to report such changes and their progress on the tasks assigned by the IAP to the Operations Section Chief.

3.2 FRT TEAM LEADER ROLES

Team Leaders direct the team's response efforts. During the initial stage of field response operations, these duties include:

- Notifying appropriate personnel per company/agency established procedures.
- Providing team members with an initial briefing on the incident.
- Ensuring that an appropriate number of properly equipped team members and amount of equipment are dispatched to the incident scene in a timely fashion.
- Tracking and providing regular updates on status of team mobilization efforts up to their check-in at the incident scene.
- Supervising the check-in of team members and resources at their check-in destination(s).
- Documenting initial team members' assignments to the response organization.

3.3 FIELD COMMAND – INITIAL TASKS

Once on scene, FRT resources come under the control of field command consisting of one or more of the following positions: an On-Scene Commander, an Initial Response Incident Commander, a Branch Director, Division/Group Supervisors, Strike Team Leader, or Task Force Leader. Depending on the size and complexity of the response, Team Leaders normally assume a subordinate role in the ICS structure *(e.g., a Deputy On-Scene Commander, Deputy Initial Response Incident Commander, Branch Director, Task Force Leader, etc.)*. The field command coordinates the movement of FRT resources into, within, and out of the incident scene. Field command's primary responsibilities are to:

- Size up the incident and its potential impact.
- Perform emergency response site safety and response assessment.
- Ensure that response operations are carried out in a safe, well-organized, and effective fashion.
- Develop and/or implement strategy and tactics to mitigate the spill and control the release.
- Break down the tactics to be employed into manageable tasks.
- Secure and assign necessary response resources.
- Support response operations.
- Prepare the ICS 201, and prepare for transfer of command to the IMT (if activated).
- Continuously assess the incident to determine the adequacy and safety of field and source control response operations and the need for assistance from the IMT.
- Interact, as appropriate, with IMT personnel, government agency officials, and other involved or interested parties.

3.3.1 Initial Responder

The individual who initially responds to an incident can assume command of field activities if qualified to do so. Depending on the initial responder's training and qualifications, he/she may be limited to reporting observations and taking defensive actions until relieved by a an individual qualified to assume field command. However, if the initial responder is properly trained and equipped, this individual can assume an immediate, more proactive response posture.

3.3.2 Transfer of Command

All transfers of field command should be handled formally. Field command cannot be transferred to an individual until the incoming individual is on scene. Whenever possible, transfers are carried out face-to-face and are accompanied by a verbal briefing (using the ICS 201 as the basis for the briefing) designed to bring incoming field command up to date on the status of the situation, the nature and location of ongoing and planned field response operations, the field command structure, progress being made, problems being encountered, and any unique/special safety considerations. Once incoming field command assumes command, it should be announced over the communications networks and back to the IMT.

3.3.3 Field Command Post (if established)

Field command may establish a Field Command Post (FCP) which may be a vehicle, vessel, structure, or Mobile Command Center. The location of the FCP should be based on the scope and nature of the incident; consideration should be given to safety, wind direction, communications, and accessibility. The location of the FCP should be announced over the communications network and communicated back to the IMT.

3.3.4 FRT Resource Check-In

All FRT resources dispatched to an incident scene should be checked in when they arrive at their prescribed destination. Check-in can be handled verbally *(i.e., either face-to-face or over a radio)* or in writing. When it is handled in writing, Check-In/Out forms should be used *(see Appendix E)*. Information from the forms or the forms themselves should be forwarded to field command to keep it apprised of resources either immediately assigned or staged and available to response operations. When an IMT is activated, resource lists should periodically be forwarded to the IMT for use by the Resource Unit in tracking resource status.

3.4 SITE MANAGEMENT AND CONTROL

Upon arriving at the incident scene, field command must establish site management and control. Field command should ensure that an isolation perimeter is established and secured so that all non-responders and/or individuals not directly involved in emergency response operations are moved a safe distance away from the incident scene. If an IMT is activated, the location of the isolation perimeter and the status of isolation operations should be transmitted to the IMT for posting by the Situation Unit in the Incident Situation Display *(see Section 4.2.5)*.

Next, field command and/or a Site Safety Officer should supervise ongoing site characterizations designed to identify and quantify the chemical and physical hazards that are or may be present at an incident scene, and document the results on the ICS 201 Initial Incident Briefing document *(see Appendix E)*. The 201 form can be reported by radio or other means to facilitate documentation of the information from a remote location. The site characterizations should lead to:

- A decision regarding the need for additional protective actions *(e.g., evacuation or shelter-in-place)*;
- The establishment of clearly identified and demarcated hazard-control zones *(i.e., hot or exclusion zone, warm or decontamination zone, and cold or support zone)*;
- Determination of the level of personal protective clothing and equipment to be worn by response personnel operating in the hot and warm zones; and
- Decontamination procedures to be followed in the warm zone.

Response personnel operating in a hot and/or warm zone should be:

- Properly trained *[e.g., appropriate level of Hazardous Waste Operations and Emergency Response (HAZWOPER), fire, and other health/safety training]*;
- Properly equipped, based on the chemical and physical hazards present and prescribed safety precautions;
- Operating with the knowledge of the field command and their direct reports; and
- Operating with a buddy and, as appropriate, backup personnel.

Field command, either directly or through a deputy or site safety personnel, should be aware of all personnel entering and operating within the hot zone. If an IMT is activated, the results of site characterizations and the locations of the hot, warm, and cold zones should be transmitted to the IMT for posting by the Situation Unit in the Incident Situation Display and for inclusion in the site-safety plan.

3.5 OBJECTIVES-DRIVEN RESPONSE

The Incident Command System promotes a structured pattern of thought for personnel managing response operations. It stresses the importance of establishing and addressing objectives in the formulation and execution of plans of action.

Field command should engage in a continuous assessment or "size-up" process designed to: (1) determine what must be done, if anything, to stabilize the incident, and to protect people, property, and the environment; and (2) evaluate the effectiveness of ongoing field response operations. The process should result in the formulation of an overall strategy that defines what field responders will be asked to achieve, and tactics that define how the strategy will be implemented. Once the tactics are defined, the work to be done to carry out the tactics should be broken down into manageable tasks. Each task should be assigned to a Task Force or Team Leader, and available field response resources should be assigned to the tasks. Information on the overall strategy, tactics, and tasks should be forwarded to the IMT where it should serve as the basis for the formulation of strategic objectives.

3.6 COMPREHENSIVE RESOURCE MANAGEMENT

To ensure site management, field command should apply the ICS management principles of comprehensive resource management and span-of-control. The field command should know what field response resources are en route to the incident scene, their destination points, and estimated time of arrival (ETA). For all checked-in field response resources, field command should know whether the resources are:

- In a staging area *(i.e., in an "available" status awaiting assignment)*;
- In an "assigned" status and carrying out a task; or
- In an "out-of-service" status and unavailable for assignment.

When an IMT is activated, information on resource status should be compiled on ICS forms *(see Appendix E)* and forwarded to the IMT for posting by the Resource Unit in the Incident Situation Display.

It is essential that field command maintain control over "assigned" resources. When the number of assigned single resources exceeds a specific task leader's span-of-control, they can be reorganized into Task Forces and/or Strike Teams. When the number of Task Forces and/or Strike Teams exceeds a Task Force leader's span-of-control, they can be reorganized into Divisions, Groups, and/or Branches. Information on

measures instituted to maintain span-of-control should be forwarded to the IMT for posting by the Situation and Resource Units in the Incident Situation Display.

Ideally, checked-in resources should be rapidly assigned by field command to carry out specific tasks to meet response objectives. However, until a site characterization is completed and it is determined how response operations can be carried out safely, response personnel and equipment ready for assignment should be staged. Depending on the scope and nature of the incident, two levels of staging operations may be used:

- **Level I or Primary Staging**: Used for managing field response units and resources assigned to the response. The staging area is established by field command *(or already defined by the contingency plan)*, preferably in a safe location in direct proximity to the incident scene. All resources are under the direct control of field command.
- **Level II or Expanded Staging**: Used on large geographic responses for managing resources over a broad area, sometimes from pre-established Response Centers. The staging areas are mobilized as needed during larger incidents under the control of the Operations Section.
- **Secondary Staging**: Used for the management of other mobilized, ready-for-assignment resources that may arrive in quantities in excess of the identified needs of field response operations. Since access to these resources is generally less critical than those positioned in the initial staging area, they can be staged in one or more secondary staging areas located further away from the incident scene. Resources in a secondary staging area may be under the control of either field command *(through one or more Staging Area Managers)* or Logistics.

As response operations unfold, resource needs may emerge that cannot be fulfilled by assigned or available resources. If so, a Resource Order form *(see Appendix E)* should be used to obtain the required resources.

3.7 ORGANIZATIONAL ASSIGNMENTS

A critical benchmark for field command is the need to establish and maintain control over response resources and to develop an ICS-compatible organization chart that accounts for tasks underway and depicts the chain-of-command for field response operations. The chart should be built based on decisions on the aggregation of teams into Strike Teams, Task Forces, and the assignment of Task Forces to Divisions, Groups, and Branches.

As soon as personnel are assigned to Strike Team or Task Force Leaders, Division or Group Supervisors, or Branch Directors, they should adopt these position titles in all communications. When an IMT is activated, information on organizational assignments should be forwarded to the IMT for posting by the Resource Unit in the Incident Situation Display.

3.8 COMMUNICATIONS

Once the IMT is activated in the Incident Command Post (ICP), communications must be established between field command and the Operations Section Chief located at the ICP. Depending on the nature and location of the incident, this may be either a radio or phone communications system.

Field command must initially provide the Operations Section Chief with regular Field Reports, which should be provided every other hour or as any significant facts change. Field Reports should provide, in a progressive fashion, all of the applicable information:

- Name and contact information for field command.
- Status of personnel *(i.e., accounted for, missing, injured, or dead).*
- Status of source control operations.
- Quantity, location, and movement of spilled/emitted materials.
- Results of site characterizations.
- Boundaries of Hazard Control Zones / locations of decontamination areas.
- Personal protective equipment (PPE) requirements *(e.g., skin, respiratory, physical).*
- Boundary of Isolation Perimeter, and location of Access Control Points, if applicable.
- On-scene weather.
- Location of Field Command Post, if established.
- Location of Staging Areas, and available resources by Staging Area.
- Organizational chart and assignments.
- Proposed field strategy and tactics *(for IC approval).*
- Tasks: type, location, and resources assigned.
- Progress/problems.
- Specific needs.

When agreed upon by field command and the IC, the Field Reports are replaced by scheduled submission of ICS *(and other response)* information.

3.9 TACTICAL COMMAND WORKSHEET AND INITIAL INCIDENT BRIEFING DOCUMENT (ICS 201)

3.9.1 Tactical Command Worksheet (see Appendix D for a sample worksheet)

The Tactical Command Worksheet is a field document designed to assist field command in: (1) tracking incident information, resources, and key events; and (2) ensuring that field and safety benchmarks are met. When used, it is designed to stay with field command in the field. The worksheet is divided into three major sections:

- Incident Fact Sheets / Data Sheets for the following:
  - Incident Facts
  - Product Identification
  - Incident Potential
  - Strategies and Tactics
  - Resource Status
  - Communications
- Organizational diagram for on-scene units and an Incident Tactical Diagram.
- Checklist items for the field command on the following topics:
  - Tactical Incident Management Benchmarks
  - Safety Benchmarks
  - Tactical Considerations for specific Response Scenarios *(e.g., process fire, vapor release, oil/chemical spill, etc.)*

The Tactical Command Worksheet can be completed by either field command or an Aide. The information compiled on the Tactical Command Worksheet can then be used to complete the ICS 201 Initial Incident Briefing Document *(see below).*

3.9.2 ICS 201 Initial Incident Briefing Document

Depending on organization-specific protocols, whenever a FRT is dispatched to an incident, the IMT *(and CMT)* may have to be notified and provided with information on the nature and location of the incident, its status and potential, and the status of field response operations. This

notification must be made in accordance with the applicable contingency plan.

When an IMT is activated, field command should, if possible, dispatch a knowledgeable person to the ICP to provide an initial briefing for the IMT Incident Commander and staff. A filled-out ICS 201 Initial Incident Briefing document *(see Appendix E)* should serve as the basis for the briefing. The 201 form can be reported by radio or other means to facilitate documentation of the information from a remote location. Information on the Initial Incident Briefing Meeting is provided in Appendix D.

NOTE: All information required for the ICS 201 Initial Incident Briefing document can be obtained from the Tactical Command Worksheet. An Aide to field command can transfer the information and complete the ICS 201 form.

3.10 GOVERNMENT FIELD REPRESENTATIVES

Agency participants could be involved in field response activities in up to three roles. See Appendix A, Section A.1.6 for more information on these roles.

End of Section 3

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4.0 INCIDENT MANAGEMENT SYSTEM: IMT

4.1 INTRODUCTION

The Incident Management Team (IMT) performs four key tasks that directly impact the organization and management of incident response operations. Upon activation, the IMT assumes command over incident response operations from the FRT. This period of time corresponds to when the IMT is in a reactive mode of operations. Once command is assumed, specific actions must be taken by the IMT to maintain command and control and to sustain ongoing incident response operations. The IMT then engages in short-term planning, which results in the preparation of Incident Action Plans. The IMT further engages in long-term planning, which results in the preparation of a General Plan.

Other IMT tasks include:

- Sizing up the incident and field response operations.
- Developing objectives, strategies, and response priorities.
- Gathering information on the nature and location of field response operations and the resources being used to carry out the operations.
- Securing the resources necessary to support field response operations.
- Working with the FRT to develop Incident Action Plans describing field assignments for the next operational period.
- Securing the resources necessary to implement Incident Action Plans.
- Preparing a General Plan that scopes emergency response operations from initial notification to the completion of demobilization operations.
- Securing the resources necessary to implement the General Plan.
- Instituting and enforcing appropriate financial controls.
- Continuously assessing incident potential to determine an incident's capacity to grow into a crisis situation.
- Establishing reasonable work schedules through personnel replacement and shift rotations.

4.2 ASSUMING COMMAND AND CONTROL

4.2.1 Activation

Incident Management Team emergency response operations normally are carried out in an Incident Command Post (ICP) that is geographically removed from the field responders. Moreover, when IMT personnel arrive at the ICP, field response operations are normally already underway. As IMT personnel assemble, their primary focus should be on getting organized and gaining an understanding of the nature and status of the incident, and addressing the needs of those engaged in field response operations (i.e., the FRT).

Normally, the ICP itself must be set up. This entails setting up the Incident Situation Display and arranging furniture and communications and other equipment to create specific working spaces for the Command, Operations, Planning, Logistics, and Finance/Administration Sections.

Incident Management Team members are likely to come from a variety of organizations *(e.g., company, mutual aid, government agencies, contractors, specialists)* and arrive at different times. It is imperative that these individuals check-in when they arrive at the ICP, report to their Sections, and receive their assignments. In the process:

- Section-specific organization charts should be developed and forwarded to the Resource Unit.
- A Unified Command Structure and integrated response organization should take shape.
- A clear chain-of-command should emerge.
- Everyone should become aware of the Command and General Staff structure.
- Gaps in the organization should be identified and addressed.
- Everyone should become aware of the Crisis Management Team's role, if applicable.

To accelerate the team-building process and improve inter-and intra-Section communications, it is highly recommended that colored vests or some other mechanism be used to help distinguish one Section from another and one responder from another.

4.2.2 Initial Incident Briefing Meeting

An Initial Incident Briefing Meeting should be conducted to inform the IMT on the incident and field response operations. Appendix D contains general information on, and a recommended agenda for, such a meeting.

The meeting should cover the following topics:

- Status of people impacted by and responding to the incident.
- Background information on the incident *(i.e., what happened, when, and where).*
- Nature and status of the source *(i.e., controlled or uncontrolled).*
- Location and status *(i.e., contained or uncontained)* of discharged or emitted materials.
- Results of site characterizations and the locations of Hazard Control Zones.
- The strategy and tactics being implemented by field response personnel and tasks underway.
- Resources deployed to the field response.
- Incident potential *(as known).*
- Field Response Team's incident-specific organizational structure.
- Actions being taken and areas needing attention.
- Help needed.

Ideally, the information cited above should be provided by an individual who has been to the incident scene and has been briefed by field command. When logistics make it impractical, the information will be transmitted to the ICP. The individual should use an ICS 201 Initial Incident Briefing document *(see Appendix E)* to help organize the report. Based on the information provided, the IC should finish the meeting by reviewing the objectives and strategies, and the initial actions that should be taken by IMT members to build upon ongoing field response operations.

4.2.3 Incident Potential

In the mobilization of the IMT, one of the factors that should be considered by the IC is incident potential in order to determine which functions to activate, and to what depth. Incident potential also figures in the formulation of Strategic Objectives. The primary factors evaluated by the IC, either alone or through consultations with the Command and General Staffs, are whether:

- The IMT has the ability to provide adequate medical assistance to those injured by the incident and/or during the conduct of emergency response operations.
- There are significant human resource and/or employee/family assistance issues related to the incident, or the need for a Critical Incident Stress Debriefing (CISD).
- Hazards present at the incident scene are likely to grow in intensity.

- There are an adequate number of safety professionals at the incident scene.
- The source is under control or, if not, how long it will take to bring it under control.
- The discharged material is contained or, if not, how long it will take to bring it under control.
- Sensitive environmental, cultural, and/or economic resources are impacted or threatened and, if so, the nature and magnitude of the impacts or threats.
- There are legal issues associated with the incident, including the activation of an Incident Investigation Team.
- The media is present or is likely to want access to the incident scene.
- There is a high level of interest by federal, State, and local government officials.
- There is a significant and potentially prolonged impact to affected and surrounding facilities and operations.
- There are sufficient personnel to staff all shifts through to the end of emergency response operations.
- There are emergency response operations-related financial issues that cannot be dealt with by the IMT.
- There is a likelihood of third-party claims.
- There is a likelihood of Natural Resource Damage Assessment (NRDA) surveys and negotiations.
- A security threat exists beyond the routine security issues dealt with by the IMT.

4.2.4 Establishing Objectives

Members of the Command and General Staff should be responsible for the development of Strategic Objectives that clearly define what the IMT/FRT is working to achieve during the conduct of emergency response operations. Based upon the information presented at the Initial Incident Briefing Meeting and the analysis of incident potential, the Incident Commander, Command Staff, and Section Chiefs should have a clear understanding of the major problems that need to be addressed by the IMT/FRT. The Planning Section Chief should be responsible for ensuring the Strategic Objectives define how the IMT/FRT plans to address the problems. Good objectives are specific, measurable, assignable, reasonable, and time related. Strategic Objectives should be written and posted on the Incident Objectives Status Board in the Incident Situation Display. Refer to the inside front cover of this document for generic response objectives.

4.2.5 Incident Situation Display

As information is gathered on the incident and field response operations, IMT members should display it in a prominent location for use in their efforts to maintain command and control over emergency response operations. The place where the information is displayed is referred to as the "Incident Situation Display."

The Incident Situation Display should be viewed as the one place where anyone can go, at any time, to learn about the nature and status of an incident and emergency response operations. With this in mind, the Incident Situation Display can be set up in two halves. On the left half, the display could contain Status Boards that present information on the incident and factors, such as weather, that may impact the safety, efficiency, or effectiveness of field response operations. Under ICS, this portion of the display is often referred to as Situation Status (SITSTAT).

On the right half, the display could contain Status Boards that depict information on the nature and status of emergency response operations. Under ICS, this portion of the display is often referred to as Resource Status (RESTAT).

In the middle of the Incident Situation Display, a Situation Map should be posted that visually displays the following information:

- Location of source.
- Location of spilled or emitted material.
- Location of incident facilities.
- Rivers, roads, pipelines.
- Location of Branches, Divisions, Groups, Task Forces, Strike Teams, and Single Resources.

A key should accompany the Situation Map. The ICS symbols depicted in Figure 4-1 are examples of symbols that can be used to represent some of the items listed above. Ideally, pre-designed Status Boards should be used to ensure that critical information is captured and presented in a clear and logical fashion. Examples of Status Boards that can be used appear in Appendix F. Moreover, Status Boards should be displayed in an orderly fashion to ensure that they, when viewed together, impart an integrated and coherent message. For a suggested arrangement of Status Boards, see Figure 4-2.

The Incident Situation Display should be established and maintained by the Planning Section *(i.e., the Situation and Resource Units)*. It should be situated in a highly visible and easily accessible location, in close proximity to the Planning Section. It should also be easily accessible to the

Operations Section. Since it is an active work area, it should be located away from areas subject to heavy foot traffic.

Although the Incident Situation Display is established and maintained by personnel in the Planning Section, it belongs to all IMT members in the ICP. To the extent the Display contains information about activities underway in other Sections, it is the obligation of appropriate personnel in those Sections to work with Planning to ensure that information posted in the Display is accurate and up-to-date.

Figure 4-1

EXAMPLE OF SYMBOLS THAT MAY BE USED FOR A SITUATION MAP

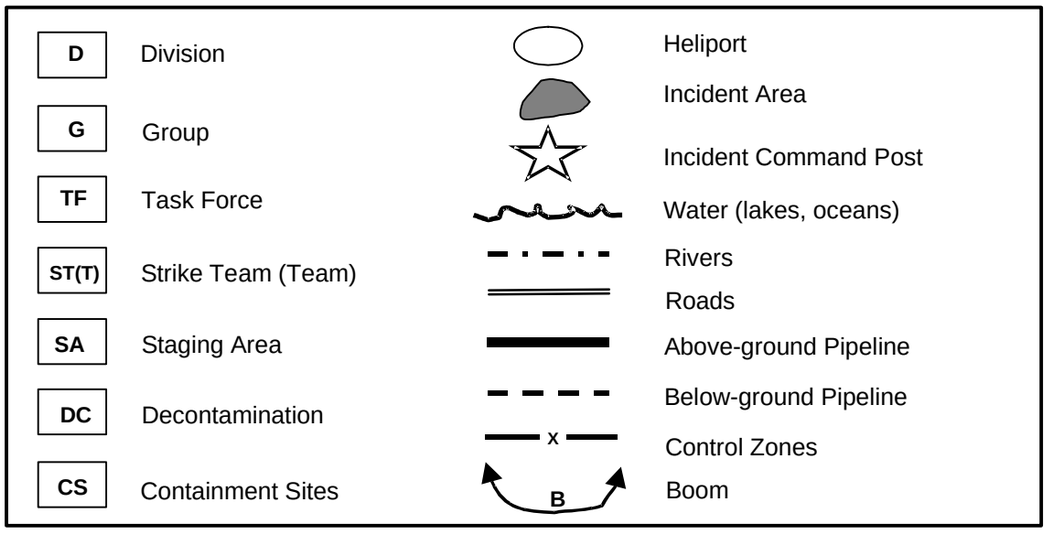
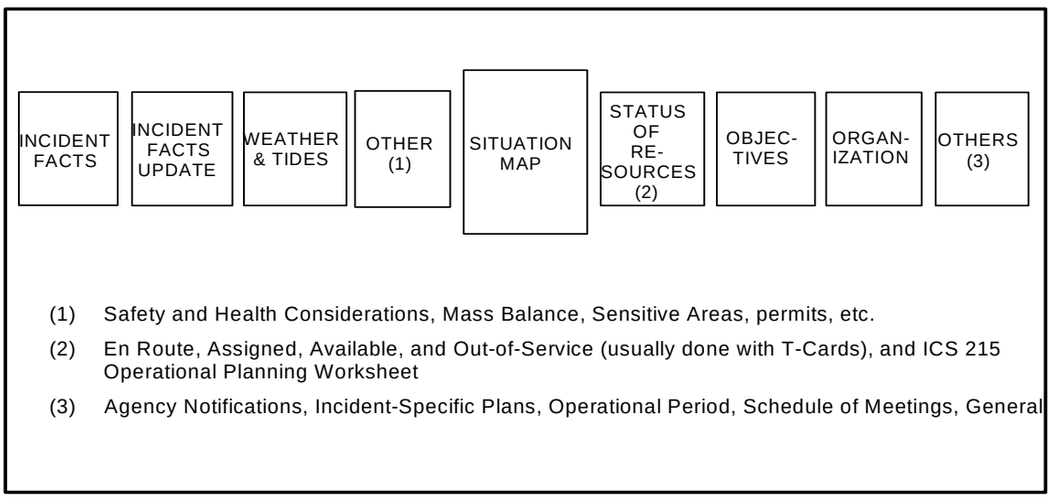


Figure 4-2

EXAMPLE OF INCIDENT SITUATION DISPLAY



4.2.6 Assessment Meetings (Optional for Some Companies)

The Assessment Meeting is designed to keep the IMT focused and informed on field response operations and to ensure they are meeting the needs of the field response activities. These meetings should be highly focused, short in duration, and can be held in conjunction with the standard AIMS Objective, Tactical Operations, Planning, and Shift Briefing Meetings *(see Appendix D)*.

While the organization is in a reactive mode and working to maintain command and control, the objectives of any Assessment Meetings conducted are to:

- Keep IMT members focused on the problem.
- Keep IMT members informed about the nature and status of field response operations.
- Keep IMT members focused on Strategic Objectives.
- Identify problems that are impeding acceptable progress.
- Move operations forward as rapidly as possible.
- Identify safety hazards and concerns.

These meetings should be held no more frequently than every hour, depending on the incident, and last no more than 15 to 30 minutes. Attendance at these meetings should be limited to the Unified Command and members of the Command Staff and General Staff, while the balance of the organization continues to work on organizing, managing, and carrying out emergency response operations. Assessment Meetings are best when conducted at the Incident Situation Display in front of the Situation Map and Status Boards. The objectives and a meeting agenda for the Assessment Meeting can be found in Appendix D.

4.3 MAINTAINING COMMAND AND CONTROL

4.3.1 Mechanisms for Maintaining Command and Control

Regardless of the duration of emergency response operations, once command and control is assumed, it must be maintained through to the end of the operations. Maintaining command and control can be viewed as continuing support for and direction to, and synonymous with, ongoing field response operations. Basic command is maintained by having accurate up-to-date information. Collecting, analyzing, and communicating that information to the field assignees will afford one with the best opportunities in maintaining command and control. Support for ongoing operations, in

turn, should be viewed as the number-one priority for the IMT. The IMT does this by:

- Assessing and updating strategies and objectives.
- Continuing to receive periodic Field Reports from field command.
- Maintaining the Incident Situation Display.
- Continuing to hold periodic Assessment Meetings, if appropriate for the incident.

All of the items listed have already been discussed in Section 4.2. Therefore, maintaining command and control can be accomplished, in large measure, by continuing the practices and procedures instituted during the first hours of emergency response operations.

4.3.2 Situation Status Summary Reports

Incidents resulting in the activation of an IMT require detailed information transfer. Ideally, this should be done in a formal, routine fashion through the preparation of Situation Status Summary Reports *(see Appendix E).* These reports should be forwarded to the appropriate personnel as required and should be a retrospective review of what has been accomplished since the last report and to date, in emergency response operations.

4.4 PREPARING INCIDENT ACTION PLANS

4.4.1 Nature and Content of an Incident Action Plan

When emergency response operations last more than one shift, the IMT should be prepared to engage in proactive planning and to develop an Incident Action Plan (IAP) that defines how field response operations will continue into the next shift(s). The objective of the IAP development process should be to facilitate a seamless transition of emergency response operations from outgoing to incoming response personnel. The period of time covered by an IAP is called the “Next Operational Period” (NOP). The duration of a NOP may vary, but it typically covers 12 or 24 hours. Depending on the response requirements, as long as each operational period utilizes an IAP, the Operational Period can be flexible and last beyond 24 hours. It is important to maintain focus on “who” the audience is and address the issues and concerns necessary to prepare and maintain the operations of the NOP. Only information pertinent to the immediate response efforts should be included in an IAP.

The IAP is prepared and distributed by the Planning Section. The inputs from the Operations Section Chief, field command and agencies are critical

in the preparation of the IAP and the development of objectives and field assignments for the NOP. The Crisis Management Team (CMT) may also have issues it is working on that are pertinent to the development of the IAP.

An Incident Action Plan should be prepared in response to stated objectives and should primarily consist of field assignments designed to address the objectives. An IAP for a NOP must be completed and approved by (Unified) Command before the NOP begins. While an IAP is being implemented, work should be underway on an IAP for the NOP; a cyclical process that should continue until the end of the emergency response. See Appendix D for a typical schedule of events.

4.4.2 Incident Action Plan Development Process

An IAP should be prepared by engaging in a structured planning process. The process should begin with the IAP developers recommending, and (Unified) Command, approving the duration of the NOP *(i.e., when it will begin and end).* Next, those that produce the IAP prepare a forecast or size-up of the situation to the end of the current operational period and identify the factors that will influence the IMT's and field responders' ability to respond during the NOP.

The forecasts should provide the information needed by those that produce the IAP to develop draft objectives for the NOP. Once the objectives are formulated and recorded on the Incident Objectives form *(see Appendix E),* they should be presented to (Unified) Command for review and approval either at the end of the next scheduled Assessment Meeting *(if applicable)* or in a special meeting held with (Unified) Command to go over the objectives and nothing else.

Objectives for the NOP should provide the direction needed for those that produce the IAP to analyze ongoing field response operations and to determine what changes are needed, if any, in ongoing field assignments to fully address the objectives. To assist the process, an Operational Planning Worksheet *(see Appendix E)* should be prepared that lists all tasks currently underway and the major resources assigned to each task. Using the Operational Planning Worksheet, the IAP developers can first identify which tasks should continue into, which will end before, or which will be discontinued during the NOP to address the objectives. The IAP developers must also decide whether a new task(s) should be initiated during the NOP to address the objectives. If so, the new task(s) should be added to the Operational Planning Worksheet.

The objectives for the NOP should also provide the IAP developers guidance on whether a task to be continued into the NOP will continue "as is" in terms of level of intensity *(i.e., as measured by resource allocations)*

or whether the level of intensity will increase or decrease. Once again, the Operational Planning Worksheet helps facilitate this process by allowing the IAP developers to quickly and efficiently record resource allocation decisions.

After decisions are made on tasks and resource allocations for the NOP, the IAP developers should prepare the Field Assignment form (ICS 204 Form) *(see Appendix E).* The Field Assignment forms provide a Task Force Leader and Division/Group Supervisor the specific information needed for the implementation of the assignment during the NOP.

When the field assignments are completed, the IAP developers should determine whether the assignments need further analysis by the Logistics Section, Safety Officer, and/or Environmental Unit Leader. If it is determined that no further analysis is required, then the Field Assignment form for the NOP can be finalized and incorporated into the IAP. Also, during IAP development time, the Logistics Section should:

- Process all IAP-related Resource Order forms *(see Appendix E)* and determine whether requested personnel, equipment, materials, and/or supplies can be delivered by the NOP.
- Process all Resource Transfer/Release forms *(see Appendix E)* and determine whether requested transfers or releases of assigned personnel, equipment, materials, and supplies can be carried out by the NOP.
- Ascertain whether required support services *(e.g., food, water, sanitation, fuel, etc.)* needed to keep personnel and equipment fully operational can be sustained/lined up by the NOP.

Regardless of whether further analyses are required, several hours may be needed to complete all of the forms that should be included in an IAP. Table 4-1 contains a list of recommended forms, their content, and the functions responsible for preparing and updating.

To ensure that Field Assignment forms and work on other IAP documents are concluded in a timely fashion, a deadline should be imposed for the completion of this work.

When an IAP is fully compiled by the IAP developers, it should be presented to (Unified) Command for review and approval. When the IAP has been reviewed and approved by the (Unified) Command, it should be signed by the RP OSC/Incident Commander, SOSC, FOSC and the LOSC *(if it is considered appropriate).*

TABLE 4-1
INFORMATION ON INCIDENT ACTION PLAN FORMS

ICS Form Number	Contents	Responsible Function
ICS 200	"Incident Action Plan (IAP) Cover Page" provides information on forecasted weather and general safety considerations, and a place for approval signatures	Planning Section
ICS 202	Incident Objectives for the NOP	Planning Section
ICS 203/ ICS 207	ICS 203 "Organization Assignment List", and ICS 207 "Incident Organization Chart" provide information on personnel assignments for the NOP	Resource Unit Leader
ICS 204	"Field Assignment (IAP)" provides information to Task Force Leaders on task-specific safety and environmental considerations, the work to be performed, and assigned resources for the NOP	Planning Section
ICS 205	"Incident Communications Plan" summarizes the Command, Operations, and Support Communications for the NOP	Communications Unit Leader
ICS 206	"Medical Plan" lists the resources available and procedures to be followed to deal with response-related medical emergencies that may occur during the NOP	Medical Unit Leader or IMT Safety Officer
ICS 220	"Air Operations Plan" lists the assignments for the fixed-wing and helicopter resources available to response operations during the NOP	Air Operations Branch Director
ICS 224	"Environmental Unit Summary" provides a forecast of initiatives to be taken in the following areas: wildlife, permits, waste management, and other environmental matters	Environmental Unit Leader

4.4.3 Incident Action Plan Implementation

Once an IAP is approved, implementation should begin. The plan should be forwarded to the field command for distribution to field responders and reviewed with IMT members during shift-change/hand-over meetings *(see Appendix D for information on, and a recommended agenda for, a Shift Briefing Meeting).* In addition, the Situation Map and status boards in the Incident Situation Display should be updated immediately before the beginning of the NOP to reflect the contents of the plan.

OPTIONAL RECOMMENDATION: To ensure the planning efforts do not interfere with the IMT's ability to support ongoing field response operations, an option may be to form an Incident Action Plan/General Plan (IAP/GP) Unit to work on the IAP while the balance of the IMT continues to focus on the response. This IAP/GP Unit should be led by a representative of the Planning Section who serves as the IAP/GP Unit Leader. The unit should include, whenever possible, other personnel from the Planning Section and at least one representative each from the Operations and Logistics Sections. The unit's composition also should reflect the makeup of the Unified Command by including representatives from the responding organizations.

4.5 PREPARING THE GENERAL PLAN

4.5.1 Nature and Content of General Plan

Incidents that require emergency response operations for more than a couple of days tend to be complex, resource-intensive, and costly in nature. A lengthy response effort could require the preparation of a rough order of magnitude project plan called a General Plan. Like an IAP, a General Plan should be prepared to address objectives approved by (Unified) Command. These objectives are often expressed as milestones *(i.e., time frames for the completion of all and/or portions of incident response operations).* A General Plan should identify the major tasks that are being, or will need to be, carried out through to the end of emergency response operations, the duration of the tasks, and the major equipment and personnel resources needed to accomplish the tasks within the specified duration. Agencies and the CMT may also be working issues that would be incorporated into the development of the General Plan.

The Planning Section must facilitate preparation of a General Plan concurrently with its efforts to sustain ongoing emergency response operations and to prepare an Incident Action Plan. The IAP/GP Unit mentioned above may be used as an option to develop the General Plan.

4.5.2 General Plan Development Process

Information for the General Plan can be generated by reviewing the Situation Map and status boards posted in the Incident Situation Display, and the contents of Incident Action Plans.

Similar to an IAP, a General Plan should be based on a forecast of the situation -- a forecast that extends to the completion of emergency response operations rather than the end of the NOP.

When the Planning Section has analyzed the forecast of the situation, it then performs a detailed incident assessment. During the assessment, the Planning Section should use the forecast to estimate the extent of the area that could be impacted by the incident and to quantify the magnitude or severity of the projected impacts. After this, the area should be studied to determine its attributes and to analyze how the discharged or emitted materials may affect the attributes and/or how they may affect emergency response operations. This study can be based on maps and other visual or written information about the area, discussions with people familiar with the area, an inspection of the area by all or a portion of the team, or a combination of the three. The purpose of the study is to gain an appreciation of the tasks, major equipment and personnel resources, and time needed to address the incident throughout the studied area.

For a complex response, it may be difficult to project resource and time requirements for all of the tasks to be covered by the plan until “driver” tasks are identified and addressed. Driver tasks are those that can be used to define not only the overall duration of the project, but the duration of major phases within the project. Also, driver tasks have a tendency to be the most resource-intensive.

When the driver tasks are fully defined, the Planning Section may elect to meet with (Unified) Command to brief them on progress and to obtain concurrence on the nature, duration, and resource requirements of the driver tasks.

Once the driver tasks are identified and scoped in terms of their duration and major resource requirements, it should be easy to scope the duration of, and to estimate major resource requirements for, all of the other tasks to be covered by the General Plan. During the scoping process on the balance of the tasks, the team can meet with subject matter experts to obtain their input in the projection process.

When all the tasks are fully defined, the information should be compiled by the Planning Section into a single, comprehensive version of the General Plan and presented to (Unified) Command for review and approval.

4.5.3 General Plan Implementation

After the General Plan is approved, it must be implemented on a day-to-day basis to the end of emergency response operations. The plan is implemented by using it as the basis for all subsequent Incident Action Plans, and by updating the plan daily.

The General Plan should be updated at the end of each day. Projected durations for each task should be checked against actual progress being made to determine whether work is on, ahead of, or behind schedule. Also, projected resource requirements should be reconciled with actual resource utilization.

End of Section 4

5.0 INCIDENT MANAGEMENT SYSTEM: CMT

5.1 INTRODUCTION

NOTE: The following discussion on a Crisis Management Team (CMT) is provided as a general guideline of overall management concepts and principles for employing a CMT. The guidelines are not prescriptive in nature and each organization may opt to manage and operate their CMT in a different manner.

Some organizations have instituted a CMT in their incident management system. The CMT is the highest level of the incident response hierarchy supporting the IMT and is mobilized when an incident could potentially escalate into a crisis situation. The upper support structure for the Coast Guard is defined in the Coast Guard's Incident Management Handbook.

The CMT is led by a Crisis Manager. The remaining membership of the CMT may be comprised, as needed, of key advisors from Safety, Public Information, Legal, Human Resources, Finance, Technical, administrative support, etc.

The roles of the CMT can include:

- Identify, evaluate, and proactively address the crisis implications of the incident.
  - Avoid allowing an incident to escalate to a crisis situation, whenever possible.
  - Mitigate crisis situations than cannot be avoided to the maximum extent possible.
- Support the IMT.
- Provide overall strategic direction during a crisis situation.
- Serve as primary contact for upper levels of the organization.
- Protect the organization's operability, viability, and credibility.

5.2 NOTIFICATION OF THE CMT

Incidents that require activation of the FRT are normally reported to the parent organization. Specific reporting requirements vary within different organizations. The IMT's ability to provide a report in a timely fashion can be facilitated through the use of the ICS Form 201 Initial Incident Briefing document *(see Appendix E).* This form is routinely filled out by or on behalf of the field command and/or the IMT Incident Commander, and contains the information needed by the CMT.

5.3 NOTIFICATION OF THE CRISIS MANAGER

When the parent organization receives notification of an incident, the Crisis Manager should be rapidly notified and provided with the name and telephone number of the IMT contact person. The Crisis Manager should call the contact person as quickly as possible, receive a briefing, and use the information provided by the contact person to quickly assess the situation, and decide on the most appropriate course of action. If the incident in question is minor in nature, requires no assistance from the CMT, and poses little, if any, threat to escalate to crises, the Crisis Manager can elect to simply monitor the situation.

5.4 MOBILIZING THE CMT

Should the incident dictate mobilizing the CMT, the Crisis Manager ensures that the crisis response effort is staffed with sufficient personnel to meet Crisis Objectives. Reasonable work schedules through personnel replacement and shift rotation should be provided for. Ramp-up is the process of rapidly building a work force capable of meeting Crisis Objectives and sustaining crisis response operations at a level demanded by the incident.

If a decision is made to mobilize the CMT, the Crisis Manager should ensure that:

- CMT members are contacted and provided with information on the location of, and their reporting time to, the crisis center.

- Senior management is contacted and kept informed and updated on the situation.
- The CMT Administrative Assistant is contacted and directed to activate the crisis center.
- The IMT is kept informed about all decisions and actions.

During mobilization, CMT members should:

- Respond immediately to confirm availability/non-availability.
- If unavailable, identify and mobilize a suitable alternate.
- Delegate day-to-day responsibilities as appropriate.
- Gather materials needed to carry out CMT responsibilities.
- Report to their crisis center.

5.5 CRISIS CENTER ACTIVATION

Upon notification of a decision to activate a crisis center, the CMT Administrative Assistant should, as appropriate:

- Institute security procedures.
- Arrange for necessary security clearances for CMT members.
- Institute CMT check-in/check-out procedures.
- Set up the center, including: clearing the room of non-essential materials; arranging the meeting table; distributing nameplates, CMT member notebooks and supplies; posting CMT Incident Situation Display status boards; checking telephones and fax machines to ensure they are operational.

5.6 IMT/CMT COMMUNICATIONS PROTOCOL

5.6.1 Initial Crisis Manager/Incident Commander Contact

Whenever possible, the Crisis Manager should talk, via telephone, with the Incident Commander prior to the CMT Initial Incident Briefing Meeting. The purpose of the conversation should be to:

- Confirm the status of team activations.
- Review the nature and status of the incident and emergency response operations.
- Discuss incident potential.

- Discuss Strategic Objectives.
- Define CMT information needs.
- Define IMT requests for assistance from the CMT.
- Establish the crisis network

The conversation should end with an agreement on the timing of the next conversation.

5.6.2 Crisis Communications/Network

During the initial telephone conversation described above, the Crisis Manager *(or their designee)* provides a telephone number that is dedicated to receiving calls from the Incident Commander *(or their designee).* The Incident Commander, in turn, provides a telephone number that is dedicated to receiving calls from the Crisis Manager. By doing so, they define a crisis network, and assure that important communications can be transmitted between the IMT and CMT quickly and efficiently throughout the duration of the incident.

5.6.3 Routine Communications Protocol: Crisis Manager to/from Incident Commander

The Crisis communications protocol defines who will speak to whom, about what, how, and when. Over time, the protocol grows to encompass all verbal and electronic transactions between the CMT and IMT. Initially, however, the protocol focuses on what the Crisis Manager and the Incident Commander *(or their designees)* will talk about, how, and when.

Under the crisis communications protocol, the Incident Commander routinely provides *(directly or indirectly)* the following information to the Crisis Manager:

- Nature and status of the incident.
- Nature and status of incident response operations.
- Nature and severity of impacts on or threats to people, the environment, and property.
- Nature and tenor of relations with other IMTs/CMTs, government agencies, stakeholders, the public, and the media.
- Incident potential.
- Strategic Objectives and response priorities.
- Status of work on CMT Issues and Concerns.
- IMT Requests for Assistance.

In return, the Crisis Manager should routinely provide *(directly or indirectly)* the following information to the Incident Commander:

- Status of CMT work on IMT Requests for Assistance.
- Crisis Objectives.
- CMT Issues and Concerns that need to be worked by the IMT.
- CMT Requests for Information.

Routine communications protocol between the Crisis Manager and the Incident Commander *(or their designees)* should be established during their initial conversation.

5.6.4 Communications Protocol: CMT Members to/from IMT Members

The crisis communications protocol should be designed to ensure that CMT support of the IMT is provided in a way that does not undermine the authority of the Incident Commander or the effectiveness and efficiency of incident response operations. The protocol also should ensure that the Incident Commander and the IMT are not overwhelmed by communiqués from the CMT. Under the protocol, the Crisis Manager *(or designee)* should serve as the Single Point of Contact (SPOC) for the CMT and the Incident Commander *(or designee)* should serve as the SPOC for the IMT.

In a complex incident requiring a high level of CMT involvement, it may be impractical for all CMT/IMT verbal communications to be handled by the SPOCs. Under such circumstances, CMT/IMT function-to-function contacts may be appropriate providing such contacts are authorized by the SPOCs. In addition, it may be desirable for the Crisis Manager/Incident Commander to state that the preferred approach is for function-to-function contacts to be initiated by the IMT members. To facilitate function-to-function contacts, the CMT Administrative Assistant and the appropriate IMT member should exchange lists of CMT/IMT members and contact phone numbers.

5.6.5 Communications "Tools"

To help facilitate the rapid compilation and communication of information between the IMT and CMT, the following forms can be used:

- ICS 201 Initial Incident Briefing document.
- Situation Status Summary Report.

Another "tool" the CMT can use is for the CMT to listen to, but not participate in, IMT Meetings via a conference telephone. Any CMT member questions or issues that arise as they listen to the meeting are noted and passed on to the Crisis Manager *(or designee)* so they can be

raised during Crisis Manager/Incident Commander telephone conversations that should take place after the conclusion of IMT Meetings.

5.7 INITIAL CMT BRIEFING

The Initial CMT Briefing should be conducted as soon as possible after the Crisis Manager has been briefed by the Incident Commander and the CMT has arrived at the crisis center. The objective of the meeting should be to ensure the rapid and full involvement of all activated CMT members in addressing the needs of FRT/IMT response personnel, and in analyzing and addressing the crisis implications of the incident and/or incident response operations.

In conducting the meeting, the Crisis Manager should be prepared to provide the CMT with the following information:

- The nature, location, and status of the incident.
- The nature and status of incident response operations.
- The FRT/IMT's assessment of the severity of the situation and its crisis potential.
- The status of contacts with upper management.
- Any requests for help received from the IMT, and the status of efforts to provide the help.
- Whether the appropriate government agencies have been notified, and the nature and status of their involvement in incident response operations.
- Whether the media has been contacted, and the nature and status of media inquiries.
- The nature and status of any other actions taken.

The Crisis Manager then assigns action items and requests for assistance from the IMT to appropriate CMT members.

5.8 INTER-CMT COMMUNICATIONS

If other organizations responding to an incident activate a CMT, the Crisis Managers should attempt to establish a direct line of communications with their counterpart(s). A protocol should then be agreed upon that defines what the Crisis Managers will talk about, when, and how.

5.9 CRISIS CENTER INCIDENT SITUATION DISPLAY

Information that is gathered from the IMT as well as information generated by the CMT should be displayed in the crisis center. This information should be displayed prominently for use by all CMT members at the crisis center Incident Situation Display. The Incident Situation Display should be viewed as the one place in the crisis center where anyone can go, at any time, to learn about the nature and status of an incident and incident response operations, and the nature and status of the CMT's response efforts.

One of the primary purposes of the crisis center Incident Situation Display is to assist the CMT in establishing and maintaining crisis response efforts. With this in mind, the crisis center Incident Situation Display could contain up to three sections. The first two sections could contain a Situation Map and Status Boards generated by the IMT. These sections present information on the incident and factors, such as weather, that may impact upon the safety, efficiency, or effectiveness of FRT/IMT response operations, and depict information on the nature and status of field response operations.

The third section could contain Status Boards that pertain specifically to the work of the CMT. Specifically, the crisis center Incident Situation Display Status Boards could include:

- Incident Facts
- CMT organizational chart
- CMT Sign-In Status Board
- Nature and Effects of Incident Status Board
- CMT Issues/Impacts Status Board
- Help Requested by IMT Status Board
- CMT Tasks/Priorities Status Board
- CMT Action Plan Status Board
- Schedule of IMT/CMT Meetings Status Board

- Action Items from CMT Meetings

The crisis center Incident Situation Display could be established and maintained by the CMT Administrative Assistant. Although the Incident Situation Display may be established and maintained by the Administrative Assistant, it belongs to all CMT personnel. It is the obligation of all CMT members to ensure that information pertaining to their respective activities is accurately posted and up-to-date.

5.10 ISSUE IDENTIFICATION MEETINGS

CMT Meetings should be held at a frequency to be determined by the Crisis Manager and the CMT members. The objective of Issue Identification Meetings should be the identification of issues and concerns, and the development of actions to address the issues and concerns.

To the maximum extent possible, CMT Meetings should be scheduled to follow the IMT Meetings *(see Appendix D).* This would allow the CMT to benefit from having access to the latest information available on the incident and tactical response operations. Information on the timing of IMT Meetings should be available from a copy of the IMT's Operational Period/Schedule of Meetings Status Board.

5.11 CMT ACTION PLAN

The product of the CMT's work and deliberations could be a written CMT Action Plan or other method of documenting planned actions. This document could list:

- Crisis Objectives.
- CMT organizational assignments.
- Issues and concerns raised by CMT members.
- IMT Requests for Assistance.
- Agreed-upon actions to be taken to address the issues and concerns and IMT Requests for Assistance.
- The names of the CMT members responsible for ensuring that the actions are carried out in a timely fashion.

The plan itself could be a stand-alone document that is constantly updated as new issues/actions are identified, and work progresses on the actions. In addition, the crisis center Incident Situation Display contains a Status Board *(see Appendix F)* that can be used to summarize the Action Plan.

At some point in the CMT's deliberations, time should be devoted to the identification of work to be performed by the next shift *(if 24-hour operations are necessary).* Each function should be required to identify action items to be addressed during the next shift.

To the extent that the actions listed in the plan involve, or have an impact upon, IMT and/or FRT personnel, the plan should be forwarded to the Incident Commander.

5.12 LONG TERM PLAN

Crisis response operations may have to be carried out for an extended period of time. When this is the case, the Crisis Manager may activate the Long Term Planner to develop a Long Term Plan. The purpose of the Long Term Plan will be to clearly define the tasks the CMT intends to engage in during, and the resources and time the CMT intends to devote to, crisis response operations until their successful conclusion.

End of Section 5

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APPENDIX A: OVERVIEW OF THE ORGANIZATIONAL AND MANAGEMENT PRINCIPLES OF THE INCIDENT COMMAND SYSTEM

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A.1 ORGANIZATIONAL PRINCIPLES

The spill response community in Alaska has adopted the ICS because:

- It is the most widely used management system in Alaska.
- It provides a common organizational structure, terminology, and procedures that facilitate team building and communications within the emergency response organization and between them and federal and State government agency response organizations.
- The use of "an ICS-type system" is mandated by OPA 90.

Consistent with the organizational principles of ICS, FRTs and IMTs are functional, modular, and hierarchical in nature. Each of these principles is elaborated upon in the following discussion. In addition, Alaska spill responders have adopted the ICS principle of Unified Command (UC) to ensure that response efforts are closely coordinated with all responding agencies. The principles of UC and agency participation also are discussed below.

A.1.1 Functional in Nature

The primary organizational principle of ICS is that response teams should be functional in nature *(i.e., they should be organized to carry out the work that must be performed to protect people, property, and the environment during an incident)*. In the ICS, five major functions have been identified that serve as the foundation of the incident response organization. They are: Command, Operations, Planning, Logistics, and Finance/ Administration. All five functions can be addressed by a single person -- an Incident Commander (IC). Indeed, under ICS the IC is responsible for all incident functions until the IC delegates one or more functions to subordinate personnel -- Command and General Staff. The Command Staff is composed of Information, Liaison, Legal, and Safety Officers, and the General Staff consists of Operations, Planning, Logistics, and Finance/Administration Section Chiefs. Duties of each member of the Command and General Staff are summarized below.

COMMAND

Incident Commander (IC): The IC is responsible for managing overall emergency response operations, and serves as the primary contact person for all outside parties regarding the nature and status of an incident and field response operations.

Response operations that are complex in nature, occur over a wide area, and/or include the active involvement of outside parties *(i.e., a CMT, high level government officials, and the media)* often create span-of-control

problems. When this occurs, the IC may appoint a deputy to assume primary responsibility for one aspect or more. Command may also be transferred to an equally or more qualified person. All transfers of command, whether at the FRT or the IMT level, should be accompanied by formal, preferably face-to-face briefings.

The Command Staff of the IMT consists of personnel organized into the following sub-functions: Information, Liaison, Legal, and Safety. Personnel filling these positions are called Officers. There is only one Command Staff position for each of these functions. The Command Staff does not have deputies; however, each of these positions may have one or more assistants, if necessary. On large incidents, it is not uncommon to see several assistants working under Command Staff Officers. An optional Command Staff position that may be activated is the Security Officer. This position is contingency plan-dependent and may be staffed at the direction of the Incident Commander.

The primary responsibilities of each member of the Command Staff are summarized below.

- **Information Officer**: Responsible for the formulation and release of information about the incident *(after UC/IC approval)* to the news media and other appropriate agencies and organizations. The incident Information function is the point of contact between the media, the public, and response team. The strength of this link depends upon the working relationship between the Information Officer and other team members. The Information Officer may work with Information Officers from other directly involved response organizations to form a Joint Information Center (JIC). When this occurs, one of the Information Officers becomes the Incident Information Officer.
- **Liaison Officer**: Responsible for communicating with local government officials and agencies not located in the Unified Command *[e.g., landowners, leaseholders, Regional Citizens Advisory Councils (RCAC), government agencies, and other interested parties]*. If these entities assign representatives to the incident, then communications with the FOSC/SOSC will occur within the ICS chain of command, or through the agency representative *(if assigned).* The Liaison Officer coordinates their activities as much as practical. Several Liaison Officers may be designated, depending on the level of coordination required. The Unified Liaison Officer will coordinate with the Regional Stakeholder Committee (RSC) if the RSC is activated. The Liaison Officer will also coordinate meetings between the agency representatives and the Unified Command.

- **Legal Officer**: Responsible for providing legal advice to their respective member of the UC and other members of the response team. The Legal Officer may be directly involved in the review of media releases, environmental permits, contracts, and documentation, and in the conduct of natural resource damage assessment negotiations.
- **Safety Officer**: Responsible for monitoring and assessing safety conditions, providing the IC with advice on all safety matters, developing measures for assuring personnel safety, and for supporting the activities of safety personnel involved in field response operations. The Safety Officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required.

GENERAL STAFF

The General Staff of an IMT consists of personnel organized to carry out the following functions: Operations, Planning, Logistics, and Finance/ Administration. Personnel filling these positions are referred to as Section Chiefs.

Each of the General Staff may appoint one deputy or more to: share the administrative burdens of the Section Chief; represent the Section Chief in the Chief's absence; relieve the Section Chief *(e.g., at night)*; or take on special tasks assigned by the Section Chief. A deputy normally is drawn from the Incident Management Team; however, he/she may come from a directly involved federal and/or State government response organization. Designating a deputy from a governmental entity can greatly increase coordination and cooperation. A deputy should be as qualified as the person for whom they work.

The primary responsibilities of each member of the General Staff are summarized below.

- **Operations Section**: Responsible for managing all response operations directly applicable to the incident. The Chief supervises operations, organizational elements, and directs its execution. The Chief recommends changes to the IAP and provides updates on the field response portion for the NOP IAP and General Plan, as appropriate. **Field command** is responsible for every aspect of field response operations, and must ensure they are carried out in a safe, effective, and efficient fashion.
- **Planning Section**: Responsible for: managing the collection, evaluation, display, and dissemination of operational information about an incident; the preparation of Incident Action Plans for each operational period; the preparation of a General Plan, if appropriate; the preparation of incident-specific plans; the provision of a wide range of environmental services; the check-in and assignment of Technical

Specialists; the documentation of response operations; and the organization and management of demobilization operations.

- **Logistics Section**: Responsible for: managing the acquisition of the equipment, personnel, materials and supplies needed to carry out response operations; and the provision of services necessary to support response resources.
- **Finance/Administration Section**: Responsible for: managing the imposition of strict financial control procedures; providing cost analysis and accounting services; receiving and processing claims, and administering contracts.

A.1.2 Support Organizations

Alaska Regional Response Team (ARRT)

The Alaska Regional Response Team (ARRT) is a standing body established by the NCP. The ARRT is composed of State and federal agencies *(see the Unified Plan for ARRT member agencies).* The ADEC provides the State's representative. The alternate State representative is provided by the Department of Military and Veterans Affairs/ Division of Emergency Services (DMVA/DES). The ARRT provides a regional mechanism for the development and coordination of preparedness activities prior to a pollution response.

During a significant spill response, the ARRT members or their representatives will participate in the FOSC's ICS as appropriate. The ARRT can coordinate assistance and advice to the FOSC by providing additional federal and State resources and expediting approvals for federal and State permits. The ARRT is chaired by the agency providing the FOSC *(USCG or EPA).*

While assigned to ICS sections within the Unified ICS, ARRT members or their representatives are immediately available to work with other agencies that have similar concerns and responsibilities. This enhances the timeliness and thoroughness of decisions. A formal "convening" of the ARRT during a spill event is only necessary for dispute resolution or major policy issues affecting multiple agencies. During any response requiring State input to the ARRT, the SOSC is delegated the authority to serve as the State's representative to the ARRT. Appropriate ARRT members are convened as necessary to make decisions on *in-situ* burning, use of chemical countermeasures, and nationwide permits *(404 permits)*.

The Agency Representative

Each supporting agency that has a role in an oil or hazardous substance discharge response designates an Agency Representative. An Agency Representative is that individual assigned to an incident who is delegated full authority to make immediate and pertinent decisions on any and all matters affecting that agency's involvement with the incident. The Agency Representative works directly with the FOSC or SOSC or his/her designee on dispute resolution, as outlined in the previous section. In matters which concern only a single agency, the FOSC or SOSC confers directly with that Agency Representative. When no Agency Representative is present or assigned, the FOSC or SOSC contacts the appropriate agency.

- **State Agency Representatives**: The commissioners of each supporting State agency appoint the Agency Representative for their department.
- **Federal Agency Representatives**: The ARRT representative for the incident serves as the Agency Representative unless otherwise designated.

Regional Stakeholder Committee (RSC)

Unlike the Multi-Agency Committee (MAC) defined in the NIIMS ICS, RSCs do not play a direct role in setting incident priorities or allocating resources. However, an RSC, when activated, can advise the UC *(through the Liaison Officer)* and provide recommendations/comments on incident priorities, objectives, and the incident action plan. An RSC normally is activated for significant incidents which involve resources under the jurisdiction of several agencies.

Regional Stakeholder Committees are specifically defined in each of the ten federal/State subarea contingency plans to include specific composition and basic responsibilities. The RSC membership may vary from incident to incident and from phase to phase. The composition of RSCs may include Regional Citizens Advisory Councils (RCACs), community emergency coordinators, landowners, leaseholders, and special interest groups affected by the spill. Agencies/organizations that are functioning as part of the overall ICS response structure should not provide redundant representation on the RSC.

As indicated above, the RSCs are not directly involved in field response operations, though some of its members may be. The RSC's role is to convey to the UC information relating to the authority, concerns, and expertise of its members. It recommends to the UC overall objectives and priorities, and reviews Incident Action Plans.

During incidents where there is no FOSC, federal agencies with jurisdictional responsibilities for resources at risk could participate as members of the RSC, thus retaining their input on containment, oversight, and cleanup. However, the preferred approach is to include these agencies as part of the overall ICS structure.

Regional Stakeholder Committee activities are coordinated by the Liaison Officer. Regional Stakeholder Committee discussions are documented and their recommendations and dissenting opinions are communicated to the UC through the Liaison Officer.

- **RSC Chair**: Regional Stakeholder Committee Chairpersons are designated in the subarea contingency plans. In cases where the RSC Chairperson is not predesignated, RSCs may be chaired initially by the Liaison Officer. The RSC then elects its own chair.
- **Leaders of Oil-Impacted Communities**: An alternative to the RSC for communities impacted by a major spill may include the establishment of a group consisting of leaders from the oil-impacted communities.

The Regional Citizens' Advisory Council (RCAC)

The Oil Pollution Act of 1990 (OPA 90) establishes two RCACs in Alaska: the Prince William Sound RCAC, and the Cook Inlet RCAC. The RCACs are independent, non-profit organizations which monitor and advise on oil industry programs to include areas such as spill prevention and response, tanker safety, and environmental impact assessments. The RCACs' role in the spill response organization is clearly defined in the Prince William Sound, Cook Inlet, and Kodiak Subarea Contingency Plans. The normal response of the RCAC is to provide local knowledge and technical expertise within the ICS structure *(e.g., as part of the Operations and Planning Sections, and the Joint Information Center).*

Investigation Teams

During a major event, the Responsible Party, Federal lead agency, and State lead agency will activate Investigation Teams to investigate the nature and cause of the incident. Investigations may be conducted in a joint or separate manner, depending on the legal nature of the investigation (i.e., Federal/State intent to seek civil or criminal prosecution, based on the incident). Investigation teams from Federal, State, and local agencies will not normally be part of the IMT. While investigation personnel may report to individuals who are part of the UC, the investigators should remain as a separate entity so as not to introduce polarizing forces into the response teams. The initial point of contact may be the Liaison Officer, or the Legal Officer. When in the field, all personnel (NRDA staff, investigators, etc.)

will report to the cognizant on-scene commander for safety, support, and accountability.

A.1.3 Modular in Nature

Emergency response organizations are activated and deactivated in a modular fashion. When an incident occurs, the IMT IC activates only the functions needed to support field response operations, and deactivates the functions as soon as they are no longer needed.

A.1.4 Hierarchical in Nature

Emergency response organizations are hierarchical in nature. There is a clear chain-of-command to facilitate communications and the decision-making process.

A.1.5 Other Organizational Principles

Finally, there are two other points that must be made about an ICS-compatible organizational approach. First, although the spill response community in Alaska has adopted a hierarchical approach, their response organizations should not be viewed as bureaucratic in nature. Response personnel at every level are fully empowered to discharge their roles and responsibilities, and to interact and communicate with each other as they work together, as a team, to address an incident. Second, the structure of their response organizations is flexible. No matter how good pre-incident organizational efforts are, the work to be performed during an incident may require modifications to the structure to accommodate new positions added to address new functions that emerge during the course of response operations.

A.1.6 Principles of Unified Command

When an incident occurs, the spill response community in Alaska views it as a single problem, requiring a single, highly focused response effort. Constructing such an effort can be difficult when multiple organizations exist with the authority to launch simultaneous, potentially divergent response operations. The Unified Command concept is designed to address this problem.

The spill response community in Alaska views the Unified Command as a structure that is created at the time of an incident to bring together the "Incident Commanders" of each major organization involved in response operations. In Alaska, the members of Unified Command are usually the

Federal On-Scene Coordinator, the State On-Scene Coordinator, and the Responsible Party's On-Scene Coordinator/ Incident Commander.

The primary responsibilities of Unified Command are to:

- Establish objectives and priorities.
- Review and approve tactical plans developed to address objectives and priorities.
- Ensure the full integration of response resources.
- Resolve conflicts.
- Consult with natural resource trustees as necessary.

These responsibilities are typically exercised through the conduct of periodic, highly focused Unified Command meetings with attendance typically restricted to the members of Unified Command.

The role of the FOSC and the SOSC in the Unified Command is to fulfill their legal responsibilities *(i.e., to direct and/or monitor response operations),* while allowing the Responsible Party to manage emergency response operations.

When an incident occurs, the Unified Command structure is established at the top of the IMT. In this position, the Unified Commanders are ideally situated to carry out the responsibilities cited above. They provide overall direction by establishing Strategic Objectives and response priorities that must be addressed by the IMT through the planning process. Moreover, they review and approve the products of the planning process *(i.e., Incident Action Plans and General Plans)* developed by the IMT to address the objectives and priorities.

Their position at the top of the IMT also facilitates the appropriate integration of response resources. For the FOSC and SOSC, it allows them to determine the appropriate role(s) for agency personnel and to position them optimally within the IMT structure. For the Responsible Party, it ensures members of the IMT have access to valuable expertise without diluting their ability to manage response operations.

To date, three roles have been identified for government personnel working within the IMT. In this capacity, they can fulfill any of the three governmental functions *(oversight, augmentation, and lead)* while serving as monitors/advisors, integrated resources, and managers. These roles are defined as follows:

- **Monitors/Advisors**: Personnel assigned to observe the actions undertaken by the IMT to ensure it is acting in a manner consistent with the directives of the Unified Command. A Monitor serves as the eyes and ears of agency On-Scene Coordinators to assist them in the exercise of their "direct mode" authority. They may also provide advice to one or more members of the Unified Command and/or personnel on the IMT.
- **Integrated Resources**: Personnel assigned by an agency On-Scene Coordinator to serve as a member of the IMT. An Integrated Resource is managed by a superior on the IMT.
- **Managers**: Personnel assigned to assume a position on the IMT and manage the actions of subordinate personnel *(i.e., when the Responsible Party is judged to be doing an inadequate job in one or more functional areas).*

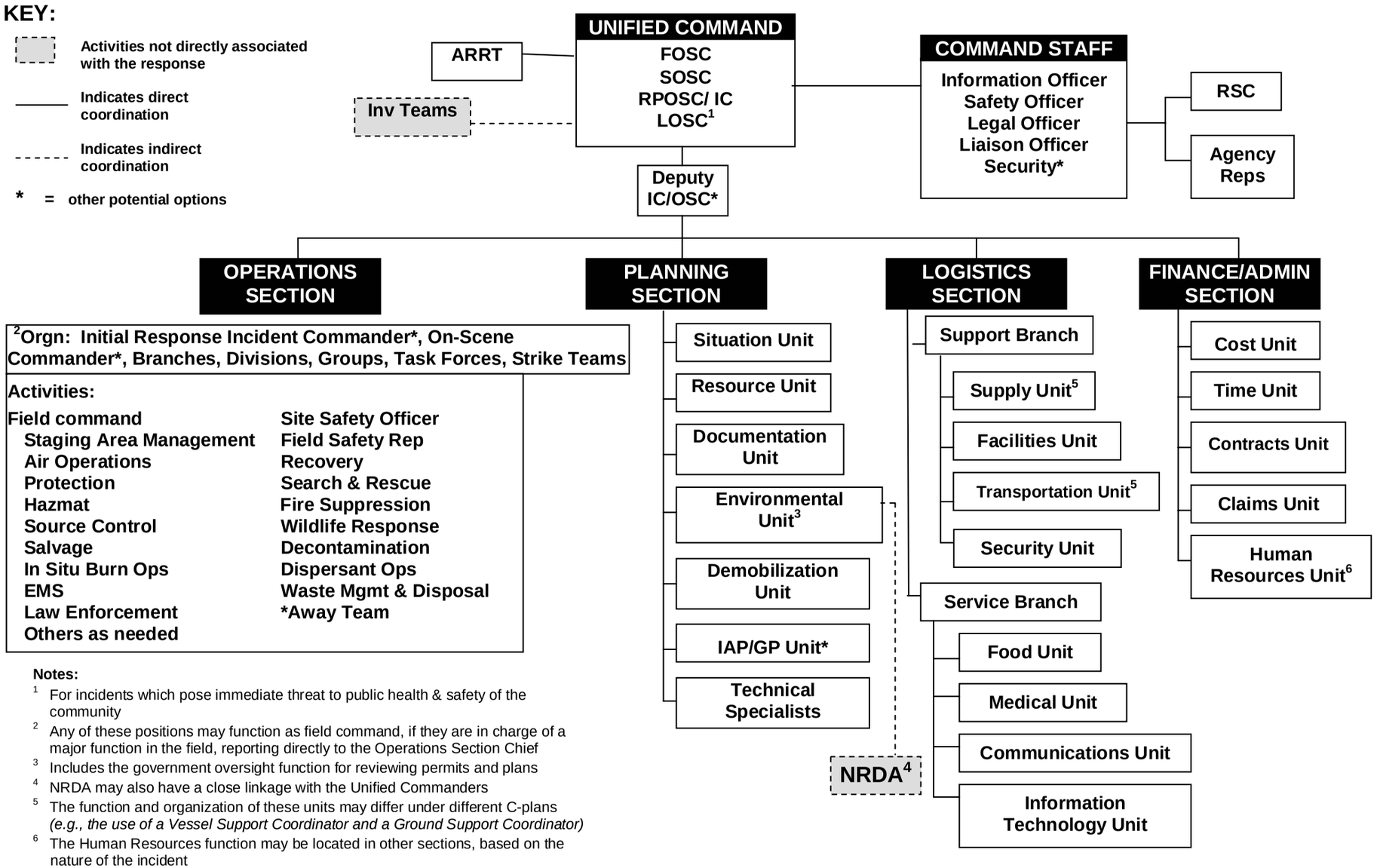
As noted in Section 2.0, there are additional agency responsibilities that are managed simultaneously throughout the incident but not through the joint efforts and combined resources of the Unified Command. These include, as an example, investigation and law enforcement, natural resource damage assessment, restoration activities, and maintaining documentation for possible litigation and cost recovery.

Agency personnel may be asked to assume more than one role at a time, or their role may change during the course of response operations. The role of agency personnel is determined by the Federal or State On-Scene Coordinator. The FOSC and/or SOSC provide the IMT Incident Commander with clear guidance on the role(s) to be assumed by agency personnel.

A.1.7 ICS Organizational Structure

The example ICS organizational chart depicted in Figure A-1 provides a suggested method of organizing the Incident Management Team for an oil or hazardous substance release incident. Several footnotes are included to demonstrate additional, optional methods of organizing the team, based on the situation or individual organizational needs.

Figure A-1: EXAMPLE ALASKA ICS STRUCTURE FOR OIL AND HAZARDOUS SUBSTANCE RELEASES



Notes:

1. For incidents which pose immediate threat to public health & safety of the community
2. Any of these positions may function as field command, if they are in charge of a major function in the field, reporting directly to the Operations Section Chief
3. Includes the government oversight function for reviewing permits and plans
4. NRDA may also have a close linkage with the Unified Commanders
5. The function and organization of these units may differ under different C-plans *(e.g., the use of a Vessel Support Coordinator and a Ground Support Coordinator)*
6. The Human Resources function may be located in other sections, based on the nature of the incident

A.2 MANAGEMENT PRINCIPLES OF ICS

The spill response community in Alaska has adopted the following ICS management principles:

- Common terminology
- Manageable span-of-control
- Objectives-driven response
- Incident action plans
- Comprehensive resource management
- Incident facilities
- Integrated communications

Each of these principles is explained below.

A.2.1 Common Terminology

An emergency response organization is made up of individuals who normally do not work together as a team except during emergency response operations. When they come together, the use of common terminology is viewed as an essential element in team building and communications, both internally and with response personnel from government agency response organizations.

The Incident Command System promotes the use of common terminology, and has an associated glossary of terms that help bring consistency to position titles, the description of resources and how they can be organized, the type and names of incident facilities, and a host of other subjects.

A.2.2 Manageable Span-of-Control

Manageable span-of-control is the most fundamentally important management principle of ICS. It applies to the management of individual responsibilities and response resources. The objective is to limit the number of responsibilities being handled by, and the number of resources reporting directly to, an individual. Based on experience, the number is thought to range from three to seven, with five being considered an optimum number.

When span-of-control problems arise around an individual's ability to address responsibilities, they can be addressed by expanding the organization in a modular fashion. This can be accomplished in a variety of

ways. An Incident Commander can delegate responsibilities to a Deputy and/or activate members of the Command and/or General Staff. Members of the Command Staff can delegate responsibilities to Assistants, and members of the General Staff can appoint Deputies, Branch Directors, Unit Leaders, and Division and Group Supervisors.

When the number of single resources exceed a person's span-of-control, the resources can be grouped together into Task Forces *(or Strike Teams if the same type resource).* When the number of task forces exceeds a person's span-of-control, they can be grouped into Divisions *(i.e., when the strike teams and/or task forces are assigned to a specific geographic area)* or Groups *(i.e., when the strike teams and/or task forces are assigned to functions that cross the geographic boundaries of Divisions).* When the number of Divisions and/or Groups exceed a person's span-of-control, the Divisions and/or Groups can be broken down into Branches.

A.2.3 Objectives-Driven Response

Members of the Command and General Staff are responsible for the development of Strategic Objectives that clearly define what the IMT/FRT is working to achieve during the conduct of emergency response operations. Based upon the information presented at the Initial Incident Briefing Meeting and the analysis of incident potential, the Incident Commander, Officers, and Section Chiefs should have a clear understanding of the major problems that need to be addressed by the IMT/FRT. The Planning Section Chief is responsible for ensuring the Strategic Objectives define how the IMT/FRT plans to address the problems. Strategic Objectives should be written and posted on the Incident Objectives Status Board in the Incident Situation Display. Good objectives are specific, measurable, assignable, reasonable, and time-related. (See the inside front cover for a list of generic spill response objectives).

A.2.4 Incident Action Plans

The structured pattern of thought described in Part A.2.3 leads to the formulation of field assignments. Field assignments describe exactly what is going to be done to address response objectives, by whom, how, where, when, and with what resources.

Field assignments, in turn, serve as the nucleus of a document referred to as the Incident Action Plan (IAP). The IAP generally is prepared for a

prospective period of time referred to as the next operational period (NOP). Besides field assignments, the IAP also contains:

- Objectives for the NOP
- An organizational assignment list *(or organization chart)* for the NOP
- Communications plan for the NOP
- Emergency medical plan for the NOP
- Air operations plan for the NOP
- Other documents

The actual contents of the IAP vary depending upon the nature and demands of response operations. When two or more response organizations are responding to an incident, it is important that the organizations work together *(i.e., through Unified Command and the integration of response personnel)* to formulate one consolidated IAP that fully addresses mutually agreed-upon objectives.

A.2.5 Comprehensive Resource Management

In Part A.2.2, an explanation is provided on how to address response resource-related span-of-control problems by grouping single resources into task forces, and by assigning single resources and/or task forces to Divisions or Groups. Such reconfigurations and assignments not only address span-of-control problems, but help ensure that all resources are properly managed.

Comprehensive resource management also applies to the classification of resources by "kind" and "type," and the categorization of resources by their status--"en route," "assigned," "staged/available," and "out-of-service." The "kind" of resource describes what the resource is; the "type" of resource describes a performance capability for a "kind" of resource.

Resources dispatched to, but not yet checked-in at an incident scene, are "en route" resources. Resources working on a field assignment under the direction of a supervisor are considered to be "assigned" resources. "Available" resources are those that are ready for deployment, but have not been "assigned" to a field assignment *(note: all resources in a staging area should be on an "available" status)*. Checked-in resources that are not in either the "staged/available" or "assigned" categories are considered to be in an "out-of-service" status. Resources can be "out-of-service" for a variety of reasons, including: a shortfall in staffing *(i.e., not enough people to operate equipment)*; personnel taking a rest; maintenance or repair; weather; demobilization, or others.

A.2.6 Incident Facilities

Response operations can form a complex mosaic that must be held together by response personnel working at different, often widely separate incident facilities. These facilities can include:

- **Field Command Post (FCP):** The FCP is the location from which all field response operations are directed. If established, there should be only one FCP for an incident. Field command operates from the FCP. Conversely, responses can be conducted without this single post.
- **Incident Command Post (ICP):** The ICP is the location where the IMT operates during response operations. The Incident Commander operates from the ICP. If a Unified Command is created *(see Part A.1.6),* it also should operate from the ICP.
- **Staging Area:** Can be a location at or near an incident scene where available tactical response resources are stored while they await assignment. Resources in staging area are under the control of Field Command or the Staging Area Manager. Several staging areas may be created during emergency response operations.
- **Logistics Base:** A location where primary logistics support and services activities are based and performed.
- **Camps:** Locations, often temporary, that are equipped and staffed to provide sleeping, food, water, sanitation, and other services to response personnel that are too far away to use base facilities.
- **Helibase:** A place for parking, fueling, maintaining, and loading helicopters used during response operations.
- **Heliport:** A location where helicopters can safely land and take off.

Each facility has unique location, space, equipment, materials, and supplies requirements that are often difficult to address, particularly at the outset of response operations. For this reason, responders should identify, pre-designate and pre-plan the layout of these facilities, whenever possible.

A.2.7 Integrated Communications

The ICS stresses the importance of both "soft" and "hard" communications. "Soft" communications refers to the exchange of information between and among individuals working on emergency response operations, and between the emergency response organization and outside organizations directly involved in response operations.

"Hard" communications refers to communications equipment and how it is organized and used during response operations. Incident Command System procedures facilitate the use of "soft" communications.

To ensure the most effective and efficient use of communications equipment, the ICS stresses the importance of preparing and maintaining a comprehensive, integrated communications plan. Under such a plan, all "hard" communications resources are organized and specified. Three examples of a communications plan follow.

The North Slope operators have organized their communications into networks. These networks can include:

- **Crisis Network**: Established to link the IMT Incident Commander with the CMT Crisis Manager.
- **Command Network**: Established to link the IMT Operations Section Chief with the FRT Field Command.
- **Tactical or Operations Network**: Established at the field level to link appropriate tactical response personnel to their supervisors.
- **Support or Supply Network**: Established to handle all logistics-related communications "traffic" from between the IMT Supply Unit and the Staging Area Manager.

In Prince William Sound, Alyeska and the TAPS shippers have organized their communications by:

- Pre-designating frequencies for a number of task forces and groups;
- Using dedicated phone lines at ICPs for the IMT and CMT; and
- Planning for incident-specific frequency assignments for other field functions and units.

A third communications plan could be created with incident-specific frequency assignments for field activities and the use of mobile phones or incident-installed phones for the IMT.

All "soft" communication that occurs over the networks is conducted in plain English. No "ten codes" are used. Also, all "soft" communications are confined only to essential messages.

A.3 ORGANIZATION OF GOVERNMENT RESOURCES

As stated in Section 1, the federal and State governments may assume three different roles during a spill response based on the availability and capabilities of the RP, and possible extenuating circumstances. The three roles *(Oversight, Augmentation, and Lead)* are discussed below.

General: Federal, State and local governments, as well as the RP, may require concurrent activities which must be performed in response to the spill, yet are not part of the containment, control and cleanup operations.

There are additional agency responsibilities that are managed simultaneously throughout the incident but not through the joint efforts and combined resources of the UC. These responsibilities include, but are not limited to:

- Determining the RP.
- Investigating the cause of the discharge.
- Collecting samples.
- Monitoring and determining the adequacy of the RP's response.
- Determining the extent of contamination.
- Determining natural resource damages.
- Monitoring restoration.
- Determining and recovering the State's costs and assessing penalties.

A.3.1 The Federal and State Oversight Response Organization

The OSCs direct the oversight and monitoring functions within the ICS, as well as representing their agency in the UC. This allows the OSCs to coordinate the activities of the monitoring effort with containment, control, and cleanup activities and with the activities of local government. The OSCs may designate Deputy OSCs to assist with this function.

- **Incorporation of Federal and State Agencies into a Single Government Response**: Although the USCG, EPA and ADEC are the lead federal and State agencies with broad responsibilities during an oil or hazardous substance discharge, other federal and State agencies have major roles in spill response, which are defined by federal and State statutes. The Federal OSC incorporates all federal agencies which have a regulatory role in oil and hazardous substance discharge into a single federal response with a single FOSC in charge. Even

though the FOSC is from the USCG or EPA, he/she is responsible for representing all federal concerns regarding the response action.

The State incorporates all State agencies which have a regulatory or mandated role in oil or hazardous substance discharge into a single State response with a single SOSC in charge. Even though the SOSC is from ADEC, he/she is responsible for representing all of the State's concerns.

In the federal and State's response, every effort is made to incorporate personnel from the participating agencies into specific ICS functional roles within the Planning, Finance/Administration, Operations and Logistics Sections and/or the Command Staff. All participants assigned to the response, while representing their respective agency, work under the direction of the FOSC or SOSC. Any disputes between agency personnel which cannot be resolved at the response staff level should be referred to their Agency Representative for resolution at the Command level. The FOSC is the final arbitrator within the federal response organization. All disputes should be resolved within the response structure so the federal government can speak with a single consistent voice -- the FOSC's. As per the NCP, disputes which cannot be resolved within the response structure can be elevated to the ARRT for resolution if within their jurisdiction. Disputes which cannot be resolved by the ARRT should be elevated to the National Response Team. The SOSC is the final arbitrator within the State's spill response organization. All disputes should be resolved within the response structure so the State can speak with a single, timely, consistent voice -- the SOSC's. Disputes which cannot be resolved within the spill response structure should be elevated by the Agency Representative, or SOSC, to the Disaster Policy Cabinet for resolution at the Commissioner level.

See Appendix B for a complete description of the duties and responsibilities for the specific government oversight functions described below.

- **Government Oversight Function**: This function is located in the Operations Section and performs the operations oversight function for the FOSC/SOSC. Responsibilities may include:
  - Determine the adequacy of the RP's response.
  - Collect and analyze information and advise the OSC of the adequacy of the RP's response.
  - Determine the need for, and recommend the use of additional resources or alternative tactics to the OSC, as required.
  - Determine the need for, and as required, recommend to the OSC orders to be issued to the RP to improve the adequacy of the RP's response.
  - Monitor RP efforts to control the source of the release.

- Observe, document and otherwise monitor the adequacy of the RP's containment and control efforts, including dispersant use and *in-situ* burn efforts.
- Participate in Unified Shoreline Cleanup Assessment Team (SCAT) and Tactical Assessment Group assessments pursuant to plans provided by the Planning Section.
- Monitor wildlife impacts and provide for wildlife protection, rehabilitation, and disposal.
- Monitor waste management operations for compliance with plans and permits.

In some situations, the RP's Operations organization can be mirrored by a government oversight function to ensure response operations are performed adequately. See Appendix B for the roles and responsibilities for these positions. The listing below is an example of how a field organization might be structured. Review individual industry plans for exact titles and field structure:

- Resource Protection Oversight Monitor
- On-Water Oversight Monitor
- On-Land Oversight Monitor
- Source Control/Salvage Oversight Monitor
- Hazmat Oversight Monitor
- Waste Management/Disposal Oversight Monitor
- Decontamination Oversight Monitor
- Wildlife Response Oversight Monitor
- ISB Operations Monitor
- Dispersant Operations Monitor

- **Permits/Plans Review**: This function is located within the Environmental Unit of the Planning Section and fulfills government oversight functions. Responsibilities may include:
  - Ensure the IMT is projecting the movement of the release and prepare/evaluate spill trajectory mapping.
  - Participate in and/or lead the identification of sensitive areas and prioritization of response efforts.
  - Participate in and/or lead the team determining the extent, fate and effects of contamination.
  - Identify the need for and prepare any special advisories or orders.
  - Identify the need for and issue State and federal permits and other authorizations in coordination with federal/State/private landowners; maintain permit status log.
  - Require and approve plans for the management of wastes.
  - Develop a plan for collection, transport, and analysis of required samples.

- Determine emergency corrective actions that should be taken to prevent further impacts.

- **Government Logistics**: In a government oversight role, functions may include: ordering, tracking, and servicing government resources; arranging for transportation and lodging for government response staff; providing communications to government oversight staff *(field monitors)*; and performing other logistics-related functions specifically in support of the government oversight role. Under a mutual agreement with the RP, these governmental functions may become an integral part of the overall RP-led Logistics Section.

- **Government Finance**: In any response where federal and State funds are expended, the FOSC and SOSC are required to maintain an accurate accounting of governmental expenses. For accounting, future auditing and potential litigation purposes, the expenses incurred by the RP, federal, and State must be tracked separately. The FOSC and SOSC may elect to integrate into the RP's Finance Section, but maintain the federal and State identity.

A.3.2 The Federal and State Response Organization when the Government Augments the Response Operation

The FOSC and/or SOSC may decide that government augmentation is necessary to supplement an RP's response due to the magnitude of the event or limited response resources on the part of the RP. In such cases, the FOSC and SOSC coordinate closely with the RP when bringing additional resources *(both personnel and equipment)* to augment the response operation. The UC agrees on the integration of federal and State assets into the overall incident management structure. Since incident management structures are situation-dependent and the need for government augmentation varies based on the needs and capabilities of the RP, a single recommended structure for the government augmentation scenario is not offered.

A.3.3 The Federal and State Response Organization when the Government is Leading the Response Operation

When there is no identified RP, or the RP fails to respond adequately, the federal and/or State government becomes responsible for the containment, control and cleanup operation. In these instances, the containment, control and cleanup effort is carried out by the Operations Section. A possible way to organize the Operations Section would be to divide the Operations Section into two major branches, Response and Oversight.

In this capacity, the FOSC/SOSC may elect to hire a response action contractor to perform containment and cleanup actions. The FOSC/SOSC would assume an oversight role and monitor the contractor's actions. However, the FOSC/ SOSC would also be responsible for certain response actions such as monitoring/ sampling, and investigations.

The example incident management structure provided in Figure A-1 may be applied to the extent necessary *(based on the magnitude of the event and the overall decision of the FOSC and SOSC).* The oversight functions do not apply in the case where the federal or State government assumes the lead role for the response effort.

A.3.4 Spills That Involve State/Federal Disaster/Emergency Declarations

A natural disaster may cause an oil or hazardous substance discharge. When a State disaster emergency declaration and/or a federal major disaster or emergency declaration is issued, additional procedures are necessary to coordinate the spill response effort with the overall disaster/emergency response effort.

These procedures are also used in cases where the spill itself is determined to be a disaster under State law and/or results in a federal emergency declaration.

For a complete discussion of the federal and State roles and organization under this type of situation, refer to the Unified Plan, Annex B.

End of Appendix A

APPENDIX B:
AIMS - POSITION DESCRIPTIONS

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GENERAL INCIDENT COMMAND SYSTEM (ICS) PROCEDURES AND COMMON RESPONSIBILITIES FOR ALL RESPONDERS

The ICS includes general principles and procedures with which all response personnel should be familiar. Understanding and following these general principles and procedures are the responsibility of each individual working within an IMT or FRT.

Individual responsibilities range from understanding and using the AIMS or other ICS guides which are intended to provide a guideline for well-coordinated operations and smooth flow of information, to being responsible for one's own safety.

The following is a summary of those common ICS procedures important to a response effort. It is not intended as a complete description of the ICS. The NIIMS ICS guidance manual provides further detail, and is considered the authoritative reference for matters of general ICS principles and procedures.

Mobilization

1. Receive notification, reporting location, reporting time and travel instructions from your parent organization.
2. Secure approval from your supervisor in accordance with ramp-up and call-out procedures.
3. Receive ICS assignment.
4. Transport personal response gear with you *(PPE, field gear, cold/foul weather gear, survival gear, etc.)*.

Check-In and Check-Out

1. Upon arrival at the incident, check-in at the designated check-in station, receive/verify ICS assignment. Check-in locations may be found at the FCP, ICP, Base or Camps, Staging Areas, Helibases, and Division/Group Supervisors *(for direct line assignments)*.
2. Check out prior to departing the incident.

Safety

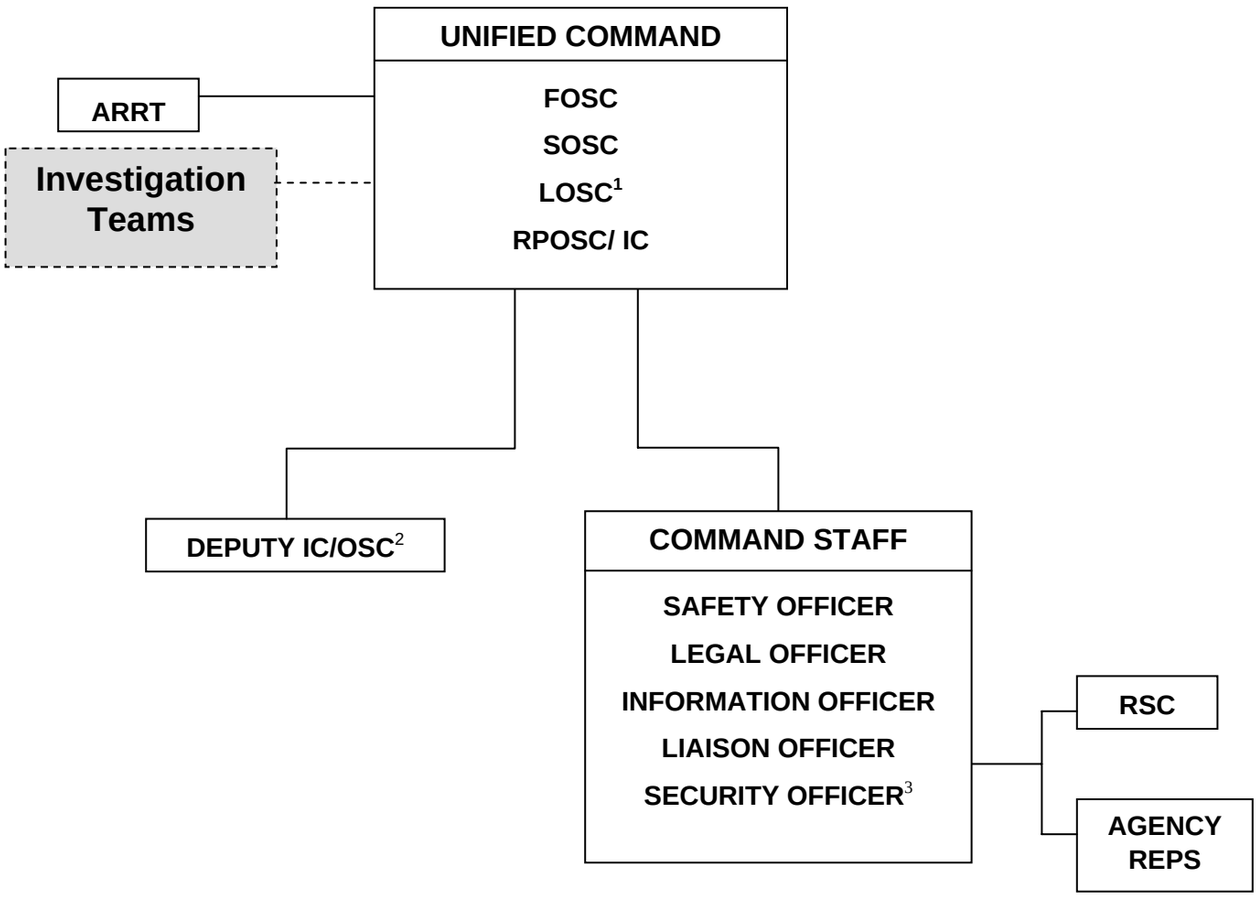
1. Immediately after checking in, and before performing any response function:
   - Be familiar with and follow provisions of the Site Safety Plan.
   - Seek out and confirm receipt of a safety briefing.

2. Report all accidents, near misses, or unsafe acts to supervisor, Site Safety Officer, or field safety representative.

Response Activities

1. Report to your immediate supervisor, receive/confirm assignment, and receive briefing. Acquire work materials.
2. Keep your immediate supervisor informed of all significant events/decisions.
3. Follow the established ICS chain of command.
4. Use clear text and ICS terminology *(no codes)* in all radio transmissions.

UNIFIED COMMAND AND COMMAND STAFF



[1] **When imminent threat to public health and safety exists, or as pre-identified in applicable subarea contingency plans**

[2] **Optional position, dependent on the nature of the incident**

[3] **Some parent organizations place Security in Command (and others in the Logistics Section, Support Branch)**

Indicates Indirect Coordination

UNIFIED COMMAND AND COMMAND STAFF

INCIDENT COMMANDER (IC) / ON-SCENE COORDINATOR (OSC)

ICS Responsibilities: The IC/OSC are responsible for the overall management of the incident. The UC directs incident activities including the development and implementation of strategic decisions and approves the ordering and releasing of resources. The UC may assign Deputy On-Scene Coordinators or Deputy Incident Commanders and delegate authority as needed to assist in carrying out Incident Command responsibilities.

1. Ensure that appropriate actions are taken to protect the health and safety of response personnel.
2. Review general ICS procedures and common responsibilities.
3. Review Emergency Action Checklist in appropriate parent organization plan. Assess the situation and/or obtain incident briefing from prior IC.
4. Make initial contact with the other responding parties *(RPOSC/ IC, FOSC, SOSC, plus priority stakeholders, per parent organization's policies)*.
5. Establish and maintain UC.
6. Determine the organization's role in the response.
7. Review the incident's potential.
8. Determine incident strategies and objectives.
9. Establish response priorities.
10. Establish an ICP.
11. Coordinate all organization actions with the RPOSC/ IC, FOSC, SOSC, other response organization personnel, stakeholders, and natural resource trustees, as appropriate.
12. Coordinate with outside agencies having jurisdiction and inform stakeholders and public, as appropriate and per parent organization's policies.
13. Establish an appropriate organization; make initial ICS assignments.
14. Brief Command Staff and Section Chiefs.
15. Ensure planning meetings are scheduled as required; review the Planning Cycle *(see Appendix D).*
16. Approve and authorize the implementation of an IAP.
17. Determine information needs and advise Command and General Staff.
18. Coordinate activity for all Command and General Staff.

19. Manage incident operations.
20. Approve requests for additional resources and requests for release of resources, or delegate as appropriate.
21. Approve the use of trainees, volunteers, and auxiliary personnel as per parent organization's policies.
22. Authorize release of information to news media.
23. Ensure incident funding is available.
24. Initiate and coordinate incident investigation responsibilities, if appropriate.
25. Seek appropriate legal counsel.
26. Order the demobilization of the incident when appropriate.
27. Establish and maintain Crisis Network and Communications Protocol.
28. Interface with appropriate CMT members per parent organization's procedures. Items of interest to the CMT may include:
    - The extent, fate and effects of contamination
    - Whether any special advisories or orders are issued
    - Requests for assistance received from the Command and General Staff that can be delegated to the CMT
    - Information requested by the CMT
    - The implementation of directives received from the CMT
    - All known incident specifics.
29. Attend required meetings.
30. Maintain a unit log of activities (ICS 214).
31. Submit all documentation to the Documentation Unit upon completion of the response.

DEPUTY INCIDENT COMMANDER/ ON-SCENE COORDINATOR

ICS Responsibilities: If a Deputy IC/OSC is assigned, he/she may be delegated the authority to manage a functional operation or perform a specific task. In some cases, the Deputy may act as relief for a superior and therefore must be fully qualified in the position.

1. Review general ICS procedures and common responsibilities.
2. Make initial ICS assignments.
3. Supervise the Section Chiefs and response operations.
4. Make initial resource need projections and acquire and allocate resources to meet objectives.
5. Ensure vertical and horizontal information flow, including facilitating, arbitrating and filtering.

6. Organize and facilitate Planning Meetings and shift briefings for the OSC/IC, if so assigned.
7. Advise the OSC/IC of issues as appropriate.
8. Attend required meetings.
9. Maintain a unit log of activities (ICS 214).
10. Submit all documentation to the Documentation Unit upon completion of the response.

INFORMATION OFFICER (IO)

ICS Responsibilities: The IO is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.

1. Review general ICS procedures and common responsibilities.
2. Review parent organization Emergency Action Checklist, if available.
3. Determine from the IC if there are any limits on information release.
4. Develop material for use in media briefings.
5. Establish a Joint Information Center in coordination with public information staff from other response organizations.
6. Obtain IC approval for media releases.
7. Inform media and conduct media briefings.
8. Interface with appropriate CMT members per parent organization's procedures. Provide specific requests for CMT assistance to the IC/OSC.
9. Arrange for tours and other interviews or briefings that may be required.
10. Obtain media information that may be useful to incident planning.
11. Keep the general public and stakeholders informed *(e.g., through the use of a website, joint press releases, situation reports, etc.)*.
12. Collect and assemble incident information from the Situation Unit and others.
13. Prepare an initial information summary as soon as possible after arrival, establish a schedule for summary updates and prepare updates.
14. Arrange and conduct press conferences for the OSC/IC.
15. Supervise media personnel activities to ensure that all safety rules are followed and that operations are not impacted.
16. Respond to special requests for information.
17. Provide the IC/OSC with feedback on media reporting of the incident.
18. Attend required meetings.
19. Maintain a unit log of activities (ICS 214).

20. Submit all documentation to the Documentation Unit upon completion of the response.

IMT SAFETY OFFICER (SO)

ICS Responsibilities: The IMT SO is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The IMT SO corrects unsafe acts or conditions through the regular line of authority, although he/she may exercise emergency authority to stop or prevent unsafe acts when immediate action is required. The IMT SO maintains awareness of active and developing situations, ensures the preparation and implementation of the Site Safety Plan, and includes safety messages in each IAP. The IMT *SO (in coordination with Site Safety Officer and/or Field Safety representatives)* is responsible for the following:

1. Review general ICS procedures and common responsibilities.
2. Review parent organization Emergency Action Checklist, if available.
3. Coordinate with Site Safety Officer/Field Safety representative and identify hazardous or unsafe situations associated with the incident by ensuring the performance of preliminary and continuous site characterization and analysis which shall include the identification of all actual or potential physical, biological, and chemical hazards known or expected to be present on site.
4. Participate in planning meetings to identify any health and safety concerns inherent in the operations daily work plan.
5. Prepare safety information for the IAP.
6. Exercise emergency authority to stop and prevent unsafe acts.
7. Coordinate and communicate all safety issues with the Site Safety Officers/Field Safety representatives.
8. Investigate accidents that have occurred within incident areas. Take action to guard against similar accidents.
9. Complete an accident report form for each accident.
10. Ensure safety briefings are conducted for all on-scene personnel.
11. Maintain accident report forms in the form of an accident log.
12. Ensure the preparation and implementation of the Site Safety Plan in accordance with the applicable parent guidance documents, the Unified/Subarea Plan, and State and federal Occupational Safety and Health Administration (OSHA) regulations. The Site Safety Plan shall at a minimum address, include, or contain the following elements:
    - Health and safety hazard analysis for each site task or operation.
    - Comprehensive operations work plan.

- Personnel training requirements.
- PPE selection criteria.
- Site specific occupational medical monitoring requirements.
- Air monitoring plan for area and personnel.
- Site control measures.
- Confined space entry procedures "only if needed".
- Pre-entry briefings (tailgate meetings): initial and as needed.
- Pre-operations health and safety conference for all incident participants.
- Quality assurance of Site Safety Plan effectiveness.

13. Assign assistants and manage the incident safety organization.
14. Review and approve the medical plan.
15. Complete and distribute the Site Safety Plan if necessary and secure IC/OSC approval.
16. Interface with appropriate CMT members per parent organization's procedures. Route any requests for CMT assistance to the IC/OSC. Items of interest to the CMT may include:
    - the nature of hazards associated with an incident and/or incident response operations, particularly if they are Immediately Dangerous to Life and Health (IDLH) to responders or the public
    - the status of missing people
    - the nature and status of injured people
    - any deaths that occur as the result of an incident or incident response operations
    - completed Accident Report Forms
17. Maintain a unit log of activities (ICS 214).
18. Submit all documentation to the Documentation Unit upon completion of the response.

LIAISON OFFICER (LO)

ICS Responsibilities: Incidents that are multi-jurisdiction, or have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff.

1. Review general ICS procedures and common responsibilities.
2. Review parent organization Emergency Action Checklist, if available.
3. Provide a point of contact for assisting cooperating Agency Representatives.
4. Identify Agency Representatives from each agency including communications link and location.

5. Establish and coordinate RSC activities until a RSC chair has been appointed.
6. Identify all stakeholders including affected communities, interest groups, landowners, lease holders, Regional Citizen Advisory Councils, non-jurisdictional government agencies, etc.
7. Interface with appropriate CMT members per parent organization's procedures. Route any requests for CMT assistance to the IC/OSC.
8. Contact each stakeholder and maintain a list of contacts and establish communication links.
9. Maintain a list of assisting and coordinating interagency contacts.
10. Respond to requests for information from stakeholders.
11. Assist in establishing and coordinating inter-agency contacts.
12. Identify current or potential concerns of stakeholders, and convey to Unified Command.
13. Keep agencies supporting incident aware of incident status.
14. Monitor incident operations to identify current or potential inter-organizational issues and advise IC as appropriate.
15. Participate in planning meetings, provide current resource status information, including limitations and capabilities of assisting agency resources.
16. Arrange meetings between response staff and stakeholders as required.
17. Maintain a unit log of activities (ICS 214).
18. Submit all documentation to the Documentation Unit upon completion of the response.

LEGAL OFFICER

ICS Responsibilities:

1. Review general ICS procedures and common responsibilities.
2. Review parent organization Emergency Action Checklist, if available.
3. Advise and provide legal counsel to their respective member of the UC and Command/General Staff of the legal implications of the organization's response actions
4. Provide legal counsel and direction for the organization's investigation effort.
5. Provide documentation guidance for maintaining a legal record of the incident.

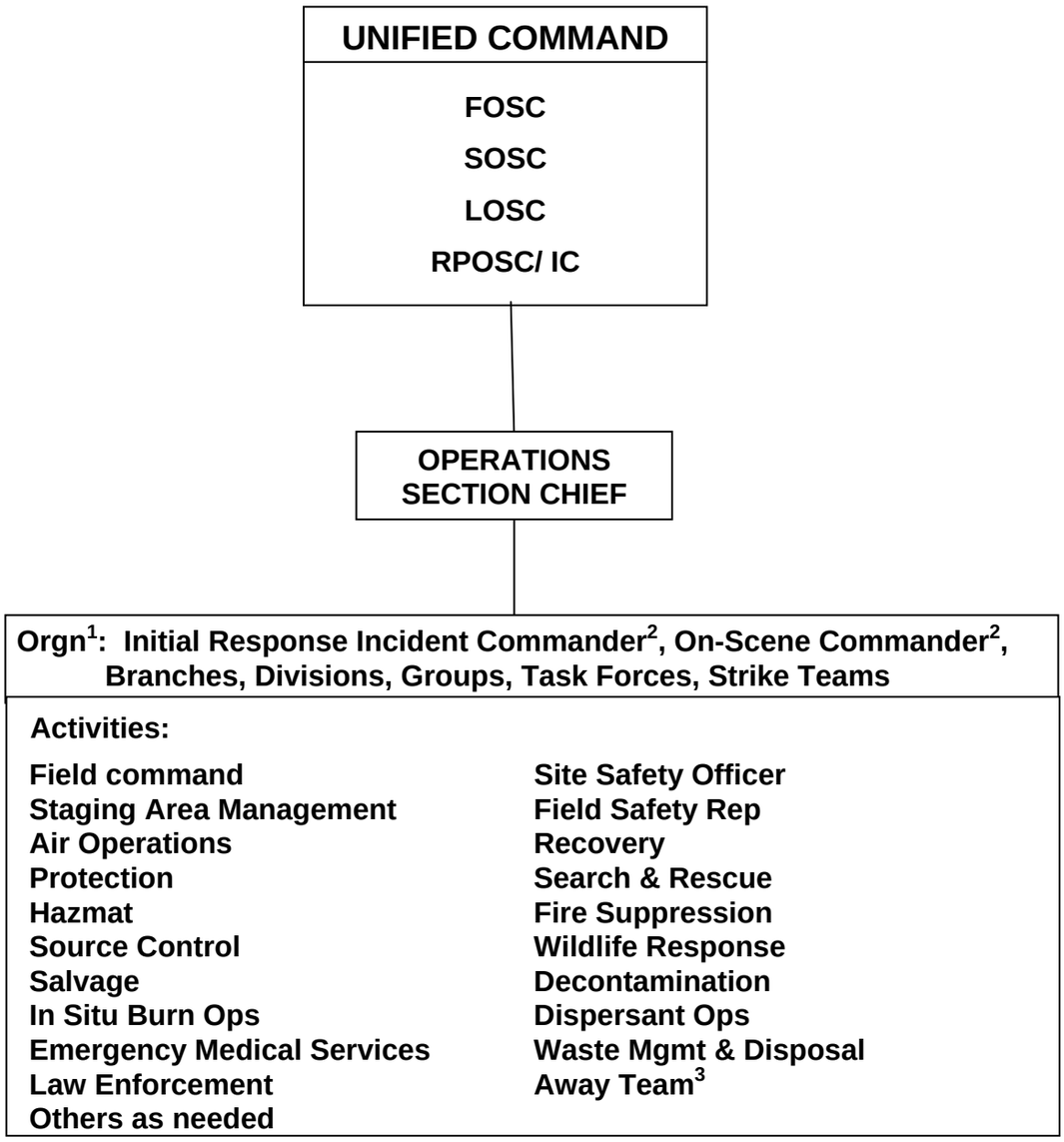
6. Interface with appropriate CMT members per parent organization's procedures. Route requests for CMT assistance to their respective member of the UC. Items of interest to the CMT may include:
   - the legal implications of response actions
   - the nature and status of enforcement actions
   - the nature and status of investigations.
7. Maintain a unit log of activities (ICS 214).
8. Submit all documentation to the Documentation Unit upon completion of the response.

INVESTIGATION TEAMS

General Responsibilities:

9. Ensure that a thorough investigation is conducted into the cause of the incident.
10. Obtain accurate information on quantities released and quantities recovered.
11. Document damages caused by the incident.
12. Maintain all documentation on the investigation and all findings from the investigation of the incident.
13. Serve as evidence custodian for all evidence and collected materials.
14. Document the incident through measurements, photographs, gauging, and videotapes.
15. Conduct depositions, obtain logs, loading records, and other relevant information.
16. Take statements from those directly involved and all witnesses.
17. Establish and manage the case file and administrative record for the spill incident.
18. Assign task and work responsibilities for all staff assigned to the investigation of an incident.
19. Routinely review the case with the ICS Legal Officer to ensure that all necessary actions are being correctly and fully addressed.
20. Coordinate team needs with Command and General Staff.

OPERATIONS SECTION



[1] **Any of these positions may function as field command, if they are in charge of a major function in the field, reporting directly to the Operations Section Chief**

[2] **Optional positions that may assume the role of field command**

[3] **This is a Federal/State/local team that could be deployed to the bridge of a vessel at sea during a serious marine incident (see the description of concurrent Federal/State activities in this appendix)**

OPERATIONS SECTION CHIEF

ICS Responsibilities: The Operations Section Chief is responsible for the management of all field operations directly applicable to the primary mission. The Operations Chief activates and supervises elements in accordance with the IAP and directs its execution; activates and executes the Site Safety Plan; directs the preparation of unit operational plans; requests or releases resources; makes expedient changes to the IAPs as necessary; and reports such to the IC for approval.

1. Review parent organization Emergency Action Checklist, if available.
2. Review general ICS procedures and common responsibilities.
3. Develop/assist in the development of the Operations input to the Incident Action Plan *(strategic goals, tactical objectives and response task assignments)*, and provide information needed to support preparation of the General Plan.
4. Brief and assign operations personnel in accordance with IAP.
5. Establish and maintain communications with field operations.
6. Size up the situation and determine what tasks must be undertaken to ensure the safety of response personnel, stabilize and/or control the source, and protect people, the environment, and property.
7. Supervise the execution of the IAP for Operations.
8. Interface with appropriate CMT members per parent organization's procedures. Request assistance from the CMT through appropriate channels. Provide current and updated incident information to the CMT per parent organization policies and procedures.
9. Request resources needed to implement the Operations' tactics as part of the IAP development (ICS 215).
10. Ensure a Staging Area(s) *(depending upon the size of the incident)* has been established.
11. Ensure safe tactical operations.
12. Review decontamination procedures and plan for the decontamination of emergency responders. Ensure decontamination is set up before entry operations are initiated at Hazmat and other incidents.
13. Make or approve expedient changes to the IAP during the operational period as necessary.
14. Approve suggested list of resources to be released from assigned *status (not released from the incident)*.

15. Address resource-related span-of-control problems by creating task forces and/or strike teams, and by assigning single resources, task forces, and /or strike teams to divisions, groups, and/or branches.
16. Report information about changes in the implementation of the IAP, special activities, events, and occurrences to IC as well as to Planning Section Chief and Information Officer.
17. Attend required meetings.
18. Maintain a unit log of activities (ICS 214).
19. Submit all documentation to the Documentation Unit upon completion of the response.

FIELD COMMAND

NOTE: *The following are general duties and responsibilities that have been developed for a variety of Operations-type functions. The ICS supervisory level (i.e., Branch Director, Group/Division Supervisor, etc.) for each of these functions may vary based on the actual incident. Additionally, if the individual/position identified also assumes the role of field command, the field command checklist should also be implemented.*

Activation of any of these positions will be situation-dependent as well as contingency plan-dependent (in the case of a responsible party implementing specific incident management system procedures as outlined in their contingency plan).

General Roles and Responsibilities: (An) individual(s) filling the role of Field Command (FC) reports to the Operations Section Chief and is responsible for exercising authority over every aspect of on-scene field response operations, and must ensure they are carried out in a safe, effective, and efficient fashion. FC may assume control from the individual who initially observed the incident and initiated the notification and response. Field Command requests and organizes the Field Response Teams (FRT) and coordinates their activities and movements within and out of the incident scene.

1. During the response, gather all information possible from central communications dispatch and/or the person reporting the emergency.
2. Establish a Field Command Post (FCP) located near, but a safe distance from, the incident scene; ensure that the location of the FCP is communicated to all personnel.
3. Verify that a head count has been taken and that all facility/personnel have been accounted for.

4. Ensure an isolation perimeter is established and deny entry as appropriate.
5. Ensure that resource check-in/out procedures are established; receive regular status reports *(i.e., ICS 211)* from the Staging Area Manager on checked-in/out resources.
6. Ensure that the status of all checked-in/out resources *(i.e., assigned, en route, available, and out-of-service)* is maintained throughout response operations.
7. Ensure that an FRT accountability system is established at the emergency scene.
8. Initiate personnel protective actions *(evacuate/shelter-in-place, as necessary).*
9. Identify, confirm and verify the nature of the problem.
10. Initiate defensive reconnaissance operations, as necessary.
11. Assess the overall incident potential, problem and situation. Determine the materials involved, type of container, nature of release and quantities released.
12. Ensure that Source Control and FRT operations are fully coordinated.
13. Coordinate with Division/Group Supervisors on assignments and responsibilities.
14. Ensure that appropriate parts of the *ICS 201 Initial Incident Briefing* are completed and transmitted to the ICP following the dispatch of an FRT to an incident scene.
15. Determine with the IMT IC whether there is a need to activate IMT resources to support initial response operations.
16. Dispatch an appropriate representative to participate in the IMT Initial Incident Briefing Meeting.
17. Ensure that the *ICS 201 Initial Incident Briefing* is filled out for use during the IMT Initial Incident Briefing Meeting.
18. Once activated, provide regular and timely status reports to the Operations Section Chief. Updates should include:
    - Current field conditions.
    - Field response objectives *(what are you doing).*
    - Performance *(how are you doing).*
    - Location of FRT units.
    - Resource requirements.
19. Establish and effectively communicate field objectives and response priorities.
20. Implement field response objectives *(offensive, defensive, non-intervention)*. Assign field response personnel to carry out all tasks in a manner consistent with the field objectives and response priorities.

21. Coordinate with the Site Safety Officer to ensure that all site safety issues are being addressed, and to meet the requirements of the SSP.
22. Make sure there is progress in solving the emergency in a timely manner. Do not delay in calling for either additional personnel or equipment if conditions appear to be deteriorating.
23. Provide regular briefings and updates on operations to both the IMT and all field command personnel.
24. Ensure decontamination of emergency responders before they leave the scene.
25. Ensure that the emergency scene is stabilized before clean-up operations are initiated.
26. Implement a Waste Management Plan which describes the procedures for clean up and disposing of contaminated supplies and equipment.
27. Conduct an incident debriefing session for all emergency response personnel.
28. Maintain and submit all documentation, records and logs to the Documentation Unit after the incident has been terminated.
29. Prepare and maintain an ICS 214 Unit Log of significant events as they occur. It is very important to maintain a comprehensive and accurate log.
30. Conduct an incident critique in accordance with parent organization policies.

SITE SAFETY OFFICER/FIELD SAFETY REPRESENTATIVE

ICS Responsibilities: The Site Safety Officer (SSO) reports to FC and is responsible for the health and safety of all response personnel in the field. The SSO is responsible for establishing safety zones, PPE requirements, and for the general overall safety, hazard identification, and preparation of on-scene Site Safety Plan(s) designed to protect the field responders. The SSO also supports proper establishment of site access and decontamination facilities.

1. Obtain a briefing from FC.
2. Assess the situation and identify any existing and/or potential hazardous situations associated with the incident. Verify with FC weather information *(wind direction, wind speed, temperature, chill factor).*
3. Evaluate the hazards created by the incident - health, flammability, reactivity, physical hazards.

4. Work with FC to evaluate risk factors, including:
   - The overall condition of the containment system. Structural stability and potential failure of the unit involved if fire is involved.
   - Potential effects of environmental conditions including runoff and drainage control.
   - Are exposures protected? Have fixed protection/shutdown systems been activated?
   - Is the level of resources adequate for the problem? What is the incident potential? What will occur if responders do nothing?
5. Establish Hazard Control Zones *(hot, warm, cold, and the isolation perimeter)* as required.
6. Provide safety information for establishing site access.
7. Develop on-scene Site Safety Plan(s).
8. Verify that selection of PPE will be adequate for the hazard(s) present.
9. Work with Field Command to ensure personnel are not placed in an unsafe emergency situation.
10. Provide FC continuing assistance in addressing issues/concerns including:
    - Potentially hazardous and unsafe incident conditions.
    - Emergency procedures.
    - Monitoring of the incident scene.
    - PPE requirements.
    - Safe working procedures.
    - Extent of entry operations within the hot zone.
11. Coordinate with Division/Group Supervisors on safety issues and concerns.
12. Provide safety information for setting up decontamination before entry operations are initiated.
13. Ensure that FC has established a procedure for all personnel working in controlled access areas to employ the “buddy system”.
14. Ensure that properly equipped and trained back-up personnel wearing the appropriate level of PPE are available to assist the entry team in the hot zone.
15. Assist FC in monitoring all entry operations within controlled access areas for unsafe acts and conditions, as well as maximum working times.
16. Support FC in ensuring that the emergency scene is stabilized before clean-up operations are initiated.
17. Support FC in ensuring that a plan is established to clean up or dispose of contaminated supplies and equipment.
18. Provide regular and timely updates to FC, as necessary.

19. Maintain and submit all documentation, records and logs to the Documentation Unit after the incident has been terminated.
20. Prepare and maintain an ICS 214, (Unit Log) of safety activities.
21. Advise FC of any appropriate safety concerns during the debriefing session. Participate in an incident critique in accordance with parent organization policies.

STAGING AREA

ICS Responsibilities: Under the Operations Section Chief, Staging Area Management (SAM) is responsible for managing all activities within the designated staging areas. The SAM is responsible for tracking and accounting for all resources *(people, equipment and material)* entering or exiting the designated staging area. Review general ICS procedures and common responsibilities.

1. Receive a briefing on the incident from FC or the Operations Section Chief per parent organization procedures.
2. Activate/establish Staging Areas, as required.
3. Identify Staging Area Managers for activated Staging Areas *(and other Staging Area personnel plus next shift personnel).*
4. Assess the need for additional, and determine the location of, Staging Areas. Coordinate with other Operations personnel and Safety, Environment, Planning, and Logistics.
5. Implement pertinent sections of the IAP.
6. Establish check-in procedures including communications to the IMT Operations Section/FC per parent organization procedures..
7. Organize the Staging Area(s) *(coordinated with -- and assisted by -- Site Safety and other Operations, Environment and other Planning, Security, Medical and other Logistics)*:
   - Accommodate incoming equipment, yard equipment, Office/check-in area, break area/s, decontamination and donning, waste accumulation *(per Environmental Unit),* security/access.
   - Develop a traffic plan for the movement of resources into and out of Staging Area(s).
   - Post signs for identification and traffic control. Establish and maintain boundaries of staging areas per parent organization procedures.
   - Organize Staging Areas to segregate resources by kind and type. Layout and set up of (a) Staging Area Office(s) and support personnel.

8. Determine and request logistical support for personnel and/or equipment as needed:
   - Identify staffing and resource needs to operate (a) Staging Area(s), such as sanitation facilities, feeding, security, etc.
   - Arrange for necessary equipment transportation support *(including fueling).* Request maintenance services for equipment at Staging Area as needed.
9. Respond to requests for resource assignments:
   - Receive and process resource assignments *(resource orders, resource transfer requests)* generated by field response personnel *(including forms processing)* per parent organization procedures.
   - Work with Communications Unit to establish necessary communications.
   - Obtain and issue receipts for all response and communications equipment and other supplies issued or received at the Staging Area.
10. Respond to requests for reporting and information as required:
    - Establish direct lines of communications with other Staging Area Manager(s), the IMT and FC per parent organization procedures.
    - Work with FC and Staging Area personnel to update personnel, equipment and materials check-in/out status *(available resources).* Receive and forward follow-up reports from the IMT Supply Unit on the status of resource orders to the IMT/FC per parent organization procedures.
    - Advise Operations Section Chief/FC of all changing situation/conditions on scene.
    - Report special occurrences or events *(e.g., accidents, sickness)* per parent organization procedures.
11. Reposition and/or demobilize as needed, and per any Demobilization Plan.
12. Prepare and maintain an ICS 214 Unit Log for significant activities throughout each day of the incident.
13. Maintain and submit all documentation, records and logs to the Documentation Unit after the incident has been terminated.

OTHER OPERATIONS ACTIVITIES *(**NOTE**: These activities may be assigned to staff in the field or on the IMT in the ICP).*

AIR OPERATIONS

ICS Responsibilities: This function is primarily responsible for the air operations portion of the IAP. The IAP will reflect agency restrictions that have an impact on the operational capability or utilization of resources. After the IAP is approved, Air Operations is responsible for implementing it. *[**NOTE**: The Logistics duties and responsibilities for this function may also be carried out through the Air Support Coordinator (as part of the Logistics Section, Support Branch, Transportation Unit).]*

1. Review general ICS procedures and common responsibilities.
2. Organize preliminary air operations.
3. Request declaration or cancellation of restricted air space.
4. Participate in planning meetings as requested.
5. Participate in preparation of the IAP, particularly the Air Operations Summary (ICS 220).
6. Perform operational planning and their updates for air operations.
7. Determine coordination procedures for use by air organization with the rest of Operations and the IMT.
8. Provide the Air Operations Summary (ICS 220) to the Air Operations organization and supervise its activities.
9. Establish procedures for emergency reassignment of aircraft.
10. Schedule approved flights of non-incident aircraft in the restricted air space.
11. Resolve conflicts concerning non-incident aircraft.
12. Coordinate with Federal Aviation Administration (FAA).
13. Report to the Operations Section Chief on air operations activities.
14. Arrange for an accident investigation team when warranted.
15. Maintain a unit log of activities (ICS 214).
16. Submit all documentation to the Documentation Unit upon completion of the response.

RECOVERY

ICS Responsibilities: The Recovery function is responsible for managing recovery operations in compliance with the IAP. This function may be divided into branches, divisions, groups, etc.

1. Review general ICS procedures and common responsibilities.
2. Implement recovery strategies as outlined in the IAP.

3. Direct, coordinate and assess effectiveness of recovery actions.
4. Modify *(and get approval for)* recovery actions as needed.
5. Brief next level of command on activities.
6. Maintain a unit log of activities (ICS 214).
7. Submit all documentation to the Documentation Unit upon completion of the response.

PROTECTION

ICS Responsibilities: The Protection function is responsible for managing sensitive area protection operations in compliance with the IAP. This function may be divided into branches, divisions, groups, etc.

1. Review general ICS procedures and common responsibilities.
2. Implement on-land protection strategies as outlined in the IAP.
3. Direct, coordinate and assess effectiveness of protection actions.
4. Modify *(and get approval for)* protective actions as needed.
5. Brief next level of command on activities.
6. Maintain a unit log of activities (ICS 214).
7. Submit all documentation to the Documentation Unit upon completion of the response.

SEARCH AND RESCUE (SAR)

ICS Responsibilities: The SAR function is responsible for prioritization and coordination of all SAR missions directly related to a specific incident.

1. Review general ICS procedures and common responsibilities.
2. Prioritize SAR missions.
3. Determine resource needs.
4. Direct and coordinate SAR missions.
5. Manage dedicated SAR resources
6. Brief next level of command on activities.
7. Maintain a unit log of activities (ICS 214).
8. Submit all documentation to the Documentation Unit upon completion of the response.

HAZMAT *(see the separate Hazmat Response section at the end of this Appendix)*

FIRE SUPPRESSION

ICS Responsibilities: The Fire Suppression function is responsible for coordinating and directing all firefighting and vapor suppression activities related to the incident.

1. Review general ICS procedures and common responsibilities.
2. Prioritize responses to fires and/or vapor suppression related to the incident.
3. Review appropriate firefighting plans, as necessary.
4. Determine resource needs.
5. Direct and coordinate firefighting and vapor suppression missions.
6. Manage dedicated firefighting and vapor suppression resources.
7. Brief next level of command on activities.
8. Maintain a unit log of activities (ICS 214).
9. Submit all documentation to the Documentation Unit upon completion of the response.

SOURCE CONTROL

ICS Responsibilities: The Source Control function is responsible for developing and implementing source control response actions.

1. Review general ICS procedures and common responsibilities.
2. Receive initial incident briefing from the Operations Section Chief.
3. Provide source control input into the development of the Incident Action Plan.
4. Direct and coordinate Source Control Activities.
5. Determine Source Control resources.
6. Serve as the primary advisor to the Operations Section Chief on issues relating to source control.
7. Maintain a unit log of activities (ICS 214).
8. Submit all documentation to the Documentation Unit upon completion of the response.

WILDLIFE RESPONSE

ICS Responsibilities: The Wildlife response function is responsible for minimizing wildlife losses during spill responses. A central wildlife processing center should be identified and maintained. The activities of private wildlife care groups, including those employed by the RP, are overseen and coordinated by the Wildlife Response function.

1. Review general ICS procedures and common responsibilities.
2. Coordinate the development of the Wildlife Response portion of the IAP.
3. Supervise Wildlife response functional operations.
4. Determine resource needs.
5. Review suggested list of resources to be released and initiate recommendation for release of resources.
6. Assemble and disassemble teams/task forces assigned to the Wildlife Response function.
7. Report information about special activities, events, and occurrences to Operations Section Chief.
8. Observe, document and report wildlife impacts.
9. Observe, photograph, video tape and provide written documentation of wildlife impacts.
10. Report observations to the Operations Section Chief and provide records to Documentation Unit.
11. Implement wildlife protection, collection, rehabilitation and disposal measures specified.
12. Conduct hazing and other protection measures as required.
13. Establish wildlife protection and rehabilitation centers as required.
14. Search for, collect, tag and transport spill-impacted wildlife using procedures specified.
15. Document, store and dispose of dead wildlife.
16. Release recovered wildlife as directed.
17. Maintain a unit log of activities (ICS 214).
18. Submit all documentation to the Documentation Unit upon completion of the response.

SALVAGE

ICS Responsibilities: The Salvage function is responsible for coordinating and directing all salvage activities related to the incident.

1. Review general ICS procedures and common responsibilities.
2. Coordinate development of Salvage Plan.
3. Determine resource needs.
4. Direct and coordinate implementation of the Salvage Plan.
5. Manage dedicated salvage resources.
6. Brief next higher level of command on activities.
7. Maintain a unit log of activities (ICS 214).
8. Submit all documentation to the Documentation Unit upon completion of the response.

DECONTAMINATION

ICS Responsibilities: The Decontamination function is responsible for decontamination of personnel and response equipment in compliance with approved statutes.

1. Review general ICS procedures and common responsibilities.
2. Implement Decontamination Plan.
3. Determine resource needs.
4. Direct and coordinate decontamination activities.
5. Brief Site Safety Officer on conditions.
6. Brief next higher level of command on activities.
7. Maintain a unit log of activities (ICS 214).
8. Submit all documentation to the Documentation Unit upon completion of the response.

IN SITU BURN (ISB) OPERATIONS

ICS Responsibilities: The ISB Operations function is responsible for coordinating and directing all ISB activities related to the incident.

1. Review general ICS procedures and common responsibilities.
2. Work with the Environmental Unit to ensure the ISB permit application is completed and approved by federal/state agencies.
3. Determine resource needs.

4. Direct and coordinate ISB activities.
5. Brief Site Safety Officer on conditions.
6. Brief next higher level of command on activities.
7. Maintain a unit log of activities (ICS 214).
8. Submit all documentation to the Documentation Unit upon completion of the response.

DISPERSANT OPERATIONS

ICS Responsibilities: The Dispersant Operations function is responsible for coordinating and directing all dispersant activities related to the incident.

1. Review general ICS procedures and common responsibilities.
2. Work with the Environmental Unit to ensure the dispersant permit application is completed and approved by federal/state agencies.
3. Determine resource needs.
4. Direct and coordinate dispersant activities.
5. Brief Site Safety Officer on conditions.
6. Brief next higher level of command on activities.
7. Maintain a unit log of activities (ICS 214).
8. Submit all documentation to the Documentation Unit upon completion of the response.

EMERGENCY MEDICAL SERVICES (EMS)

ICS Responsibilities: The EMS function is responsible for coordinating and directing all emergency medical services related to the incident.

1. Review general ICS procedures and common responsibilities.
2. Prioritize EMS responses related to the incident.
3. Determine resource requirements.
4. Direct and coordinate EMS responses.
5. Manage dedicated EMS resources.
6. Brief next higher level of command on activities.
7. Maintain a unit log of activities (ICS 214).
8. Submit all documentation to the Documentation Unit upon completion of the response.

LAW ENFORCEMENT

ICS Responsibilities: The Law Enforcement function is responsible for law enforcement activities related to the incident.

1. Review general ICS procedures and common responsibilities.
2. Coordinate efforts with other assigned security teams (federal, state, local, private).
3. Determine resource needs.
4. Direct and coordinate law enforcement activities.
5. Brief Site Safety Officer on conditions.
6. Brief next higher level of command on activities.
7. Maintain a unit log of activities (ICS 214).
8. Submit all documentation to the Documentation Unit upon completion of the response.

WASTE MANAGEMENT/DISPOSAL

ICS Responsibilities: The Waste Management/Disposal function is responsible for coordinating the on-site activities of personnel engaged in collecting, storing, transporting, and disposing of waste materials.

1. Review general ICS procedures and common responsibilities.
2. Implement disposal plan.
3. Ensure compliance with all waste laws and regulations.
4. Maintain accurate records of recovered material.
5. Brief next higher level of command on activities.
6. Maintain a unit log of activities (ICS 214).
7. Submit all documentation to the Documentation Unit upon completion of the response.

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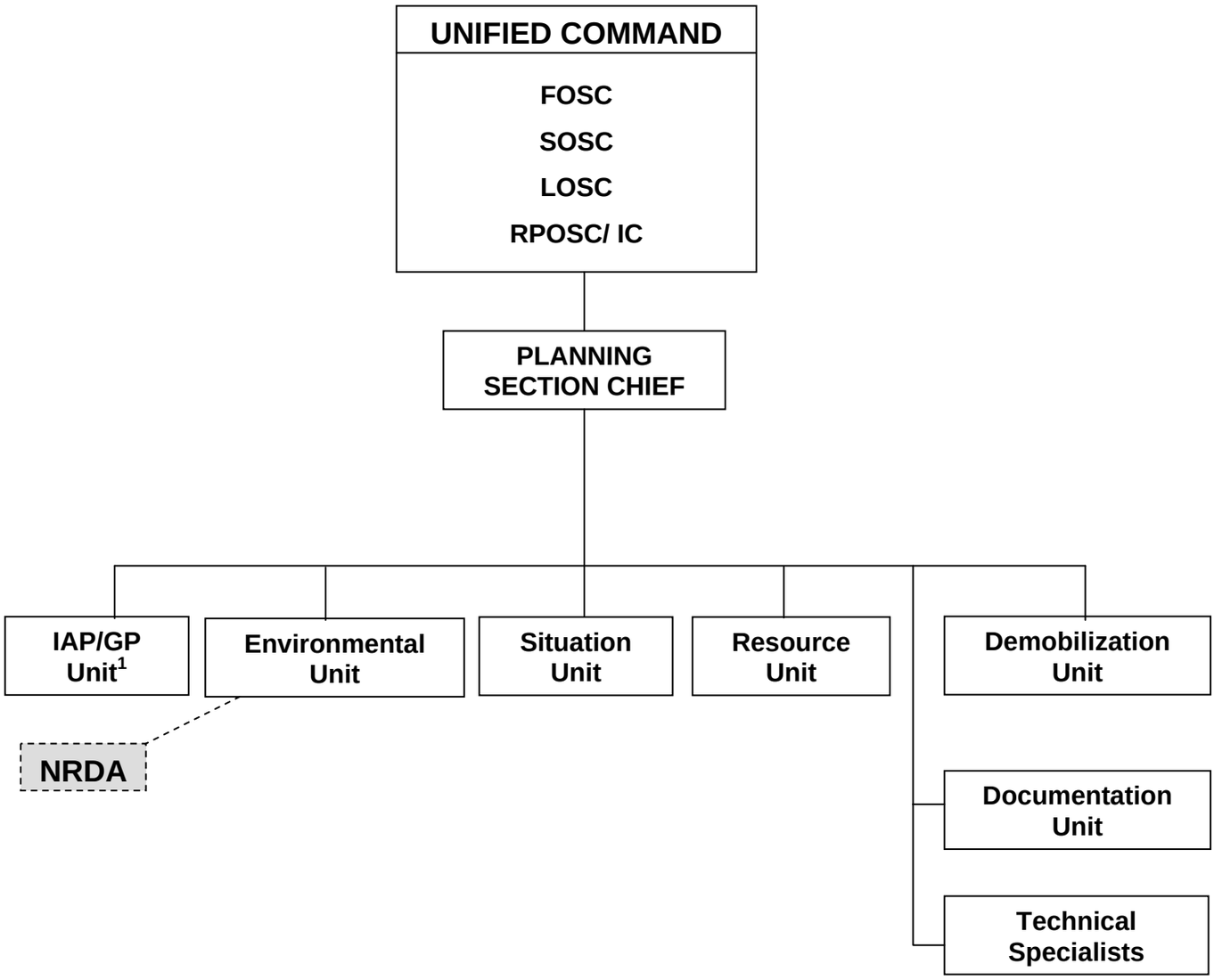
PLANNING SECTION



[1] **Optional Position**

[2] **NRDA activities may also have a close linkage with the Unified Commanders.**

PLANNING SECTION

PLANNING SECTION CHIEF

ICS Responsibilities: The Planning Section Chief is a member of the Incident Commander's General Staff. This position is responsible for supervising the work of Section personnel in organizing and managing the: (1) collection, evaluation, and display of information about an incident; (2) status of equipment and personnel resources assigned to response operations; (3) preparation of the Incident Action Plans for each operational period; (4) preparation of a General Plan *(if appropriate)*; (5) preparation of incident-specific plans; (6) provision of a wide range of environmental services including permitting, waste disposal, wildlife, etc.; (7) assignment of Technical Specialists; (8) documentation and filing of all response operations information; and (9) demobilization operations.

1. Review parent organization Emergency Action Checklist, if applicable.
2. Review general ICS procedures and common responsibilities.
3. Receive briefing from the Incident Commander:
4. Activate appropriate Planning Section personnel:
   - Notify Branch Directors and/or Unit Leaders.
   - Provide Planning Section personnel with background information on the nature and status of the incident and response operations.
   - Provide Planning Section personnel with initial instructions.
   - Ensure safety of Planning Section personnel assigned to the ICP and working in the field.
5. Prepare documents descriptive of incident and response operations:
   - ICS 201 Initial Incident Briefing Document.
   - ICS 209 Situation Status Summary Report.
6. Establish and maintain Incident Information and Situation Displays.
7. Interface with appropriate CMT members per parent organization's procedures. Information could include:
   - Forwarding of situation reports and other appropriate ICS forms and incident-specific documents in accordance with established protocol.
   - Forwarding a copy of relevant status boards from the Incident Situation Display.
   - Providing "Requests for Assistance".
8. Respond to informational requests including status reports *(for IMT members and outsiders)* per parent organization's procedures and IC approval.
9. Supervise preparation of the Incident Action Plan (IAP):
   - Select and supervise an IAP/GP Unit *(optional)* to complete the IAP.

- Define next operational period (NOP) with IC approval.
- Project situation through to end of NOP.
- Document and distribute objectives and priorities for NOP.
- Collect inputs from the Unified Command and Operations Sections Chief in preparing the IAP.
- Assist in the preparation of field assignments for NOP.
- Ensure that Logistics, Safety, and Environmental can support Operation's field assignments.
- Coordinate preparation of necessary documentation.
- Assemble IAP.
- Incorporate the incident Traffic Plan and Vessel Routing Plan *(from Transportation Unit)* and other supporting plans into the IAP, if applicable.
- Obtain Command approval of IAP.
- Ensure that appropriate portions of IAP are distributed for shift change briefings within the ICP and to the FCP(s).

10. Participate in planning and other meetings *(Objectives, Tactical Operations, Planning, Shift Briefing, etc.)* as required.
11. Develop the General Plan *(long term strategic plan).*
12. Establish information requirements and reporting schedules for all ICS organizational elements for use in preparing the IAP.
13. Ensure that Resource Tracking has been established *(including T-cards, if any).*
14. Make recommendations for any specialized resources needed in support of the incident.
15. Provide incident organizational structure including names and locations of assigned personnel.
16. Determine the need for and assign Technical Specialists where needed to analyze and resolve technical issues.
17. Assist in analyzing information on alternative response technologies, as needed.
18. Provide periodic predictions on incident potential.
19. Project the movement of the release and prepare spill trajectory mapping.
20. Supervise the Environmental Unit and the incorporation of their work into the response. Important elements include Environmental Unit Plans and Permits *(waste, decanting, decontamination, wildlife, cultural resources, land use, non-mechanical responses, onshore cleanup),* SCAT activities and reports, sensitive area identification and prioritization, spill effects analysis, and sample collection/transport/analysis *(see Environmental Unit description)*.
21. Instruct Planning Section units on distribution and routing of incident information.

22. Prepare recommendations for release of resources for submission to members of Incident Command.
23. Document response operations and maintain incident records.
24. Ensure that the demobilization is organized and managed.
25. Maintain a unit log of activities (ICS 214).
26. Submit all documentation to the Documentation Unit upon completion of the response.

SITUATION UNIT LEADER

ICS Responsibilities: The Situation Unit Leader is responsible for the collection and evaluation of information about the current and possible future status of the spill and spill response operations. This responsibility includes the compilation of information regarding the type and amount of oil spilled, the amount of oil recovered, the oil's current location and anticipated trajectory, and impacts on natural resources. This responsibility includes providing information to Geographic Information System (GIS) Specialist(s) for the creation of maps to depict the current and possible future situation and the preparation of reports for the Planning Section Chief.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing and special instructions from the Planning Section Chief.
3. Participate in planning meetings as required.
4. Solicit and collect information from all sources on current and predicted incident status.
5. Establish contacts and initiate flow of information into unit with provision for updates.
6. Obtain information on current and predicted weather and other environmental conditions, release amounts and movement, source control efforts, wildlife and human impacts, and deployed and ordered personnel and equipment resources.
7. Maintain contact with Field Observers or Aides and develop a schedule for receiving field information and updating spill status boards.
8. Prepare and maintain ICP Situation Status (SITSTAT) portion of the Incident Situation Display.
9. Compile, organize, and analyze information as it comes in.
10. Interface with appropriate CMT members per parent organization's procedures. Obtain the following information from the CMT *(if activated)*:
    - CMT organizational structure.

- CMT contact phone and fax numbers.
- Schedule of CMT Briefing Meetings.
- Other relevant status boards from the CMT Situation Status Display.

11. Collect and maintain most current incident data.
12. Prepare periodic predictions as requested by the Planning Section Chief.
13. Prepare other visual aids such as maps and photographs depicting the current situation.
14. Prepare, post and disseminate resource and situation status information as required in the Incident Situation Display.
15. Prepare the Situation Status Summary [ICS 209 (oil)].
16. Provide status reports to appropriate requesters.
17. Provide photographic services and maps.
18. Maintain a unit log of activities (ICS 214).
19. Submit all documentation to the Documentation Unit upon completion of the response.

Applicable Technical Specialists and Unit Staff include:

- Display Processors
- Field Observers
- Spill Tracking Field Observers
- Trajectory Analyst Specialists

RESOURCE UNIT LEADER

ICS Responsibilities: The Resource Unit Leader is responsible for maintaining the status of all resources *(primary and support)* at an incident. Resource Status (RESTAT) achieves this through development and maintenance of a master list of all resources, including check-in/out, status, current location, en route, assigned, available, out-of-service, etc. This unit is also responsible for preparing parts of the IAP *(ICS 203 and 204)* and compiling the entire plan in conjunction with other members of the ICS, *(e.g., Situation Unit, Operations, Logistics)* and determines the availability of resources.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing and special instructions from the Planning Section Chief.
3. Participate in Planning Meetings as required.
4. Establish check-in/out function at ICP location.
5. Use the Incident Briefing (ICS 201) to prepare and maintain the Resource Status (RESTAT) portion of the Incident Situation Display

[organization chart, T-cards, and resource allocation (ICS 215) and deployment sections of display].

6. Establish contacts with incident facilities and begin maintenance of resource status.
7. Interface with appropriate CMT members per parent organization's procedures. Information could include:
   - Current ICS organizational structure.
   - Other pertinent information.
8. Gather, post, and maintain incident resource status.
9. Maintain master roster of all resources checked in/out at the incident.
10. Prepare Organization Chart (ICS 203).
11. Prepare appropriate parts of field assignment lists (ICS 204)
12. Provide status reports to appropriate requesters.
13. Maintain a unit log of activities (ICS 214).
14. Submit all documentation to the Documentation Unit upon completion of the response.

DOCUMENTATION UNIT LEADER

ICS Responsibilities: The Documentation Unit Leader is responsible for the maintenance of accurate, up-to-date incident files. Examples of incident documentation include: initial briefing, IAP(s), incident reports, communication logs, injury claims, situation status reports, photographs, etc. Thorough documentation is critical to post-incident analysis. Some of these documents may originate in other sections. This unit ensures each section is maintaining and providing appropriate documents. Incident files are stored for legal, analytical, and historical purposes. The Documentation Unit also provides duplication and copying services. The Documentation Unit records the meetings, prepares meeting notes and prepares a chronology of major incident events, per parent organization policies and procedures.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing and special instructions from Planning Section Chief.
3. Establish work area.
4. Call for additional recorders, if necessary, based on the size of the incident/exercise.
5. Participate in Planning Meetings, as required.
6. Ensure the Incident Action Plan is assembled, organized and distributed in a timely fashion for each planning cycle.
7. Establish and organize incident files.

8. Document and provide for retention of video records, photographs, over-flights and response operations of the incident.
9. Check on accuracy and completeness of records submitted for filing. All forms and official documents must be prepared in blue ink, no pencil, and no whiteout. All corrections to documents should be lined through and initialed in the margins.
10. Retain and file duplicate copies of official forms and reports.
11. Prepare all of the original documents for final closeout according to the master incident filing index.
12. Ensure the ICP Check-in/Check-out (ICS 211) Forms for all IMT personnel are started *(Resource Unit Leader should have started this process)* and collected at completion.
13. Prepare incident documentation for Planning Section Chief, when requested.
14. Start and maintain the incident history *(in chronology format)* of key events as they happen during the incident per parent organization policies and procedures.
15. Assist Command and General Staff members in keeping a written historical record of their activities and observations, per parent organization policies and procedures.
16. Attend meetings to document and track action items, per parent organization policies and procedures.
17. Establish duplication service and respond to requests.
18. Ensure that Section Chiefs advise of any changes or needs they may have.
19. Check on accuracy and completeness of records submitted for files and correct errors or omissions by contacting appropriate ICS units.
20. Provide incident documentation to appropriate requesters.
21. Prepare and maintain Unit Log (ICS Form 214) as events occur. It is very important to maintain a comprehensive log.

ENVIRONMENTAL UNIT LEADER

ICS Responsibilities: The Environmental Unit Leader is responsible for collection, evaluation, and dissemination of all environmental issues concerning the oil spill. The Unit gives advice and direction on environmental aspects of spill and cleanup procedures. It coordinates the efforts of the Wildlife response efforts and assists the Planning Chief in providing information to assess the extent of environmental impacts and environmental advice on cleanup options.

1. Review general ICS procedures and common responsibilities.

2. Obtain briefing and special instructions from Planning Section Chief.
3. Participate in planning meetings, as requested.
4. Review sensitive area information in order to make recommendations on response priorities, and prepare any necessary maps to support that effort.
5. Identify sensitive areas and provide input to prioritizing response efforts.
6. Determine the extent, fate, and effects of contamination.
7. Identify the need for and prepare any special advisories or orders.
8. Identify the need for and submit permit applications and other authorizations, including non-mechanical approvals, to appropriate agency members.
9. Develop waste management plans.
10. Prepare the Environmental Unit Summary (ICS 224) for inclusion in the IAP.
11. Develop a plan for the collection, transport, and analysis of samples.
12. Identify and recruit technical specialists as required.
13. Plan for and ensure the conduct of SCAT activities.
14. Ensure SCAT information is incorporated into the IAP.
15. Maintain a unit log of activities (ICS 214).
16. Submit all documentation to the Documentation Unit upon completion of the response.

Applicable Technical Specialists and Unit Staff include:

- Resources at Risk Technical Specialists
- Shoreline Assessment Team Leader

NRDA Liaison: Exchange of information between and coordination of natural resource damage assessment and response activities can be beneficial by preventing natural resource injury or losses, avoiding duplication of data-gathering, and allowing for efficient use of available personnel and equipment.

Most NRDA activities occur outside of the ICS/UC. The appropriate place within the ICS for emergency response information exchange and coordination to occur is the Environmental Unit. However, the Lead Administrative Trustee for NRDA does have access to the Liaison Officer on the Command Staff if necessary.

The Environmental Unit is responsible for collection, evaluation, dissemination, and use of information about the incident, including information about natural resources. This is often a logical place for the

liaison between trustee NRDA work and incident response. The trustee liaison is provided by the lead administrative trustee or other personnel designated to serve this function. The person within the Environmental Unit responsible for working with the lead administrative trustee may be the Scientific Support Coordinator or other personnel designated to serve this function. Because most of the NRDA activities are conducted outside the ICS/UC, it is extremely important for the person, within the Environmental Unit working with the lead administrative trustee, to communicate the NRDA operations to the Unified Command and response operations to the lead administrative trustee.

IAP/GP LEADER (Optional Position)

ICS Responsibilities: To ensure the planning efforts do not interfere with the IMT's ability to support ongoing field response operations, one option may include formation of an IAP/GP Unit to work on the IAP while the balance of the IMT continues to focus on the response. This unit should be led by a representative of the Planning Section and should include, whenever possible, other personnel from the Planning Section and at least one representative each from the Operations and Logistics Sections. The unit's composition also should reflect the makeup of the Unified Command by including representatives from the responding organizations.

1. Review general ICS procedures and common responsibilities.
2. Attend daily staff meetings and briefings and relay relevant information to IAP/GP Unit personnel.
3. Size up incident, identify IAP/GP Unit-specific issues and concerns, and break down unit activities into manageable tasks.
4. Assist Planning Section Chief in preparation of Planning Section-specific strategic objectives.
5. Coordinate with Planning Section Chief/Situation Unit and appropriate IMT members to gather information for Incident Action Plans (IAP) and the General Plan (GP).
6. Prepare and distribute IAPs, including:
   - Defining objectives for the next operational period (NOP).
   - Preparing field assignments.
   - Performing logistics, safety, and environmental reviews.
   - Assembling, gaining approval, and implementing the IAP.
7. Prepare and maintain the GP, to include:
   - Defining the objectives to include critical tasks and milestones.
   - Performing a detailed assessment and providing projections for critical tasks, spill trajectories, and identifying resources at risks.
   - Projecting the duration of critical tasks.

- Projecting resource requirements to complete tasks.
- Gaining approval, implementing, and periodically updating the General Plan.

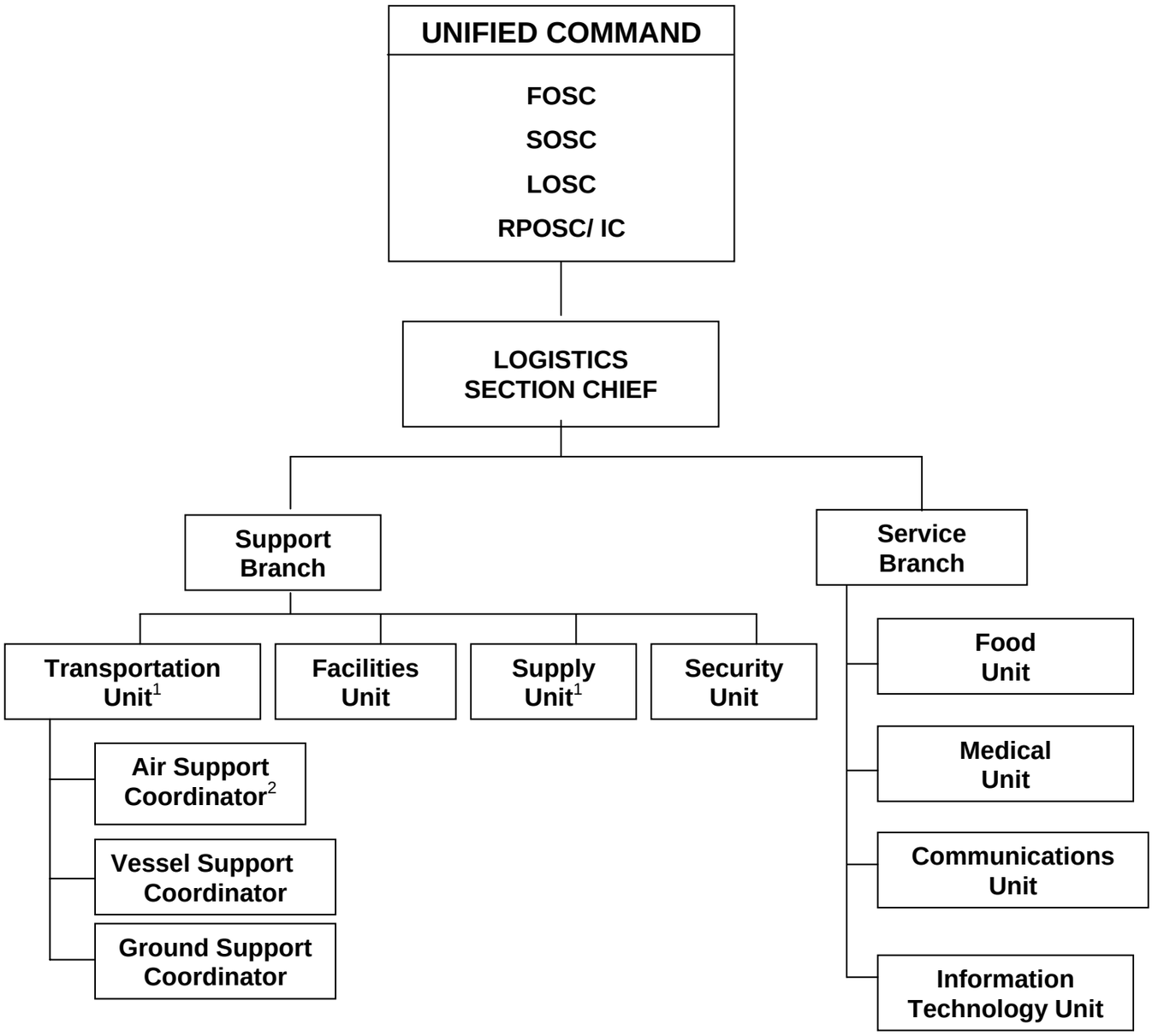
8. Conduct periodic assessment meetings.
9. Maintain a unit log of activities (ICS 214).
10. Submit all documentation to the Documentation Unit upon completion of the response.

DEMOBILIZATION UNIT LEADER

ICS Responsibilities: The Demobilization Unit Leader is responsible for developing the Incident Demobilization Plan, and assisting Sections/Units in ensuring that an orderly, safe, and cost effective demobilization of personnel and equipment is accomplished from the incident.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing and special instructions from Planning Section Chief.
3. Demobilize in accordance with the Demobilization Plan.
4. Review incident resource records to determine probable size of demobilization effort.
5. Participate in planning meetings as required.
6. Evaluate logistics and transportation capabilities required to support demobilization.
7. Prepare and obtain approval of Demobilization Plan including required decontamination.
8. Distribute Demobilization Plan to each processing point.
9. Ensure that all Sections/Units understand their responsibilities within the Demobilization Plan.
10. Monitor implementation and assist in the coordination of the Demobilization Plan.
11. Brief Planning Section Chief on progress of demobilization.
12. Provide status reports to appropriate requesters.
13. Maintain a unit log of activities (ICS 214).
14. Submit all documentation to the Documentation Unit upon completion of the response.

LOGISTICS SECTION



[1] **The function and organization of these units may differ under different C-plans (e.g., the use of a Vessel Support Coordinator and a Ground Support Coordinator)**

[2] **Optional position – Activities can be performed by the Air Operations Branch in the Operations Section**

LOGISTICS SECTION

LOGISTICS SECTION CHIEF

ICS Responsibilities: The Logistics Section Chief, a member of the General Staff, is responsible for providing facilities, transportation, communications, services, and material in support of the incident. The Logistics Section Chief participates in development and implementation of the IAP and activates and supervises Branches and Units within the Logistics Section.

1. Review parent organization Emergency Action Checklist, if available.
2. Review general ICS procedures and common responsibilities.
3. Plan organization of Logistics Section.
4. Assign work locations and preliminary work tasks to Section personnel.
5. Notify Resource Unit of Logistics Section units activated, including names and locations of assigned personnel.
6. Assemble and brief Branch Directors and Unit Leaders.
7. Participate in preparation of IAP.
8. Identify service and support requirements for planned and expected operations.
9. Provide input to and review Communications Plan, Medical Plan, Traffic Plan, and Vessel Routing Plan.
10. Coordinate and process requests for additional resources.
11. Interface with appropriate CMT members per parent organization's procedures. Information provided could include:
    - Security threats directed at or situations that impact upon incident response personnel.
    - Requests for assistance.
12. Review IAP and estimate Section needs for next operational period.
13. Advise on current service and support capabilities.
14. Prepare service and support elements of the IAP.
15. Estimate future service and support requirements.
16. Receive Demobilization Plan from Planning Section.
17. Recommend release of unit resources in conformance with Demobilization Plan.
18. Ensure general welfare and safety of Logistics Section personnel.
19. Maintain a unit log of activities (ICS 214).
20. Submit all documentation to the Documentation Unit upon completion of the response.

SERVICE BRANCH DIRECTOR

ICS Responsibilities: The Service Branch Director, when activated, is under the supervision of the Logistics Section Chief, and is responsible for the management of all service activities at the incident. The Branch Director supervises the operations of the Communications, Information Technology, Medical, and Food Units.

1. Review general ICS procedures and common responsibilities.
2. Obtain working materials.
3. Determine level of service required to support operations.
4. Confirm dispatch of Branch personnel.
5. Participate in planning meetings of Logistics Section personnel as required.
6. Review IAP for inclusion of issues relative to the Service Branch.
7. Coordinate activities of Service Branch Units.
8. Inform Logistics Section Chief of activities.
9. Resolve Service Branch problems.
10. Maintain a unit log of activities (ICS 214).
11. Submit all documentation to the Documentation Unit upon completion of the response.

COMMUNICATIONS UNIT LEADER

ICS Responsibilities: The Communications Unit Leader works under the direction of the Service Branch Director or Logistics Section Chief, and is responsible for providing equipment and procedures for communications within and external to the incident through the following tasks:

- Developing plans for the effective use of incident communications equipment and facilities.
- Installing and testing communications equipment; supervising the incident Communications Centers.
- Distributing communications equipment to incident personnel.
- Maintaining and repairing communications equipment.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing from Service Branch Director or Logistics Section Chief.
3. Determine unit personnel needs.
4. Advise on communications capabilities/limitations.
5. Coordinate with the Information Technology Unit Leader to determine additional communications capabilities available through computer systems.

6. Prepare and implement the Incident Communication Plan (ICS 205).
7. Ensure the Incident Communications Center and Message Center are established.
8. Set up and operate command center radio dispatch, telephone, public address systems, and data links as required.
9. Establish appropriate communications distribution/maintenance locations.
10. Ensure communications systems are installed and tested.
11. Ensure an equipment accountability system is established.
12. Ensure personal portable radio equipment from cache is distributed per radio plan.
13. Provide technical information as required on:
    - Adequacy of communications systems currently in operation.
    - Geographic limitation on communications systems.
    - Equipment capabilities.
    - Amount and types of equipment available.
    - Anticipated problems in the use of communications equipment.
14. Supervise Communications Unit activities.
15. Maintain records on all communications equipment as appropriate.
16. Ensure equipment is tested and repaired.
17. Recover equipment from relieved or released units.
18. Maintain a unit log of activities (ICS 214).
19. Submit all documentation to the Documentation Unit upon completion of the response.

Applicable Unit Staff include:

- Incident Dispatcher

MEDICAL UNIT LEADER

ICS Responsibilities: The Medical Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is primarily responsible for the development of the Medical Emergency Plan, obtaining medical aid and transportation for injured and ill incident personnel, and preparation of reports and records. The Medical Unit may also assist Operations in supplying medical care and assistance to civilian casualties at the incident, but is not intended to provide medical services to the public.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing from Service Branch Director or Logistics Section Chief.

3. Participate in Logistics Section/Service Branch planning activities.
4. Determine level of emergency medical activities performed prior to activation of Medical Unit.
5. Prepare the Medical Emergency Plan (ICS 206), including procedures for medical emergencies.
6. Activate Medical Unit.
7. Interface with appropriate CMT members per parent organization's procedures. Transmitted information could include declared medical emergencies.
8. Establish a cache of emergency medical supplies.
9. Declare major medical emergency as appropriate.
10. Respond to requests for medical aid.
11. Respond to requests for medical transportation.
12. Respond to requests for medical supplies.
13. Prepare medical reports and submit as directed.
14. Maintain a unit log of activities (ICS 214).
15. Submit all documentation to the Documentation Unit upon completion of the response.

FOOD UNIT LEADER

ICS Responsibilities: The Food Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is responsible for determining feeding requirements at all incident facilities; menu planning; determining cooking facilities required; food preparation; serving; providing potable water; and general maintenance of the food service areas.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing from Service Branch Director or Logistics Section Chief.
3. Determine location of working assignment, and number and location of personnel to be fed.
4. Determine method of feeding to best fit each situation.
5. Obtain necessary equipment and supplies to operate food service facilities.
6. Ensure menus provide incident personnel with well-balanced meals.
7. Ensure that sufficient potable water is available to meet all incident needs.
8. Ensure that all appropriate health and safety measures are taken.
9. Provide Supply Unit Leader food supply orders.
10. Ensure any permits relating to food service have been obtained.

11. Maintain a unit log of activities (ICS 214).
12. Submit all documentation to the Documentation Unit upon completion of the response.

INFORMATION TECHNOLOGY UNIT LEADER

ICS Responsibilities: The Information Technology (IT) Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is responsible for providing information technology support at all incident facilities. This support includes: computer hardware/software installation, maintenance, and trouble-shooting; installation/ maintenance of local area/wide area networks; website support *(hardware, software installation and maintenance)*; and ensuring appropriate information security measures are in place.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing from Service Branch Director or Logistics Section Chief.
3. Determine location of work assignment, and determine resource needs *(personnel and equipment)* necessary to perform assigned tasks.
4. Determine the operating locations requiring information technology support, and the specific type of support necessary to perform assigned tasks *(e.g., software, email connectivity, basic computer and printer capability, local area/wide area network connectivity, etc.)*.
5. Coordinate with Service Branch Director, and inform Resource Unit of any additional equipment and personnel requirements to operate and sustain the IT Unit.
6. Coordinate with Communications Unit Leader to determine existing communications capabilities, and provide any additional capabilities available through computer systems.
7. Maintain established information technology capabilities and help functions.
8. Provide for an orderly demobilization of information technology assets. Coordinate with Supply Unit Leader on final accountability of high value assets. Coordinate equipment transportation with the Transportation Unit Leader.
9. Maintain a unit log of activities (ICS 214).
10. Submit all documentation to the Documentation Unit upon completion of the response.

SUPPORT BRANCH DIRECTOR

ICS Responsibilities: The Support Branch Director, when activated, is under the direction of the Logistics Section Chief, and is responsible for development and implementation of logistics plans in support of the IAP, including providing transportation, personnel, equipment, facilities, and supplies to support incident operations. The Support Branch Director supervises the operation of the Supply, Facilities, Transportation, and Security Units.

1. Review general ICS procedures and common responsibilities.
2. Identify Support Branch personnel dispatched to the incident.
3. Determine initial support operations in coordination with Logistics Section Chief and Service Branch Director.
4. Prepare initial organization and assignments for support operations.
5. Determine resource needs.
6. Maintain surveillance of assigned unit work progress and inform Logistics Section Chief of activities.
7. Resolve problems associated with requests from Operations Section.
8. Maintain a unit log of activities (ICS 214).
9. Submit all documentation to the Documentation Unit upon completion of the response.

SUPPLY UNIT LEADER

ICS Responsibilities: The Supply Unit Leader is primarily responsible for ordering personnel, equipment and supplies; receiving, and storing all supplies for the incident; maintaining an inventory of supplies; and servicing non-expendable supplies and equipment.

1. Review general ICS procedures and common responsibilities.
2. Obtain a briefing from the Support Branch Director or Logistics Section Chief.
3. Participate in Logistics Section/Support Branch planning activities.
4. Determine the type and amount of supplies en route.
5. Arrange for receiving ordered supplies.
6. Review IAP for information on operations of the Supply Unit.
7. Order, receive, distribute, and store supplies and equipment and coordinate contracts and resource orders with the Finance/ Administration Section.
8. Receive and respond to requests for personnel, supplies, and equipment.

9. Maintain inventory of supplies and equipment.
10. Coordinate service of reusable equipment.
11. Submit reports to the Support Branch Director.
12. Maintain a unit log of activities (ICS 214).
13. Submit all documentation to the Documentation Unit upon completion of the response.

Applicable Unit Staff include:

- Ordering Manager
- Receiving and Distribution Manager

FACILITIES UNIT LEADER

ICS Responsibilities: The Facilities Unit Leader is primarily responsible for the layout and activation of incident facilities *[e.g., Base, Camp(s), FCPs, and ICPs]*. The Facilities Unit provides sleeping and sanitation facilities for incident personnel and manages base and camp operations. Each facility *(base or camp)* is assigned a manager who reports to the Facilities Unit Leader and is responsible for managing the operation of the facility. The basic functions or activities of the Base and Camp Manager are to provide security, service and general maintenance. The Facilities Unit Leader reports to the Support Branch Director.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing from the Support Branch Director or Logistics Section Chief.
3. Review IAP for issues relating to facilities.
4. Participate in Logistics Section/Support Branch planning activities.
5. Determine workspace requirements, layout, and any special requirements for each facility to be established including workstations and field offices.
6. Determine requirements for the ICP and FCP.
7. Prepare layouts of incident facilities.
8. Notify unit leaders of facility layout.
9. Activate incident facilities.
10. Determine food service and housing requirements for personnel assigned to each workstation.
11. Provide Base and Camp Managers as required to manage facility operations including security food service, housing and maintenance.
12. Obtain personnel to operate facilities.

13. Provide sleeping facilities.
14. Provide facility maintenance services - sanitation, lighting, clean up.
15. Demobilize base and camp facilities, and restore facilities and area to pre-incident condition.
16. Maintain Facilities Unit records and turn in to Documentation Unit upon completion of the incident response.
17. Maintain a unit log of activities (ICS 214).

SECURITY UNIT LEADER

ICS Responsibilities: The Security Unit Leader is responsible for the provision of the safeguards needed to protect personnel and property from loss or damage, and to implement site control. This function may also be located on the Command Staff as the "Security Officer" for specific organizations.

1. Review general ICS procedures and common responsibilities.
2. Establish contacts with local law enforcement agencies as required.
3. Coordinate security measures at the site and limit access to authorized personnel.
4. Request required personnel support to accomplish work assignments.
5. Arrange for important aspects of the incident to be photographed.
6. Develop Security Plan for incident facilities.
7. Determine and provide security services to implement the Security Plan.
8. Control access of the FCP and ICP and other command centers to authorized personnel. Prepare associated personnel rosters and log all individuals in and out. Provide information to the Resource Unit.
9. Coordinate security activities with appropriate incident personnel.
10. Request assistance of law enforcement agencies as required by incident circumstances.
11. In the event of fire or explosion associated with an incident, notify State Troopers and request that the Bureau of Alcohol, Tobacco and Firearms be notified. Coordinate closely with Law Enforcement function in Operations Section.
12. Document and report all complaints and suspicious occurrences.
13. Maintain a unit log of activities (ICS 214).
14. Submit all documentation to the Documentation Unit upon completion of the response.

TRANSPORTATION UNIT LEADER

ICS Responsibilities: The Transportation Unit Leader is responsible for coordination of transportation needs for the response and for developing and implementing the Traffic Plan.

1. Review general ICS procedures and common responsibilities.
2. Provide and direct all air, water and ground transportation required to support response activities.
3. Identify and project personnel, supplies, food and equipment transportation needs including air *(helo, fixed wing),* water *(skiffs, vessels),* and surface *(vehicles, ATVs).*
4. Identify and project need for fueling, maintenance and repair services.
5. Secure transportation and associated services and supplies through the Supply Unit.
6. Establish regular transportation schedules and routes. Establish joint transportation operation tasks if appropriate.
7. Secure and maintain an inventory of vehicles, vessels, and equipment sufficient to meet current and projected needs.
8. Schedule transport of personnel, equipment, and supplies upon request. Maintain vehicle, vessel, and aircraft rental records.
9. Provide transportation for demobilization of personnel and equipment in accordance with Demobilization Plan.
10. Assign transportation resources to other sections and units.

GROUND SUPPORT COORDINATOR

ICS Responsibilities: The Ground Support Coordinator is primarily responsible for (1) support of out-of-service resources; (2) coordination of transportation of personnel, supplies, food, and equipment; (3) fueling, service, maintenance and repair of vehicles and other ground support equipment; and (4) implementing the Traffic Plan for the incident.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing from Transportation Unit Leader or Support Branch Director.
3. Participate in Support Branch/Logistics Section planning activities.
4. Coordinate development of the Traffic Plan with the Planning Section.
5. Support out-of-service resources.
6. Notify Resource Unit of all status changes on support and transportation vehicles.

7. Arrange for and activate fueling, maintenance and repair of ground transportation resources.
8. Maintain usage information on rented equipment.
9. Requisition maintenance and repair supplies *(e.g., fuel, spare parts).*
10. Coordinate the maintenance of incident roads.
11. Submit reports to Support Branch Director as directed.
12. Maintain a unit log of activities (ICS 214).
13. Submit all documentation to the Documentation Unit upon completion of the response.

VESSEL SUPPORT COORDINATOR

ICS Responsibilities: The Vessel Support Coordinator is responsible for activating and dispatching vessels in support of the response, and for implementing the Vessel Routing Plan for the incident and coordinating transportation on the water and between shore resources. Since most vessels are supported by their own infrastructure, the Vessel Support Coordinator may be requested to arrange fueling, maintenance, and repair of vessels on a case-by-case basis.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing from Transportation Unit Leader or Support Branch Director.
3. Participate in Support Branch/Logistics Section planning activities.
4. Coordinate development of Vessel Routing Plan.
5. Coordinate vessel activations with the Operations Section
6. Coordinate water to land transportation with Ground Support Coordinator, as necessary.
7. Maintain a prioritized list of vessel transportation requirements that need to be scheduled with the transportation source.
8. Support out of service vessel resources, as requested.
9. Arrange for fueling, maintenance, and repair of vessel resources *(with other Logistics and Operations Section members),* as requested.
10. Maintain inventory of response, support and transportation vessels.
11. Maintain a unit log of activities (ICS 214).
12. Submit all documentation to the Documentation Unit upon completion of the response.

AIR SUPPORT COORDINATOR

ICS Responsibilities: The Air Support Coordinator is primarily responsible for preparing the air operations portion of the IAP (if there is no Air Operations Branch in the Operations Section). The IAP reflects agency restrictions that have an impact on the operational capability or utilization of resources such as night flying or hours per pilot. After the IAP is approved, air operations is responsible for implementing it.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing from Transportation Unit Leader or Support Branch Director.
3. Participate in Support Branch/Logistics Section planning activities.
4. *Organize preliminary air operations.
5. Request declaration or cancellation of restricted air space area.
6. Coordinate air to ground transportation as necessary.
7. Maintain a prioritized list of transportation requirements that need to be scheduled with the transportation source.
8. Support out of service aircraft resources, as requested.
9. Arrange for fueling, maintenance, and repair of aircraft resources, as requested.
10. Maintain inventory of aircraft *(both fixed wing and helicopters).*
11. Coordinate with Operations Section on air operations.
12. *Prepare and provide Air Operations Summary Worksheet to the Transportation Unit Leader.
13. Coordinate air support requirements with personnel in other Sections.
14. *Prepare a plan and supervise all air operations activities associated with the incident (ICS 220).
15. Establish procedures for emergency reassignment of aircraft.
16. Schedule approved flights of non-incident aircraft in the restricted air space area.
17. Keep abreast of the air traffic situation external to the incident.
18. *Resolve conflicts concerning non-incident aircraft.
19. *Coordinate with the Federal Aviation Administration (FAA).
20. *Update air operations plans.
21. Report to the Transportation Unit Leader on air operations activities.
22. *Arrange for an accident investigation team when warranted.
23. Coordinate and schedule aircraft operations intended to locate, observe, track, surveil, support dispersant applications, or other deliverable response application techniques.

24. Provide aircraft for aerial surveillance to report on the incident situation when fixed and/or rotary-wing aircraft are airborne at an incident.
25. Coordinate air surveillance mission scheduling and observer assignments with the Situation Unit Leader.
26. Maintain a unit log of activities (ICS 214).
27. Submit all documentation to the Documentation Unit upon completion of the response.

*Tasks to be performed if an Air Operations Branch is not activated under the Operations Section.

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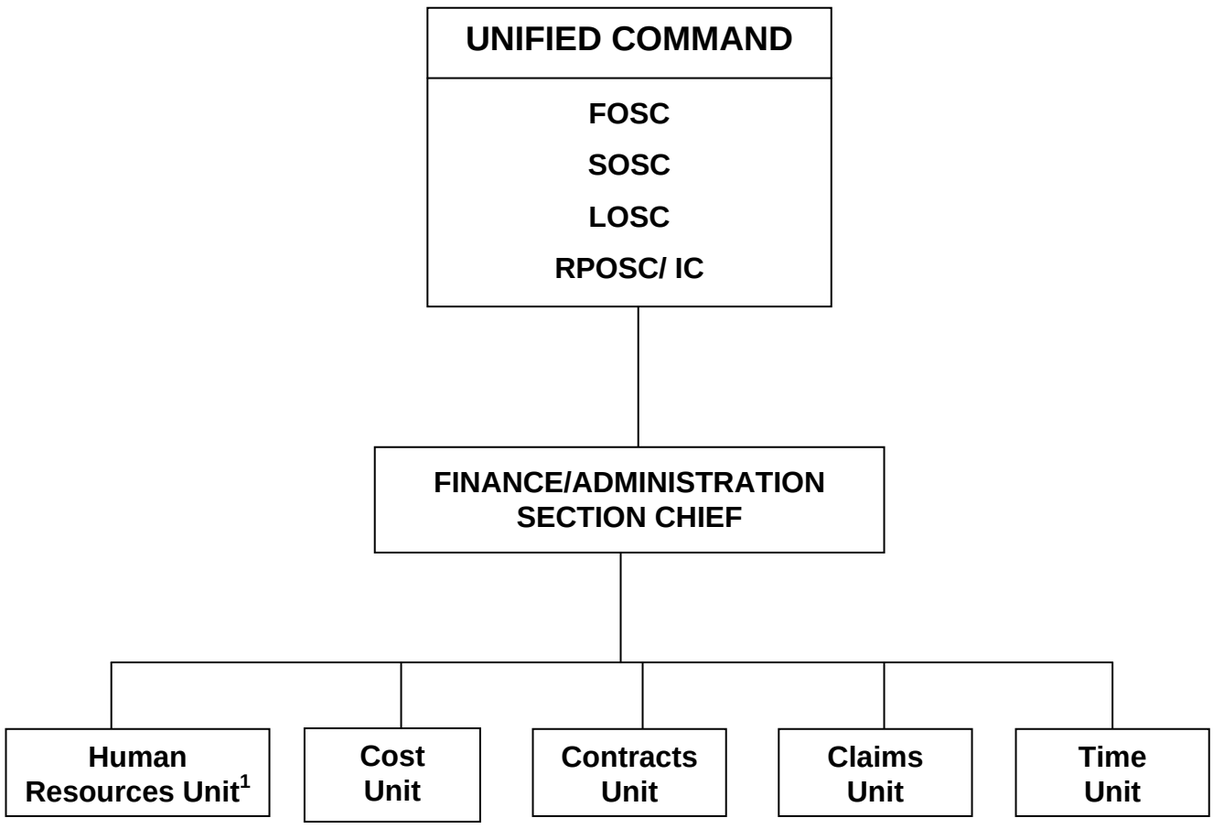
FINANCE/ADMINISTRATION SECTION



[1] The Human Resources Unit is an optional function that may be located in other sections, based on the nature of the incident or parent organization's plan.

NOTE: Federal and State Finance functions may also take place within the overall Finance/Administration Section, although the expenses incurred by the federal and State agencies will be tracked separately.

FINANCE/ADMINISTRATION SECTION

FINANCE/ADMINISTRATION

ICS Responsibilities: The Finance/Administration Section Chief, a member of the General Staff, is responsible for all financial and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section.

1. Review parent organization Emergency Action Checklist, if available.
2. Review general ICS procedures and common responsibilities.
3. Attend briefing with other Section Chiefs to gather information.
4. Attend planning meetings to gather information on overall strategy.
5. Determine resource needs.
6. Meet with assisting and cooperating agency representatives as required.
7. Provide input in all planning sessions on financial and cost analysis matters.
8. Maintain contact with parent organization's administrative offices on finance matters per parent organization's policies and procedures.
9. Ensure that all personnel time records are transmitted to home agencies according to policy.
10. Participate in all demobilization planning.
11. Ensure that all obligation documents initiated at the incident are properly prepared and completed.
12. Brief administration personnel on all incident-related business management issues needing attention and follow-up prior to leaving the incident per parent organization's policies and procedures.
13. Maintain a unit log of activities (ICS 214).
14. Submit all documentation to the Documentation Unit upon completion of the response.

TIME UNIT LEADER

ICS Responsibilities: The Time Unit Leader is responsible for equipment and personnel time recording.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing from Finance/Administration Section Chief.
3. Determine resource needs.
4. Establish contact with appropriate agency personnel/representatives.

5. Organize and establish Time Unit.
6. Establish Time Unit objectives.
7. Ensure that daily personnel time records are prepared in compliance with time policies.
8. Submit cost estimate data forms to Cost Unit as required.
9. Brief Finance/Administration Section Chief on current problems, recommendations, outstanding issues, and follow-up requirements.
10. Maintain a unit log of activities (ICS 214).
11. Submit all documentation to the Documentation Unit upon completion of the response.

Applicable Unit Staff include:

- Personnel Time Recorder
- Equipment Time Recorder

CONTRACTS UNIT LEADER

ICS Responsibilities: The Contracts Unit Leader is responsible for administering all financial matters pertaining to contracts.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing from Finance/Administration Section Chief.
3. Contact appropriate unit leaders on incident needs and any special procedures.
4. Provide contracting services to procure all equipment, supplies, and services to support the response.
5. Coordinate, as necessary, with local jurisdictions on plans and supply sources.
6. Obtain Incident Procurement Plan.
7. Identify persons with procurement authority and procurement rules in effect.
8. Prepare and secure signatures for contracts, memoranda of agreement, reimbursable service agreements, etc.
9. Obtain and provide cost and delivery estimates.
10. Prepare auditing contracts when needed.
11. Prepare and sign contracts and land use agreements as needed.
12. Draft memoranda of understanding.
13. Establish contracts with supply vendors as required.
14. Interpret contracts/agreements and resolve claims or disputes within delegated authority.
15. Coordinate with Claims Unit on procedures for handing claims.

16. Finalize all agreements and contracts.
17. Coordinate cost data in contracts with Cost Unit Leader.
18. Maintain a unit log of activities (ICS 214).
19. Submit all documentation to the Documentation Unit upon completion of the response.

CLAIMS UNIT LEADER

ICS Responsibilities: The Claims Unit Leader is responsible for the overall management and direction of all Compensation for Injury Specialists and Claims Specialists assigned to the incident.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing from Finance/Administration Section Chief.
3. Establish contact with incident Safety Officer and Liaison Officer or Agency Representatives if no Liaison Officer is assigned.
4. Establish a procedure for processing complaints and grievances per parent organization's policies and procedures.
5. Establish a procedure for processing insurance and health claims per parent organization's policies and procedures.
6. Process any claims against the organization.
7. Process local funding requests.
8. Determine the need for Compensation for Injury and Claims Specialists and other personnel if needed.
9. Establish Compensation for Injury work area with the Medical Unit whenever feasible.
10. Review Incident Medical Plan.
11. Ensure that Compensation and Claims Specialists have adequate workspace and supplies.
12. Brief Compensation and Claims Specialists on incident activity.
13. Coordinate with Contracts Unit on procedures for handling claims.
14. Periodically review all logs and forms produced by Compensation and Claims Specialists to ensure:
    - Work is complete.
    - Entries are accurate and timely.
    - Work is in compliance with parent organization's requirements and policies.
15. Keep Finance/Administration Section Chief briefed on unit status and activity.

16. Ensure that all Compensation for Injury and Claims Logs and Forms are up to date and routed to the proper office for post-incident processing prior to demobilization.
17. Demobilize Unit in accordance with Demobilization Plan.
18. Maintain a unit log of activities (ICS 214).
19. Submit all documentation to the Documentation Unit upon completion of the response.

COST UNIT LEADER

ICS Responsibilities: The Cost Unit Leader is responsible for collecting all cost data, performing cost effectiveness analyses, and providing cost estimates and cost saving recommendations for the incident.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing from Finance/Administration Section Chief.
3. Coordinate with parent organization's offices on cost reporting procedures.
4. Obtain, compile, and record all cost data.
5. Compile and prepare incident cost estimates and summaries.
6. Prepare resource-use cost estimates for Planning.
7. Prepare the personnel cost estimate for the incident using the IAP.
8. Make recommendations for cost savings to Finance/Administration Section Chief.
9. Maintain cumulative incident cost records.
10. Ensure that all cost documents are accurately prepared.
11. Establish third party billing procedures and track costs.
12. Resolve billing disputes.
13. Establish procedures for receiving and depositing funds.
14. Complete all records prior to demobilization.
15. Provide reports to Finance/Administration Section Chief *(e.g., total costs incurred to date, the average cost per day).*
16. Maintain a unit log of activities (ICS 214).
17. Submit all documentation to the Documentation Unit upon completion of the response.

HUMAN RESOURCES UNIT (OPTIONAL POSITION)

ICS Responsibilities: The Human Resources Unit Leader is responsible for addressing human resource needs and issues.

1. Review general ICS procedures and common responsibilities.
2. Obtain briefing from Finance/Administration Section Chief.
3. Receive and respond to requests for personnel *(from pre-designated IMT, other trained personnel in the organization, and major response organizations)*.
4. Provide requesting unit with information on en route personnel.
5. Identify and address human resource issues and concerns related to the response.
6. Arrange for necessary human resource support for the IMT and their families – humanitarian assistance, Employee Assistance Program, Critical Incident Stress Debriefing, etc.
7. Establish contact with incident Safety Officer and Liaison Officer.
8. Maintain a unit log of activities (ICS 214).
9. Submit all documentation to the Documentation Unit upon completion of the response.

CONCURRENT FEDERAL/STATE ACTIVITIES

COMMAND AND COMMAND STAFF ACTIVITIES

STATE INVESTIGATION UNIT

The State Investigation Unit is responsible for two primary activities during a response: civil or criminal investigations. The SOSC assigns a senior ADEC Division of Spill Prevention and Response (SPAR) Staff member as the Investigation Unit Leader.

The Investigation Unit Leader supervises the investigation and all staff assigned to the investigation, which may include staff from the ADEC Environmental Crimes Unit, the State's Department of Law, ADEC Prevention and Emergency Response Program (PERP) and Industry Preparedness Program (IPP), as well as an Alaska State Trooper, Contractors, and Technical Specialists.

***NOTE**: The evidence obtained during all investigations should be initially handled as a potential criminal investigation, pending further review of the case. This ensures proper handling of the evidence regardless of the nature of the investigation.*

INVESTIGATION UNIT LEADER

General Responsibilities: Regardless of civil or criminal investigation activities, the following constitute general responsibilities for the Investigation Unit Leader.

1. Ensure that a thorough investigation is conducted into the cause of the incident *(to include identifying, investigating, and documenting all apparent violations of the law in the cause of, and response to the release).*
2. Obtain accurate information on quantities released and quantities recovered.
3. Document damages caused by the incident.
4. Maintain all documentation on the investigation and all findings from the investigation of the incident.
5. Investigate and document the RP's response actions.
6. Take fingerprint samples from the source and from the spill.

7. Ensure alcohol and drug testing of the pilot, driver, etc., involved in the incident *(if criminal negligence is suspected)*.
8. Serve as evidence custodian for all evidence and collected materials.
9. Maintain chain of custody on all materials collected or obtained as evidence in the incident.
10. Document the incident through measurements, photographs, gauging, and videotapes.
11. Conduct depositions, obtain logs, loading records, and other relevant information.
12. Take statements from those directly involved and all witnesses.
13. Establish and manage the case file and administrative record for the spill incident.
14. Identify the legally responsible party with the assistance of the Legal Officer through a legal search of property and corporate records.
15. Identify and obtain copies of all records needed for the State's case via the Documentation Unit.
16. Collect all evidence necessary to fully support civil or criminal actions.
17. Evaluate implementation of C-Plan by the RP.
18. Coordinate with the Lead State Trustee on the State's Natural Resources Damage Assessment (NRDA) efforts.
19. Assign task and work responsibilities for all staff assigned to the investigation of an incident.
20. Routinely review the case with the ICS Legal Officer, SOSC, and DSOSC, to ensure that all necessary actions are being correctly and fully addressed.
21. Coordinate unit needs with DSOSC, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/ Administration Section Chief.
22. Routinely coordinate with the State's Documentation Unit to ensure that all impacted areas are identified and documented fully for use in determining damages and impacts for future civil actions including cost recovery.

INVESTIGATION TEAM

ICS Responsibilities: Works directly for the Investigation Unit Leader.

1. Assist the Investigation Unit Leader in documenting the events leading to the incident, the loss of product, and any damages that might have resulted from the incident.

2. Collect, preserve, and document all samples and evidence concerning the incident.
3. Coordinate planned activities with the Operations Section Chief, and the Situation and Documentation Units.
4. Report findings to the Investigation Unit Leader.

ADEC INVESTIGATOR (ENVIRONMENTAL CRIMES UNIT - ECU)

ICS Responsibilities:

1. Assist the Investigation Unit Leader in documenting the events leading to the incident, the loss of product, and any damages that might have resulted from the incident.
2. Collect, preserve, and document samples and evidence concerning the incident.
3. Ensure that all necessary procedures and leads are followed up on and thoroughly investigated, documented, and retained in an official record.
4. Coordinate planned activities with the Operations Section Chief, and the Situation and Documentation Units.
5. Report findings to Investigation Unit Leader.

ENVIRONMENTAL CRIMES UNIT ATTORNEY

ICS Responsibilities:

1. Provide legal advice to the Investigation Unit Leader on civil and criminal aspects of the investigation.
2. Handle the criminal prosecution of an incident.
3. At the discretion of the ECU Attorney, routinely brief the SOSC and DSOSC on the status of the criminal investigation and the direction it is heading.

ALASKA STATE TROOPER

ICS Responsibilities:

1. Conduct alcohol and drug testing of designated individuals identified as being directly involved or associated in the cause of the incident under investigation.

2. Assist the ECU or ADEC investigators in conducting the investigation into the incident.
3. Keep the Investigation Unit Leader informed of all progress, findings, and daily work plans.

TECHNICAL SPECIALISTS *(**NOTE**: For a complete description of technical specialists, refer to the listing contained in this Appendix).* Basic ICS responsibilities for the following technical specialists are:

ICS Responsibilities:

1. Keep the Situation and Documentation Units informed of all findings.
2. Keep the Investigation Unit Leader informed of all progress, findings, and daily work plans.
3. Keep the Operations Section Chief and the Documentation Unit informed of all activities and findings.

C-PLAN SPECIALIST

ICS Responsibilities: This position is activated when an incident involves a C-Plan holder.

1. Monitor the C-Plan holder's response to an incident.
2. Ensure the response operations in the C-Plan are followed and all assets identified in the C-Plan are available and used, if needed.
3. Document findings concerning C-Plan implementation and the availability of identified response equipment.
4. Report and provide documentation on all findings to the Investigation Unit Leader.

SAMPLING SPECIALIST

ICS Responsibilities:

1. Collect samples from the source and the spill.
2. Receive all samples and documentation from other samplers and ensure the proper handling and shipment of samples to an appropriate lab for analysis.
3. Ensure that all documentation concerning samples are retained in an approved manner and given to the Documentation Unit for retention.

TANK GAUGER/TANK SURVEYOR

ICS Responsibilities:

1. Gauge the vessel's tanks or storage tanks involved in the incident to determine the quantity remaining.
2. Obtain copies of and review all logs, ullage, and tank information to determine the quantity in the tanks just prior to the incident.
3. Gauge all storage tanks and collection containers to determine quantities of product recovered.
4. Monitor all storage and collection tanks to adequately fix the quantity recovered at 36 hours, in order to comply with that regulatory standard.
5. Provide clear and accurate documentation of all gauging conducted for the incident to the Investigation Unit Leader and to the Documentation Unit for use in any legal actions that may result from the incident.
6. Provide technical expertise on storage tanks, their structural integrity, and damage.

MARINE ENGINEER

ICS Responsibilities:

1. Provide technical expertise on vessel's integrity, stability, and damage.

MARINE SURVEYOR

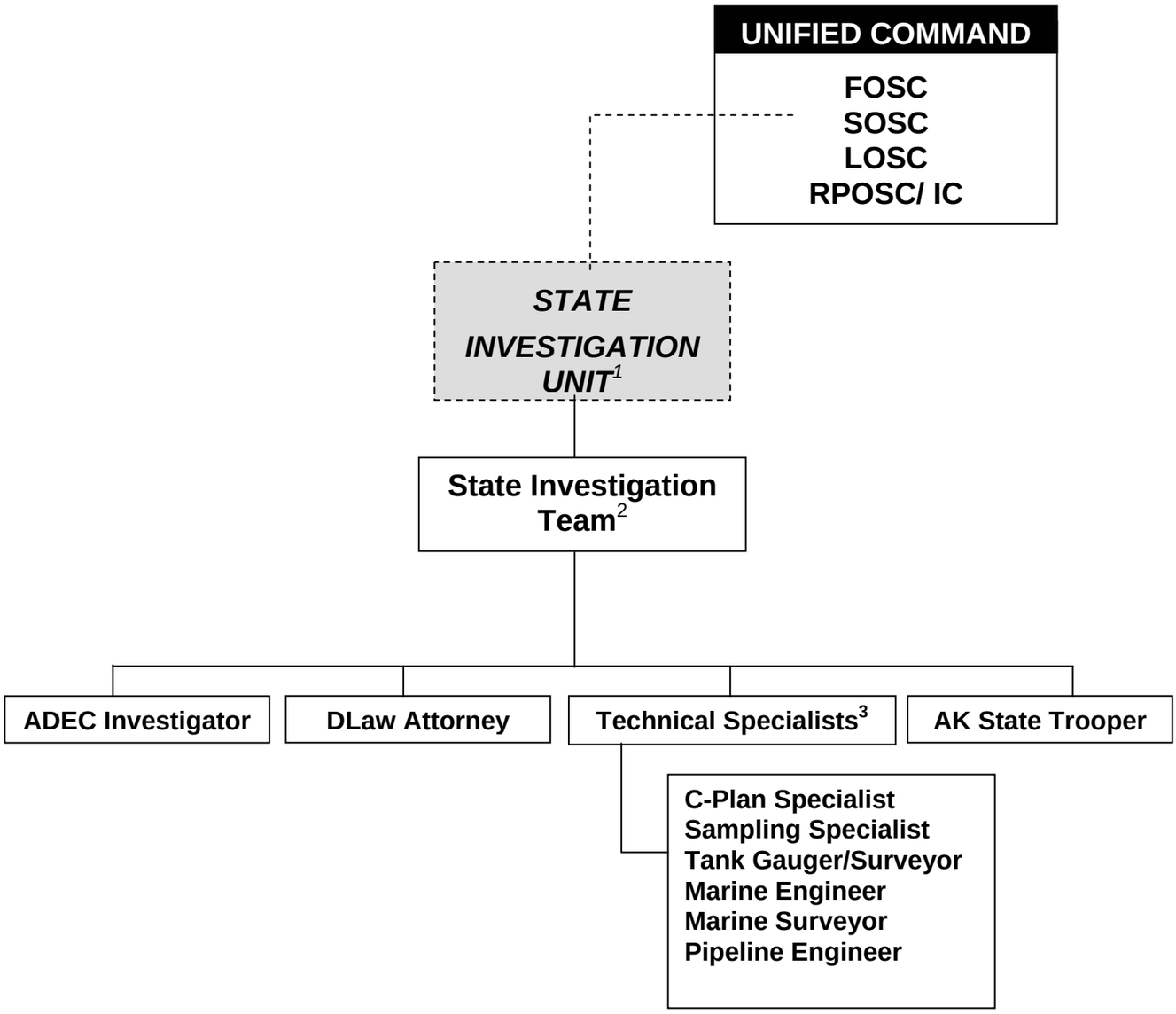
ICS Responsibilities:

1. Conduct a survey of the vessels involved in an incident to determine the extent of damage and sea worthiness of the vessel(s).

PIPELINE ENGINEER

ICS Responsibilities:

1. Provide technical expertise on pipelines, structural integrity, and damage.



[1] **The Unit Leader (assigned by the SOSC) will always be a Senior ADEC Division of Spill Prevention and Response Staff Member.**

[2] **The Investigation Team may include staff from the ADEC Environmental Crimes Unit, an attorney from the Alaska Department of Law, PERP and IPP Staff, an Alaska State Trooper, Contractors, and Technical Specialists, as required. The State Environmental Crimes Unit will be involved in the case of a criminal investigation.**

[3] **See this Appendix for a description of these Technical Specialist positions. The situation will dictate the need for specific technical specialists to augment the investigation team.**

FEDERAL/STATE GOVERNMENT OPERATIONS ACTIVITIES

GENERAL ICS RESPONSIBILITIES

1. Oversee response actions.
2. Augment response when appropriate.
3. Take over response when the RP's response is deemed inadequate.
4. Maintain a unit log activities (ICS 214).
5. Submit all documentation to the Documentation Unit upon completion of the response.

AWAY TEAM

ICS Responsibilities: Upon notification of a serious marine incident which may require utilization of significant shore-side resources, the USCG Captain of the Port (COTP) or SAR Mission Coordinator deploys the Away Team. Away Team members assemble at the place designated by the COTP or SAR Mission Coordinator for transport to the incident *(either to the bridge of the vessel or to the On-Scene Commander's vessel).* The Away Team is comprised of a maximum of five individuals whose primary purpose is to provide assistance, guidance, and recommendations to the Master and vessel's officers. They relay the local, State, and federal abilities to respond, coordinate that response, and keep shore-side resources informed of the assistance that may be required on-board the vessel. The Away Team, led by a qualified member from the involved USCG Marine Safety Office, may consist of representatives from the State Fire Marshal's Office/local fire department, State SAR coordinator/local law enforcement, ADEC, and emergency medical services. Primary duties and responsibilities for Away Team members are as follows:

USCG AWAY TEAM LEADER

The Away Team Leader is a member of the COTP staff. He/she is trained in marine inspection, pollution response, or marine investigation, based on the type of incident. The COTP chooses the most appropriate person for the situation from his/her staff. The leader carries a VHF-FM radio and cellular phone that allows direct communication with the On-Scene Commander, COTP, UC, and/or USCG D17 Command Center, and/or crisis center.

1. Report immediately to the vessel Master, and be prepared to answer any questions or concerns the Master may have.
2. Supervise the activities of other Away Team members. Ideally, all Team or UC communications shall be passed to/from the Master through the Team Leader.
3. Advise and assist the Master and officers as appropriate.
4. Maintain communications with the USCG On-Scene Commander.
5. Serve as the representative of the USCG COTP, Office in Charge Marine Inspections, and FOSC.
6. Receive reports from team members and extract essential information to pass to the UC.
7. Provide hourly status updates to the COTP and/or the UC; more frequently if significant changes occur.

EMERGENCY MEDICAL SERVICES (EMS) ADVISOR

The EMS Advisor is a trained emergency medical care provider *(e.g., head nurse at the regional hospital emergency room)* who is familiar with the capabilities of area shore-side medical facilities. The EMS Advisor is responsible for carrying the means to communicate directly with the shore-side EMS coordinator.

1. Advise and assist the vessel's senior medical officer as appropriate.
2. Communicate available local EMS capabilities/resources to vessel's senior medical officer.
3. Communicate status of EMS needs directly to the designated local shore-side EMS coordinator.
4. Communicate evacuation needs to the Law Enforcement official for coordinated local/State resource response.
5. Coordinate resource delivery with the shore-side EMS coordinator as requested by the vessel's senior medical officer.
6. Provide the Away Team Leader with hourly status reports of EMS actions; more frequently when significant changes occur.

MARINE FIREFIGHTING ADVISOR

This individual is a firefighter with specialized training in marine firefighting and fire investigation.

1. Advise and assist the vessel safety officer/chief engineer as appropriate.

2. Communicate available local marine firefighting capabilities/resources to the safety officer/chief engineer.
3. Provide the Away Team Leader with hourly status reports of firefighting and damage control efforts, more frequently when significant changes occur.

POLLUTION ABATEMENT ADVISOR

The Pollution Abatement Advisor is an ADEC official designated by the SOSC. The individual acts as the SOSC's on-scene representative aboard a stricken vessel which either poses a serious threat for an oil or hazardous substance release, or has actually begun to release oil or a hazardous substance into the surrounding waters.

1. Assess pollution potential and keep the UC informed.
2. Communicate available local pollution response capabilities/resources to the vessel safety officer or chief engineer.
3. Provide the Away Team Leader with hourly status reports of actual or potential pollution spill and damage control efforts; more frequently when significant changes occur.

LAW ENFORCEMENT OFFICIAL/STATE SEARCH AND RESCUE (SAR) COORDINATOR

The Law Enforcement Official is normally an Alaska State Trooper. He/she assumes the role as SAR Coordinator for the State and as such has the capability to communicate directly with appropriate emergency service agencies. The Law Enforcement official may be a representative of the local police department, if appropriate to the situation.

1. Assess need for and take appropriate law enforcement actions within jurisdictional authority based on nature and cause of the incident.
2. Coordinate efforts with other law enforcement agencies that may also have jurisdiction.

FEDERAL/STATE OPERATIONS OVERSIGHT FUNCTIONS

SENIOR FEDERAL/STATE OPERATIONS REPRESENTATIVE

ICS Responsibilities:

1. Determine the adequacy of the RP's response.
2. Collect and analyze information gathered by the groups and advise the Deputy SOSC of the adequacy of the RP's response.
3. Determine the need for, and recommend the use of additional resources or alternative tactics to the Deputy SOSC, as required.
4. Determine the need for, and as required, recommend to the Deputy SOSC orders to be issued to the RP to improve the adequacy of the RP's response.
5. Monitor RP efforts to control the source of the release.
6. Observe, document and otherwise monitor the adequacy of the RP's containment and control efforts, including dispersant use and in-situ burn (ISB) efforts.
7. Conduct SCAT and Tactical Assessment Group (TAG) assessments pursuant to plans provided by the Planning Section.
8. Monitor wildlife impacts and provide for wildlife protection, rehabilitation, and disposal.
9. Monitor waste management operations for compliance with plans and permits.

ON-WATER OVERSIGHT MONITOR

ICS Responsibilities:

1. Observe, document, and report the RP's mechanical containment and clean-up activities and conditions under which they are taken.
2. Identify all ongoing and planned on-water mechanical containment and clean up operations and locations.
3. Observe, photograph, and otherwise record all offshore activities and conditions, including inventories of personnel and equipment, tactics and strategies, the effectiveness of operations, and environmental conditions and their effects on operations.
4. Report observations to the senior Federal/State Operations representative and provide records to the Documentation Unit.
5. Provide for decontamination of field personnel and equipment as required.

6. Monitor decanting activities.
7. Observe, document, and report the RP's dispersant operations and conditions under which they are taken.
8. Review the Dispersant Use Guidelines and dispersant use approval documents.
9. Observe, photograph, and otherwise record all dispersant activities and conditions, including inventories of personnel and equipment, tactics and strategies, the effectiveness of operations, and environmental conditions and their effects on operations.
10. Report observations to the senior Federal/State Operations representative and provide records to the Documentation Unit.
11. Observe, document, and report the RP's ISB operations and conditions under which they are taken.
12. Review the In-Situ Burning Guidelines and ISB approved permits.
13. Observe, photograph, and otherwise record all ISB activities and conditions, including inventories of personnel and equipment, tactics and strategies, the effectiveness of operations, and environmental conditions and their effects on operations.
14. Report observations to the senior Federal/State Operations representative and provide records to the Documentation Unit.
15. Provide technical assistance and ensure responders are aware of federal/State concerns.

ON-LAND OVERSIGHT MONITOR

ICS Responsibilities:

1. Observe and document the RP's on-land containment and clean-up activities and conditions to allow a determination of the adequacy of the RP's actions.
2. Identify all ongoing and planned on-land response operations and locations, including response activities such as defensive measures, shoreline cleaning, waste management operations, etc.
3. Establish a schedule for observing each of the RP's on-shore operations.
4. Observe, photograph, and otherwise record all on-shore activities and conditions, including inventories of personnel and equipment, tactics and strategies, the effectiveness of operations, and environmental conditions and their effects on operations.
5. Report observations to the senior Federal/State Operations representative and provide records to the Documentation Unit.
6. Provide for decontamination of on-shore field personnel and equipment.

7. Conduct shoreline (SCAT) assessments in accordance with plans provided by the Planning Section to characterize contamination for the purpose of determining clean up tactics, and clean up TAG assessments in accordance with plans for cleanup sign-off.

SOURCE CONTROL/SALVAGE OVERSIGHT MONITOR

ICS Responsibilities:

1. Observe, document and report the RP's actions to control or contain the release at the source.
2. Identify all ongoing and planned efforts to stop or control the release at the source.
3. Obtain any available information from the RP or others on the amount released, the current rate of release, the amount still at risk of release, projections for when the release will be controlled, and conditions affecting source control efforts.
4. At the first opportunity, arrange for and conduct an initial survey to observe, photograph, and otherwise record source control efforts.
5. Establish a schedule and vantage point for subsequent observations of source control operations, including lightering operations.
6. Observe, photograph, and otherwise record all source control operations and conditions affecting operations.
7. Report observations to the senior Federal/State Operations representative and provide information including the amount released, the current rate of release, the amount still at risk of release, projections for when the release will be controlled, and conditions affecting source control efforts. Provide reports to the Documentation Unit.
8. Monitor RP radio communications at the source, if possible.

WASTE MANAGEMENT/DISPOSAL OVERSIGHT MONITOR

ICS Responsibilities:

1. Monitor waste management for compliance with permits and plans.
2. Obtain waste management permits and plans from the Environmental Unit.
3. Observe, document, and report the RP's waste management activities.
4. Document waste management violations and implement corrective measures.

5. Report observations to the senior Federal/State Operations representative and provide records to Documentation Unit.

DECONTAMINATION OVERSIGHT MONITOR

ICS Responsibilities:

1. Monitor RP decontamination operations for compliance with authorizations.
2. Obtain approved decontamination authorizations from the Environmental Unit.
3. Observe, document and report the RP's decontamination activities
4. Document violations and implement corrective measures.
5. Report observations to the senior Federal/State Operations representative and provide records to Documentation Unit.

WILDLIFE RESPONSE OVERSIGHT MONITOR

ICS Responsibilities:

1. Monitor RP's efforts to observe, photograph, videotape, and provide written documentation of wildlife impacts.
2. Report observations to the senior Federal/State Operations representative and provide records to Documentation Unit.
3. Monitor RP's efforts to implement wildlife protection, collection, rehabilitation, and disposal measures specified by others.
4. Observe hazing and other protection measures as required by others.
5. Monitor the establishment of wildlife protection and rehabilitation centers as required by others.
6. Observe the RP's efforts to search for, collect, tag, and transport spill-impacted wildlife using procedures specified by others.
7. Monitor RP's efforts to document, store, and dispose of dead wildlife.
8. Monitor RP's efforts to release recovered wildlife as directed by others.

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FEDERAL/STATE PLANNING ACTIVITIES

ICS Responsibilities:

1. Prepare initial and follow-on SitReps/POLREPs.
2. Identify the need for and prepare authorizations including emergency authorizations, permits, and waste management plan approvals.
3. Determine the extent, fate and effects of contamination and issue any special orders or advisories.
4. Maintain a unit log activities (ICS 214).
5. Submit all documentation to the Documentation Unit upon completion of the response.

FEDERAL/STATE PERMITS/PLANS REVIEW ACTIVITIES

ICS Responsibilities:

1. Project the movement of the release and prepare/evaluate spill trajectory mapping.
2. Identify sensitive areas and prioritize response efforts.
3. Determine the extent, fate and effects of contamination.
4. Identify the need for and prepare any special advisories or orders.
5. Identify the need for and issue State permits and other authorizations in coordination with federal/State/private landowners; maintain permit status log.
6. Require and approve plans for the management of wastes.
7. Develop a plan for collection, transport, and analysis of required samples.
8. Determine emergency corrective actions that should be taken to prevent further impacts.

SPECIFIC PERMITTING ACTIVITIES

ICS Responsibilities:

1. Advise on the need for federal/State permits and other authorizations and issue authorizations in a timely fashion so as not to impede response efforts.

2. Determine if there is the potential for dispersant or ISB authorization requests and review guidelines as required.
3. Identify and recruit dispersant or ISB specialists as required.
4. Review requests for emergency authorizations, consult with specialists, and recommend action to the FOSC/SOSC.
5. Review ongoing, planned and foreseeable response activities, and identify all actions that will likely require State authorization.
6. Identify and recruit permitting specialists as required.
7. Identify persons with authority to issue authorizations and establish a permit processing system for each type of anticipated authorization.
8. Inform the RP via the FOSC/SOSC of authorizations required for current, planned and foreseeable activities.
9. Process permit applications as received in accordance with timelines and priorities established by the FOSC/SOSC.
10. Evaluate and act on equipment transfer requests between spill cooperatives.

FEDERAL/STATE RESOURCES AT RISK ACTIVITIES

ICS Responsibilities:

1. Identify sensitive areas due to human health, ecological, cultural or other special concerns, and prioritize response efforts.
2. Review sensitive areas information in the subarea contingency plan, industry contingency plan, and other reference documents.
3. Review wildlife protection guidelines.
4. Review cultural resources protection guidelines.
5. Identify other sources of information on special concerns and review.
6. Prepare environmental sensitivity mapping showing all identified sensitive areas.
7. Identify priorities for protection and clean-up and convey them to incident command.
8. Determine the extent, fate and effects of contamination.
9. Develop a budget for the released substance taking into account the behavior of the substance in the environment.
10. Prepare plans for determining the spread and concentration of the released substance in affected media as required.
11. Prepare plans for shoreline surveys and assessments and organize the SCAT as required.
12. Identify the need for and prepare any special advisories or orders concerning seafood, drinking water, or other health or special issues.

13. Contact Alaska Department of Natural Resources, Alaska Department of Fish and Game, ADEC-Environmental Health, ADEC-Statewide Public Service, U.S. Fish and Wildlife Service, NOAA NMFS, and others to identify resources at risk.

FEDERAL/STATE PLANNING FUNCTIONS

ICS Responsibilities:

1. Review and approve the RP's plans for the management of wastes generated during the response.
2. Identify all ongoing and planned waste streams, management operations and their locations.
3. Require, review, and approve plans for the handling, temporary storage, transportation, and ultimate disposal of waste materials.
4. Ensure that all necessary permits have been obtained by the RP.
5. Provide copies of approved waste management plans to the waste management and disposal function.
6. Review and approve RP plans for decontamination stations and activities.

FEDERAL/STATE DOCUMENTATION ACTIVITIES

ICS Responsibilities:

1. Prepare a complete and well-organized incident record.
2. Prepare a system for filing of all incident records including reports, forms, correspondence, etc.
3. Inform staff of document routing procedures and provide routing sheet.
4. Using the filing system, prepare and maintain a complete file of all records.
5. Provide duplication and photo processing services for the unit and others.
6. Provide duplicates of forms and reports to others upon request.
7. Check the accuracy and completeness of records submitted for filing.
8. Maintain custody of incident files for after incident use.
9. Provide for video and photo documentation of incident.
10. Maintain an event log.
11. Create a computer file structure.
12. Receive and maintain all collected evidence, documents, photos, videotapes, and field notes pertaining to the incident.

13. Ensure that chain of custody is maintained on all samples.
14. Submit samples to the appropriate lab for required analysis.
15. Receive completed lab analysis for samples taken in response to an incident.
16. Keep the Investigation Unit Leader informed of the unit's progress, as well as any problems.

NATURAL RESOURCE DAMAGE ASSESSMENT (NRDA) ACTIVITIES

ADEC NRDA Responsibilities:

1. Determine and manage NRDA activities under State law.
2. Implement State responsibilities under the NRDA process established by OPA 90.
3. Protect State resource interests to pursue damage claims or set up restoration plan.
4. Make sure NRDA activities do not conflict with response operations and activities.
5. Integrate important resource damage preliminary results with response planning and action.
6. Identify lead State trustee.
7. Task lead State trustee with contacting all State and federal trustees.
8. Notify the Department of Law of trustees through Legal Officer.
9. Prepare, as contingency, request to access Response Fund for NRDA purposes, establish separate collocation code.
10. Run field activities through Logistics and Operations Sections.
11. Report and provide documentation on all findings to the SOSC.
12. Keep the Situation and Documentation Units informed of all findings.
13. Keep the SOSC informed of all findings and daily work plans.

ICS Responsibilities: The NRDA Coordinator is responsible for coordinating NRDA needs and activities of the trustee team within the ICS spill response operations. This includes close coordination with the Liaison Officer for obtaining timely information on the spill and injuries to natural resources. The Representative will coordinate NRDA or injury determination activities.

1. Attend planning meetings as required.
2. Attend appropriate meetings to facilitate communication between NRDA Team and ICS.

3. Provide status reports to appropriate requesters.
4. Identify site access, staffing and logistical support needs of the NRDA Team to the Liaison Officer.
5. Interact with appropriate units to collect information requested by the NRDA Team.
6. Obtain necessary safety clearances for access to sampling sites.
7. Coordinate with other organizations to identify personnel available for NRDA.

Federal Natural Resource Trustee Responsibilities during an incident include:

1. Providing information from NRDA activities that might assist in response activities;
2. Determining whether a natural resource injury has occurred;
3. Assessing damages for injury to, destruction of, or loss of natural resources for those resources under their trusteeship;
4. Developing and implementing a plan for restoration of injured resources; and
5. Obtaining compensation from the responsible party for these damages through negotiation or litigation.

Coordination with the OSC: In carrying out NRDA responsibilities during a response action, trustee representatives coordinate with the OSC by:

1. Carrying out NRDA activities in a way that is complementary to and not in conflict with response operations.
2. Designating a lead administrative trustee to serve as the focal point for coordination between NRDA activities and response operations.
3. Providing data from NRDA activities that may support more effective operational decisions to the OSC in a timely manner. Such data can be useful to the OSC in making response decisions.

Natural Resource Injury Determination Activities

1. Natural resource trustees determine if a NRDA is appropriate for a specific incident. Making this determination may or may not require data collection.
2. Injury documentation requires gathering information on spilled/released product pathways, documenting exposure to specific resources along those pathways, and quantification of injuries caused by the product.

Direct or indirect exposure to the product may injure/disrupt natural resources and/or services provided by those resources.

3. Within the first 24-48 hours, trustee representatives usually focus their efforts on gathering and preserving perishable data. Water column data are generally collected as soon as possible. A source sample of the product with appropriate chain of custody is collected and archived for future characterizations.
4. Trustees, the RP, and the OSC need to collect similar physical, chemical, and biological data. They also need sample and laboratory protocols. Coordination of worker health and safety plans, work plans, protocols, and activities is advantageous to all parties and should be pursued. Where coordination cannot occur, trustees must ensure that injury determination activities do not interfere with response activities.

FEDERAL/STATE LOGISTICS ACTIVITIES

ICS Responsibilities: In a government oversight role, federal/State logistics functions may include ordering, tracking, and servicing government resources, arranging for transportation and lodging for government response staff, providing communications to government oversight staff *(field monitors),* and performing other logistics-related functions specifically in support of the government oversight role. Under a mutual agreement with the RP, these governmental functions may become an integral part of the overall RP-led Logistics Section. General duties and responsibilities include the following:

1. Provide personnel, supplies and equipment for the government response effort.
2. Prepare and maintain inventories of all government response resources.
3. Provide and direct all government-provided air, water, and ground transportation.
4. Manage government-provided incident communications.
5. Coordinate on emergency medical aid, transportation, and supplies.
6. Provide for security of government and government-contracted personnel and equipment.
7. Request federal and State personnel in accordance with pre-established ramp-up procedures.
8. Conduct emergency hiring in accordance with procedures.
9. Establish an inventory of routine supplies and government-owned equipment.
10. Safeguard government and contract personnel, files, supplies, and equipment from injury, theft, or damage by unauthorized persons and activities.
11. Maintain a unit log of activities (ICS 214).
12. Submit all documentation to the Documentation Unit upon completion of the response.

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FEDERAL/STATE FINANCE/ADMINISTRATION FUNCTIONS

ICS Responsibilities: In any response where federal and State funds are expended, the FOSC and SOSC are required to maintain an accurate accounting of governmental expenses. For accounting, future auditing and potential litigation purposes, the expenses incurred by the RP, federal, and State must be tracked separately. The FOSC and SOSC may elect to integrate into the RP's Finance Section, but maintain the federal and State identity. Federal and State finance functions include the following:

1. Determine resource needs.
2. Inform the FOSC/SOSC when the function is fully operational.
3. Establish a procedure for collecting daily timesheets and site logs.
4. Provide daily cost estimates for the SOSC/FOSC and CMT.
5. Establish contact with appropriate agency personnel/representatives.
6. Provide administrative support to the response staff.
7. Provide administrative services to federal/State responders.
8. Provide for records security.
9. Obtain Alaska Payroll (AKPAY) information for State-related personnel costs by Ledger Code (LC).
10. Obtain Alaska State Accounting System (AKSAS) information for State-related non-personnel costs by LC.
11. Brief Finance/Administration Section Chief on current problems, recommendations, outstanding issues, and follow-up requirements.
12. Develop an operating plan for Finance/Administration function on incident.
13. Prepare work objectives for subordinates, brief staff, make assignments, and evaluate performance.
14. Ensure that all records are current or complete prior to demobilization.
15. Release time reports from assisting agencies to the respective Agency Representatives prior to demobilization.
16. Provide the CMT, either directly or through the Finance/Administration Section Chief/FOSC/SOSC, information on the nature and status of third party claims against the federal and State agencies.
17. Maintain a unit log of activities (ICS 214).
18. Submit all documentation to the Documentation Unit upon completion of the response.

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TECHNICAL SPECIALISTS

ICS Responsibilities: Technical Specialists are advisors with special skills needed to support the incident. Technical Specialists may be assigned anywhere in the ICS organization. If necessary, Technical Specialists may be formed into a separate unit. The Planning Section maintains a list of available specialists and assigns them where needed. The following are example position descriptions for Technical Specialists that might be utilized during a response to an oil or hazardous substance incident.

***NOTE**: Technical Specialists are positions with a particular area of expertise. Technical Specialists may be assigned to any unit within any section.*

ALTERNATIVE RESPONSE TECHNOLOGIES (ART) SPECIALIST

ICS Responsibilities: The ART Specialist is responsible for evaluating the opportunities to use ART, including dispersant or other chemical countermeasures, *in situ* burning, and bioremediation. The ART specialist conducts the consultation and planning required to deploy a specific ART, and articulates the environmental tradeoffs of using or not using a specific ART. The ART specialist gathers data pertaining to the spill including spill location, type and amount of petroleum spilled, physical and chemical properties, weather and sea conditions, and resources at risk. Primary duties include:

1. Identify available ART that may be effective on the specific spilled petroleum.
2. Make initial notification to all agencies that have authority over the use of ART.
3. Keep Planning Section Chief advised of ART issues.
4. Provide status reports to appropriate requesters.
5. Establish communications, through the FOSC, with the Alaska Regional Response Team to coordinate ART activities.

Dispersant Specialist: The Dispersant Specialist is the lead person responsible for addressing dispersant issues that may come up during a spill event. This person should have a thorough understanding of dispersant use in addition to the most updated scientific information

concerning dispersant testing, use, and limitations. The dispersant specialist is responsible for reviewing every facet of permit applications for dispersant use, including feasibility of the application due to physical conditions of the environment, side effects of the dispersant to the environment, and evaluate the preparedness of the RP for actual application of the dispersant.

***In Situ* Burn (ISB) Specialist**: The ISB specialist should have a thorough understanding of this alternative response option along with the environmental limitations and timeframe for which ISB can be utilized. The ISB specialist is called upon by the Planning Section to provide the following information and expertise: review the ISB application; ensure practical applications for an ISB under ambient conditions; and evaluate the personnel and equipment needs to maintain an ISB operation.

Bioremediation Specialist: The Bioremediation Specialist should be familiar with the product screening criteria set forth in the NCP Product Schedule List for bioremediation products and the requirements established in the State's Technology Protocols. The specialist is familiar with the bioremediation process and applicability for specific product spills, soil types, application methods, required scheduled applications once initiated, sampling and analysis procedures to verify the process is or is not working.

OTHER SPECIALISTS

Contingency Plan (C-Plan) Specialist: This position is normally staffed by a person with the greatest familiarity with the appropriate oil discharge prevention and C-Plan. The person provides information related to the C-Plan, such as response strategies, response equipment and personnel, and Primary Response Action Contractors, to the Planning Section Chief or the IC/OSC. The person coordinates equipment releases from other C-Plan holders and/or Primary Response Action Contractors. On occasion, the position may be temporarily staffed by the person familiar with the general content and layout of C-Plans who can readily extract needed information from the plan. The C-Plan Specialist also: monitors the C-Plan holder's response to an incident; ensures the response operations in the C-Plan are followed and all assets identified in the C-Plan are available and used if needed; and documents findings concerning C-Plan implementation and the availability of identified response equipment.

Cultural Resource Specialist (CRS): The CRS *(professional qualifications established in 36 CFR 61)* advises the IC/OSC on known

archaeological/historic property locations, the existence of unsurveyed lands in the spill trajectory, and potential impacts of spill response actions. Additionally, the State's CRS represents the State Historic Preservation Officer, Department of Natural Resources, and the State's cultural properties interest concurrently with the CRS responsibilities to the SOSC. The State CRS coordinates with the CRS employed by other response organizations for implementation of Alaska Statute 41.35, the National Historic Preservation Act, and regional spill plans. Even though the CRS may occasionally do field inspections, the CRS does not routinely execute cultural resources management tasks in the field. The role of the CRS is primarily coordination and consultation on historic preservation matters. The State CRS issues State Field Archaeology Permits in emergency circumstances.

Decontamination Specialist: The Decontamination Specialist should be experienced in the decontamination of personnel and equipment related to a response and clean up of oil spills or hazardous waste. This specialist establishes "decon" areas for both personnel and equipment to prevent cross contamination of the work site and to protect workers from hazardous substances. Consideration must be given to the disposal of contaminated equipment and solutions used for this "deconning". The specialist designates the exclusion or "hot" zone, the "decon" zone, and the "clean" zone in conjunction with the Safety Officer and this information must be part of the Site Safety Plan.

Geographic Information System (GIS) Technical Specialist: The GIS Specialist is responsible for gathering and compiling updated spill information and providing various map products to the incident. The GIS team works with the Situation Unit and the information management officer to ensure accurate and rapid dissemination of oil spill information to the IMT.

Hazmat Specialist: The Hazmat Specialist should be familiar with various reference materials to aid the Planning Section in monitoring the incident potential during the response. The specialist should be aware of safety concerns for the responders and monitors to the release. Evacuation distances for public and safety zones for responders may have to be implemented. Use of reference items for specific chemicals is essential. Guidelines established by the federal government may be applicable for this position.

Land Title Specialist: The Land Title Specialist should have a comprehensive knowledge of upland/tideland title, management patterns, and environmental resource data. This specialist is responsible for determining upland and tideland ownership, management authority for

potentially impacted areas, and coordinating notification to land owners/managers of effects to their lands. The Land Title Specialist identifies land use areas of major concerns as wilderness areas, recreational areas, parks or critical habitat areas, and coordinates the recommendation of response priorities for the potentially impacted natural resources and land use sensitive areas. If necessary, this specialist coordinates the issuance of agency advisories and notification of resource trustees.

Legal Specialist: The Legal Specialist acts in an advisory capacity during an oil spill response. The Specialist advises UC on: legal issues relating to in-situ burning, use of dispersants and other alternative response technology; legal issues relating to NRDA; legal issues relating to investigation; legal issues relating to finance and claims; and on response-related issues.

Marine Engineer: The Marine Engineer Technical Specialist provides technical expertise on vessel integrity, stability, and damage assessment. The individual may conduct a survey of the vessels involved in an incident to determine the extent of damage and sea worthiness of the vessel(s).

Natural Resource Damage Assessment Specialist: The Natural Resource Damage Assessment Specialist provides technical expertise in one or more areas on Natural Resource Damage Assessment.

Natural Resource Permit Specialist: The Natural Resource Permit Specialist should have a comprehensive knowledge of permitting and authorization requirements for all potential landowners or managers. This specialist identifies landowners/managers concerns, permit requirements and priorities in conjunction with representatives of other responding agencies and assists in obtaining permits for temporary water use, land use, and permission to access lands to support operations, as needed. This specialist is responsible for drafting agency Land Use Permits/Authorizations and developing permit stipulations that minimize incident response impacts to environmental resources. This specialist also coordinates with local governing entities in the identification of priority resource use areas.

Oil Control/Containment/Recovery Specialist: The Oil Control/ Containment/Recovery Specialist is an experienced responder, well versed in oil control, containment and recovery strategies, deployment tactics, and equipment. The specialist has a firm understanding of the use, limitations and strengths of the various boom systems, air barriers, and other containment systems available. The specialist understands the physical characteristics and properties of crude and refined oil products as they

affect containment and recovery, product movement given various hydrological and meteorological conditions, and weathering of the product and its affect on containment and recovery system efficiencies. The specialist has a firm grasp of the support considerations for the equipment considered for use including number and training levels of the manpower necessary to run the equipment, portability, and secondary support equipment necessary for operation of the primary equipment.

Pipeline Specialist: The Pipeline Specialist provides technical expertise on pipelines, structural integrity, and damage assessment.

Resources at Risk Technical Specialist: The Resources at Risk Technical Specialist is responsible for the identification of resources thought to be at risk from exposure to the spilled oil through the analysis of known and anticipated oil movement and the location of natural, cultural, and economic resources. The Resources at Risk Technical Specialist considers the relative importance of the resources and the relative risk to develop a priority list for protection.

Sampling Specialist: The Sampling Specialist is responsible for providing a sampling plan for the coordinated collection, documentation, storage, transportation, and submittal to appropriate laboratories for analysis or storage. Other duties include: identify and alert appropriate laboratories; meet with team to develop initial sampling plan and strategy, and review sampling and labeling procedures; set up site map to monitor location of samples collected and coordinate with GIS staff; coordinate sampling activities with NRDA Coordinator, Investigation Team, and legal advisors; provide status reports to appropriate requesters. The following skills are important for that role: plan development; quality assurance/quality control development; knowledge of laboratory analysis, sampling methods; chain-of-custody procedures; decontamination procedures; and field screening techniques, including their viability.

Scientific Support Coordinator (SSC) Specialist: The SSC, in accordance with the NCP, provides the FOSC scientific advice with regard to the best course of action during a spill response. The SSC obtains consensus from the federal Natural Resource Trustee Agencies and provides spill trajectory analysis data, information on the resources at risk, weather information, tidal and current information, etc. The SSC is the point of contact for the Scientific Support Team from NOAA's Hazardous Material Response and Assessment Division. Other duties include: provide current and forecasted incident status information for the Situation Unit by way of overflight maps and trajectory analysis; provide weather, tidal, and current information; obtain consensus from the federal Natural Resource Trustees regarding response options and report to the FOSC;

develop a prioritized list of the resources at risk; provide status reports to appropriate requesters.

Spill Trajectory/Modeling Specialist: This specialist position advises the Planning Section on the projected path of an oil or hazardous substance release using modeling software such as CAMEO and ADIOS. This position will work closely with the NOAA modeling specialists to ensure the accuracy of their recommendations.

Tank Gauging Specialist: The Tank Gauging Specialist gauges the vessel's tanks or storage tanks involved in the incident to determine the quantity remaining; obtains copies of and reviews all logs, ullage and tank information to determine the quantity in the tanks just prior to the incident; gauges all storage tanks and collection containers to determine quantities of product recovered; monitors all storage and collection tanks to adequately fix the quantity recovered at 36 hours, in order to comply with that regulated standard; provides clear and accurate documentation of all gauging conducted for the incident to the Investigation Unit Leader and to the Documentation Unit for use in any legal actions that may result from the incident."

Tank Surveyor Specialist: The Tank Surveyor Specialist provides technical expertise on storage tanks, their structural integrity, and damage assessment.

Volume Estimation Specialist: The Volume Estimation Specialist serves as the lead in reviewing volume estimates and provides a legally defensible estimate of spilled oil volume. The specialist must be familiar with the technical methods of determining volumes from information recorded from source, recovery, and oil on water observations. The specialist must be able to direct the investigations responsible for gathering the technical information required to make the determination. The specialist must also be capable of evaluating the information and making the final determination of volumes spilled and recovered. The specialist should be familiar with characteristics of crude and refined oil products, determination methods for marine vessels, facility, highway, rail and aircraft sources, recovery operations, and oil on water volume estimations.

Waste Disposal Specialist: The Waste Disposal Specialist is responsible for providing the Planning Section Chief with a Disposal Plan that details the collection, sampling, monitoring, temporary storage, transportation, recycling, and disposal of all anticipated response wastes. The Waste Disposal Specialist should be well-versed in Resource Conservation and Recovery Act (RCRA) regulations and the Solid Waste Regulations. This position should be familiar with permitting activities, the use of manifests for

transportation of hazardous waste, and obtaining USEPA waste generation numbers. This specialist needs to assume all responsibility for the waste as long as it is hazardous and should take all possible actions to minimize the accumulation of hazardous waste. The Waste Disposal Specialist must review or develop a Waste Disposal Plan that includes the nature and volume of expected waste, temporary and permanent disposal sites, necessary permits, methods of transporting the waste and implementation of the Plan. Other duties include: develop a Pre-Cleanup Plan and monitor pre-cleanup operations, if appropriate; develop a detailed Waste Management Plan; calculate and verify the volume of petroleum recovered, including petroleum collected with sediment/sand, etc.; provide status reports to appropriate requesters.

Wildlife Specialist: The Wildlife Specialist should have a thorough understanding of the Alaska Regional Response Team (ARRT) Wildlife Protection Guidelines for Alaska. The specialist coordinates with other responding organizations to review and/or develop wildlife response recommendations. The specialist may be tasked to develop, submit, review, and coordinate the issuance of wildlife hazing permits.

Other Potential Technical Specialty Areas:

- Audit
- Certified Underwater Divers
- Data Processing
- Enforcement/Cost Recovery
- Facility Design/Maintenance
- Hazmat Shipping Specialist
- Hazmat Specialist *(chemical specific)*
- Risk Assessment
- Site Assessment
- Skimming

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OTHER UNIT STAFF

The following are other staff positions within the ICS that occur below the unit leader level. These positions may or may not be activated, depending on the size and complexity of the incident.

Display Processor: The Display Processor is responsible for the display of incident status information obtained from Field Observers or Aides, resource status (RESTAT) reports, aerial and ortho photographs and infrared data.

Equipment Time Recorder: The Equipment Time Recorder is responsible for overseeing the recording of time for all equipment assigned to an incident. This individual normally falls under the supervision of the Time Unit Leader. General duties include: set up Equipment Time Recorder function in location designated by Time Unit Leader; advise Transportation Unit, Facilities Unit, and Air Support Coordinator of the requirement to establish and maintain a file for maintaining a daily record of equipment time reports; assist units in establishing a system for collecting equipment time reports; post all equipment time tickets within four hours after the end of each operational period; prepare a use and summary invoice for equipment *(as required)* within 12 hours after equipment arrival at incident; submit data to Time Unit Leader for cost effectiveness analysis; maintain current posting on all charges or credits for fuel, parts, services and commissary; verify all time data and deductions with owner/operator of equipment; complete all forms according to parent organization specifications; close out forms prior to demobilization; and distribute copies per parent organization and incident policy.

Field Observer: The field observer is responsible for collecting situation information from personal observations at the incident and providing this information to the Situation Unit Leader.

Incident Dispatcher: The incident dispatcher serves as the clearinghouse for receiving and transmitting messages within and external to the incident, and is responsible for receiving and transmitting radio and telephone messages among and between personnel, and providing dispatch services at the incident. General duties include: obtaining a briefing from the Communications Unit Leader; determining communications procedures, frequencies in use, nets established or to be established, equipment

status, capabilities, limitations or restrictions, locations of repeaters, message center procedures; obtaining and reviewing the IAP to determine incident organization and Communications Plan; maintaining a file of General Messages (ICS Form 213); and maintaining a record of unusual incident occurrences.

Ordering Manager: The Ordering Manager, if activated, is responsible for placing all orders for supplies and equipment for the incident. The Ordering Manager normally reports to the Supply Unit Leader. General duties include: obtain necessary parent organization(s) order forms; establish ordering procedures; order equipment, supplies, and services to support the response; establish name and telephone numbers of personnel receiving orders; set up a filing system; get names of incident personnel who have ordering authority; check on what has already been ordered; ensure order forms are filled out correctly; identify times and locations for delivery of supplies and equipment; keep Receiving and Distribution Manager *(if activated)* informed of orders placed; submit all ordering documents to Documentation Unit through Supply Unit Leader before demobilization; establish an inventory of routine supplies and equipment; and notify Resource Unit of changes in major equipment status.

Permits Coordinator: This individual coordinates and determines the need for federal/State permits and other authorizations; coordinates with Operations and determines the need to prepare dispersant or ISB authorization requests and review guidelines as required; reviews ongoing, planned and foreseeable response activities, and identifies all actions that will likely require additional federal/State authorization; identifies persons with authority to issue authorizations and establishes a permit processing system for each type of anticipated authorization; determines the proper authorities to seek authorizations required for current, planned and foreseeable activities; and submits required permits to the appropriate agency.

Personnel Time Recorder: The Personnel Time Recorder, if activated, normally reports to the Time Unit Leader and records personnel information. General duties include: establish and maintain a file for personnel time reports within the first operational period; initiate, gather, or update a time report from all applicable personnel assigned to the incident for each operational period; ensure that all personnel identification information is verified to be correct on the time report; post personnel travel and work hours, transfers, promotions, specific pay provisions, and terminations to personnel time documents; ensure that time reports are signed; close out time documents prior to personnel leaving the incident; distribute all time documents according to parent organization policy; and

maintain a log of excessive hours worked and provide to the Time Unit Leader on a daily basis.

Receiving and Distribution Manager: The Receiving and Distribution Manager, if activated, is responsible for the receipt and distribution of all supplies and equipment *(other than primary resources)* and the service and repair of tools and equipment. The Receiving and Distribution Manager normally reports to the Supply Unit Leader. General duties include: order required personnel to operate supply area; organize physical layout of the supply area; establish procedures for operating supply area; set up filing system for the receipt and distribution of supplies and equipment; maintain inventory of supplies and equipment; develop security requirement for supply area; submit necessary reports to Supply Unit Leader; notify Ordering Manager *(if activated)* of supplies and equipment received; and provide necessary supply records to Supply Unit Leader.

Shoreline Assessment Team Leader: This individual is responsible for: preparing plans for shoreline surveys and assessments and organizing the Shoreline Cleanup and Assessment Teams (SCAT) as required; coordinating shoreline assessment team response activities; conducting the aerial reconnaissance survey to scope out the shoreline oiling issues; ensuring that all teams have the necessary representation and members have the necessary training; developing daily assignments for each team, depending upon the needs of the Planning and Operations Sections to meet the UC objectives; coordinating with NRDA concerns on shoreline assessment to optimize data sharing; integrating the cleanup concerns of the various resource agencies and managers into the decision-making process; arranging for equipment and transportation for the shoreline assessment team through the Logistics Section; developing cleanup endpoints considering shoreline type, ecological sensitivity, recreational use, and aesthetic requirements, etc.; developing cleanup guidelines for implementing each cleanup method for the shoreline types impacted, based on agency concerns.; developing a survey and reporting schedule to produce survey results in time to be incorporated into the IAP; ensuring all teams use the proper terms and apply the guidelines uniformly; receiving reports from the field teams and synthesizing them into a daily summary in the IAP format; briefing Planning and Operations Section Chiefs on issues raised by the shoreline assessment teams, particularly where cleanup methods must be modified to increase effectiveness or decrease impacts.

Spill Tracking (Field Observer): This individual is responsible for conducting first-hand observations of the released material and reporting the movement over time to the Situation Unit. The individual should arrange for and conduct overflights/surveys, establish a schedule and means for making subsequent observations of release movement and impacted shorelines, record all observations using a combination of video, still photographs and written documentation forms, evaluate and implement remote sensing or other technologies for spill tracking, and create spill tracking maps.

HAZARDOUS MATERIALS (HAZMAT) RESPONSE

HAZMAT GROUP SUPERVISOR/TEAM LEADER

ICS Responsibilities: The Hazmat Group Supervisor/Team Leader is responsible for coordinating and directing all Hazmat activities related to the incident.

1. Review general ICS procedures and common responsibilities.
2. Prioritize Hazmat responses related to the incident.
3. Determine resource requirements.
4. Direct and coordinate Hazmat responses.
5. Manage dedicated Hazmat resources.
6. Brief next higher level of command on activities.
7. Ensure the development of Control Zones and Access Control Points and the placement of appropriate control lines.
8. Evaluate and recommend public protection options to the Operations Section Chief or next higher level of command
9. Ensure that current weather data and future weather predictions are obtained.
10. Establish environmental monitoring of the hazard site for contamination.
11. Conduct safety meetings with the Hazmat Group.
12. Ensure that a Site Safety Plan is developed and implemented.
13. Participate when requested in the development of the IAP.
14. Ensure that recommended safe operational procedures are followed.
15. Ensure that the proper PPE is selected and used.
16. Ensure that the proper agencies are notified through the IC/OSC.

ENTRY LEADER

ICS Responsibilities: The Entry Leader reports to the Hazmat Group Supervisor and is responsible for the overall entry operations of assigned personnel within the Exclusion Zone.

1. Review general ICS procedures and common responsibilities.
2. Supervise entry operations.
3. Recommend actions to mitigate the situation within the Exclusion Zone.
4. Carry out actions as directed by the Hazmat Group Supervisor to mitigate the Hazmat release or threatened release.

5. Maintain communications and coordinate operations with the Decontamination Leader.
6. Maintain communications and coordinate operations with the Site Access Control Leader and the Safe Refuge Area Manager *(if activated).*
7. Maintain communications and coordinate operations with the Technical Specialist - HazMat Reference.
8. Maintain control of the movement of people and equipment within the Exclusion Zone, including contaminated victims.
9. Direct rescue operations as needed in the Exclusion Zone.

DECONTAMINATION LEADER

ICS Responsibilities: The Decontamination Leader is responsible for the operations of the decontamination element, providing decontamination as required by the IAP.

1. Review general ICS procedures and common responsibilities.
2. Establish the Contamination Reduction Corridor(s).
3. Identify contaminated people and equipment.
4. Supervise the operations of the decontamination element in the process of decontaminating people and equipment.
5. Maintain control of movement of people and equipment within the Contamination Reduction Zone.
6. Maintain communications and coordinate operations with the Entry Leader.
7. Maintain communications and coordinate operations with the Site Access Control Leader and the Site Refuge Area Manager *(if activated).*
8. Coordinate the transfer of contaminated patients requiring medical attention *(after decontamination)* with the appropriate on-scene EMS personnel .
9. Coordinate handling, storage, and transfer of contaminants within the Contamination Reduction Zone.

SITE ACCESS CONTROL LEADER

ICS Responsibilities: The Site Access Control Leader is responsible for the control of the movement of all people and equipment through appropriate access routes at the hazard site and ensures that contaminants are controlled and records are maintained.

1. Review general ICS procedures and common responsibilities.
2. Organize and supervise assigned personnel to control access to the hazard site.
3. Oversee the placement of the Exclusion Control Line and the Contamination Control Line.
4. Ensure that appropriate action is taken to prevent the spread of contamination.
5. Establish the Safe Refuge Area within the Contamination Reduction Zone. Appoint a Safe Refuge Area Manager (as needed).
6. Ensure that injured or exposed individuals are decontaminated prior to departure from the hazard site.
7. Track the movement of persons passing through the Contamination Control Line to ensure that long term observations are provided.
8. Coordinate with the on-scene EMS staff for proper separation and tracking of potentially contaminated individuals needing medical attention.
9. Maintain observations of any changes in climatic conditions or other circumstances external to the hazard site.
10. Maintain communications and coordinate operations with the Entry Leader.
11. Maintain communications and coordinate operations with the Decontamination Leader.

ASSISTANT SAFETY OFFICER – HAZMAT

ICS Responsibilities: Reports to the incident Safety Officer as an Assistant Safety Officer and coordinates with the Hazmat Group Supervisor. The Assistant Safety Officer - Hazmat coordinates safety activities relating to the Hazmat Group operations as mandated by 29 CFR 1910.120, and applicable State and local laws. The position advises the Hazmat Group Supervisor on all aspects of health and safety and has the authority to prevent unsafe acts. It is mandatory that an Assistant Safety Officer-Hazmat is appointed at all Hazmat incidents. In a multi-activity incident, the Assistant Safety Officer-Hazmat does not act as the Safety Officer for the overall incident.

1. Obtain briefing from the Hazmat Group Supervisor.
2. Participate in the preparation of and implement the Site Safety Plan.
3. Advise the Hazmat Group Supervisor of deviations from the Site Safety Plan or any dangerous situations.
4. Alter, suspend, or terminate any activity that may be judged unsafe.

5. Ensure the protection of Hazmat Group personnel from physical, environmental, and chemical hazards/exposures.
6. Ensure the provision of required emergency medical services for assigned personnel and coordinate with the Medical Unit Leader.
7. Ensure that medical-related records for Hazmat Group personnel are maintained.

TECHNICAL SPECIALIST - HAZMAT REFERENCE

ICS Responsibilities: The Technical Specialist-Hazmat Reference provides technical information and assistance to the Hazmat Group using various reference sources such as computer data bases, technical journals, CHEMTREC, and phone contact with facility representatives. The Technical Specialist-Hazmat References may provide product identification using hazard categorization tests and/or any other means of identifying unknown materials.

1. Obtain briefing from the Planning Section Chief.
2. Provide technical support to the Hazmat Group Supervisor.
3. Maintain communications and coordinate operations with the Entry Leader.
4. Provide and interpret environmental monitoring information.
5. Provide analysis of Hazmat sample.
6. Determine PPE compatible to Hazmat.
7. Provide technical information of the incident for documentation.
8. Provide technical information management with public and private agencies *(i.e., Poison Control Center, Tox Center, CHEMTREC, National Response Team, State and local food/environmental health agencies).*
9. Assist the Planning Section with projecting the potential environmental effects of the release.

SAFE REFUGE AREA MANAGER

ICS Responsibilities: The Safe Refuge Area Manager reports to the Site Access Control Leader and coordinates with the Decontamination Leader and the Entry Leader. The Safe Refuge Area Manager is responsible for evaluating and prioritizing victims for treatment, collecting information from the victims, and preventing the spread of contamination by these victims. If there is a need for the Safe Refuge Area Manager to enter the

Contamination Reduction Zone in order to fulfill assigned responsibilities, then the appropriate PPE shall be worn.

1. Establish the Safe Refuge Area within the Contamination Reduction Zone adjacent to the Contamination Reduction Corridor and the Exclusion Control Line.
2. Monitor the Hazmat release to ensure that the Safe Refuge Area is not subject to exposure.
3. Assist the Site Access Control Leader by ensuring the victims are evaluated for contamination.
4. Manage the Safe Refuge Area for the holding and evaluation of victims who may have information about the incident, or is suspected of being contaminated.
5. Maintain communications with the Entry Leader to coordinate the movement of victims from the Refuge Area(s) in the Exclusion Zone to the Safe Refuge Area.
6. Maintain communications with the Decontamination Leader to coordinate the movement of victims from the Safe Refuge Area into the Contamination Reduction Corridor, if needed.

End of Appendix B

APPENDIX C: AIMS KNOWLEDGE/TRAINING GUIDELINES

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C.1 INTRODUCTION

These Guidelines are an adaptation from the NIIMS ICS "Wildland Fire Qualification Subsystem Guide" *(PMS 310-1, October 1993).* It includes additional information for spill-related positions and training. These Guidelines outline the recommended knowledge *(training and experience)* for the AIMS positions used in spill response in Alaska. They are <u>not</u> intended to set forth requirements for spill response organizations.

It is also recognized that this effort is in the initial phase of describing response training and is presently biased towards marine oil spill response needs. Additional details are necessary to complete inland and arctic oil spill response needs, and to outline hazardous substance spill response.

Pursuant to OPA 90, the Clean Water Act and relevant State laws, oil and hazardous substance contingency plans are required to be completed for regulated facilities, vessels, and pipelines, and coastal and inland areas.

This product is designed to provide structure for training and other activities to spill response organizations in Alaska.

Responsibilities: The parent organization is responsible for the selection and endorsement of their participants. It also ensures access to necessary training for its participants. The individuals are responsible to their organization for completing specified response training and for providing any necessary information on experience and other training.

C.2 ENDORSEMENTS AND RECORD-KEEPING

The parent organization is responsible for following their organization's procedures on ICS position training, endorsements, and record-keeping. ***NOTE****: For industry members, this is generally specified in their contingency plan-required training program and other company policy documents.*

Recommended training may be fulfilled by means other than training courses. For example, response and drill experience with the employee's present or previous employers or job experience pertinent to that response function.

It is recognized that training courses may cover several knowledge area topics and hence satisfy multiple recommendations. The parent organizations should provide sufficiently detailed course outlines to credit their attendees with the appropriate response topics covered by the training.

C.3 POSITION CATEGORIES

***NOTE**: Positions generally accepted as standard ICS functions are listed below. Variable positions/ locations are listed inside parentheses.*

C.3.1 Command Staff

Incident Commander (IC), Deputy IC, Safety Officer, Information Officer, Liaison Officer, and Legal Officer *(specific to each organization).*

C.3.2 Operations

Organization: Operations Chief *(and Deputy).*

Field Command: (On-Scene Commander or Initial Response Incident Commander), Branch Directors, (Division Supervisors), (Group Supervisors), Task Force Leaders, (Strike Team Leaders).

Activities can include: Mechanical Recovery, Non-Mechanical Recovery, On-Shore Cleanup, Wildlife Response, Air Operations, Staging Area, Decontamination, Source Control, Vessel Stabilization, Waste Management and Disposal, Emergency Services, and Field Safety.

C.3.3 Planning

Planning Chief (and Deputy), Situation Unit Leader, Resource Unit Leader, Documentation Unit Leader, Environmental Unit Leader, Demobilization Unit Leader, (Incident Action Plan/General Plan Unit Leader), (Technical Specialists).

C.3.4 Logistics

Logistics Chief (and Deputy), Support Branch Director, Service Branch Director, Supply Unit Leader, Facilities Unit Leader, (Transportation Unit Leader), (Ground Support Coordinator), (Vessel Support Coordinator), (Air Support Coordinator), (Fishing Vessel Coordinator), Food Unit Leader, Medical Unit Leader, Communication Unit Leader, (Information Technology Unit Leader), (Security Unit Leader).

C.3.5 Finance/Administration

Finance/Administration Chief (and Deputy), Cost Unit Leader, Time Unit Leader, Contracts Unit Leader, Claims Unit Leader, (Human Resources Unit Leader).

***NOTE**: Particular positions may be placed in different sections by different industry response organizations. For example, Security can be found in Logistics or on the Command Staff.*

C.4 ICS AND SKILL POSITION TRAINING / KNOWLEDGE

A few minimum training/knowledge standards are specifically required by regulation for response individuals. These include OSHA HAZWOPER, wildlife hazing/ capture/ rehabilitation, knowledge of the applicable incident management system, and knowledge of applicable contingency plans. The need for this training/knowledge varies with response position, and may also vary based on specific duties identified in the contingency plans *(or assigned during an incident).*

In addition, there are suggested training courses/knowledge areas that can enhance a response operation. These additional suggestions are guidelines only, and should be used as one would use advice from one's peers. The suggestions are not meant now or at any point in the future to impose additional training requirements on any organizations involved with response. As stated earlier, the applicability of these suggestions can vary depending on the individual response personnel duties specified in each contingency plan *(or based on specific duties assigned during an incident).*

Section C.6 contains position-specific job sheets which detail the required and suggested knowledge and/or training for the ICS positions listed in Section C.3. The knowledge areas are divided by topic *(see Section C.5).* The information is further broken down into recommendation levels and knowledge levels.

C.4.1 Recommendation Levels

- Required directly by regulation (**REQ**).
- Additional suggestions include:
  - Minimum suggested: suggested knowledge area generally used in a job. Without this knowledge, the incumbent could be impeded in performance (**MIN**).
  - Useful: knowledge that could enhance performance. For example, cross-training (**USE**).
  - Elective: knowledge not specifically needed for the job (**ELE**).

***NOTE**: The Required/Suggested training may be annotated with parentheses (__). This indicates that the training identified may or may not be applicable based on the actual duties of the individual (as specified in specific industry and government contingency plans). As an example, the Incident Commander and Deputy Incident Commander job sheet indicates an "(X)" for HAZWOPER training. The "(X)" indicates that this may or may not be applicable depending on the individual's actual operating location (i.e., in the ICP and not in the field).*

C.4.2 Knowledge Levels

- **Awareness**: Knows the principles of that topic. Training courses generally range from 15 minutes to several hours (**AWA**).
- **Intermediate**: Knows enough details in that topic to accomplish non-management level tasks. Training courses generally range from several hours to days (**INT**).
- **Advanced**: Knows enough to be a manager in that area. Beyond the intermediate level, generally takes several drills/incidents *(or other work experience)* to achieve (**ADV**).

C.5 KNOWLEDGE AREA DESCRIPTIONS

- **Aircraft Capabilities**: Knowledge of the different types of aircraft available during an oil spill response and their capabilities and limitations *(e.g., passenger and cargo capacity, range, all-weather, etc.).*
- **Aircraft Logistics Requirements**: Knowledge of the different types of aircraft available and their individual logistics requirements. This includes amount and type of fuel, staging requirements, crew requirements and restrictions, and other support needed.
- **Communications**: Communications considerations and needs for an oil spill response. Also pertains to knowledge of all the needs from the ICP to field personnel.
  - Radios and frequencies needed.
  - Developing a Communications Plan *(and knowledge of applicable ICS forms).*
  - Other communication considerations *(phones, cellular phones, copy machines, faxes, etc.).*
- **Computer Technology**: Knowledge of computer support for the response operations. This can include hardware and software needs, interconnectivity, printers, internet capability, etc.

- **Decontamination**: The needs and considerations for decontamination during an oil spill response. Knowledge of the process and methods utilized.
  - Methods of decontamination.
  - Partial decontamination.
  - Step-by-step procedures for full decontamination.
  - Personal protective equipment required.
  - Establishment of decontamination corridors and area setup.
- **Facility/Vessel and Government Contingency Plans**: Knowledge of the appropriate Contingency Plans for an oil spill response. Know how to utilize the plans to assist in making decisions and obtaining information.
  - Overview of plans for specific areas/organizations.
  - Plan contents and layout.
  - Notification and emergency checklists.
  - Resources available.
  - Subarea-specific strategies.
  - Environmentally and economically sensitive areas.
  - Maps and charts.
- **Hazard Communications (Worker Right-to-Know)**: Knowledge of the federal and State requirements outlined in 29 CFR 1910.120 to inform employees of hazardous materials in the workplace.
- **Hazardous Materials Transportation**: Knowledge of hazardous material transportation as required by 49 CFR 172.702. Refer to this reference for training requirements.
- **Hazardous Waste Operations and Emergency Response (HAZWOPER)**: Federally mandated training in accordance with 29 CFR 1910.120. Annual refreshers may be required to maintain certification. Refer to 29 CFR 1910.120 for specifics.
- **Incident Command System**:
  - Use of ICS in spill response, operation of ICS, ICS process flow.
  - Functions of the sections *(five plus UC),* duties of positions, Unit and Section training.
  - Common responsibilities *(including ICS Forms 211 and 214, communications),* general instructions for incident assignments.
  - Incident resource terminology *(types, status, records);* management of resources.
  - Incident facilities *(ICP, FCP, Staging Areas, Camps, Helibases, etc.).*
  - Incident planning.
  - Roles and relationships of primary staff *(Command and General Staff).*
  - Staffing; organizing for incident and events.
  - Documentation practices and processes.

- Large-scale responses: planning, operational, logistical and fiscal considerations on large and complex incident management; Area Command, Crisis Management Team, inter-organizational coordination *(Regional Stakeholder Committees).*

- **Marine/Boating Safety and Handling**: Knowledge of boat handling and safety considerations while on the water.
  - Safety equipment.
  - Small boat handling.
  - Towing.
  - Aids to navigation and rules of the road.
  - Piloting and navigation.
  - Line handling and knot tying.
  - Man overboard procedures.
  - Basic first aid and emergency procedures.
- **Mechanical Oil Spill Response Operations**: Knowledge of the various oil spill response techniques involving mechanical capabilities. These techniques pertain to containment, recovery, and storage considerations for land and/or water spills. Advantages, disadvantages, limitations, and capabilities of the different types of equipment and techniques.
  - Boom construction, types, and limitations.
  - Skimmer types, capabilities, and limitations.
  - Storage considerations.
  - Containment tactics.
  - Recovery tactics.
  - Arctic response considerations and techniques *(if applicable).*
- **Non-Mechanical Oil Spill Response Operations**: Knowledge of non-mechanical oil spill mitigating technologies such as *in-situ* burning, dispersants, and bioremediation. It includes their advantages, limitations, and restrictions.
  - *In-situ* burning *(on water, on land, and in ice – if applicable).*
  - Dispersant use.
  - Bioremediation.
  - Other non-mechanical countermeasures included in the applicable C-Plan.
- **Media Training**: Knowledge of *(and practice with)* contingency/ government plans *(and organization)* procedures for:
  - Conducting media briefings, interviews, and conferences.
  - Use of an Information Officer to manage media and public interest.
  - Roles and functions of a Joint Information Center *(including establishing a UC website for information dissemination).*
- **Parent Organization-Specific Policies/Procedures**: Knowledge of the parent organization's proper procedures utilized in support of an oil spill

response. Includes all necessary paperwork, approvals, documentation and reports required for:

- ICS documentation.
- Purchasing.*
- Materials management.
- Contracting.*
- Accounting.*
- Time accounting.*
- Claims.*
- Personnel.
- Safety *(to include safety procedures at facility).*
- Safety/hazardous materials *(beyond preceding includes site entry, air monitoring for hazardous chemicals, safety concerns/techniques for hazardous chemicals).*
- Security *(to include contacts with local/State/federal law enforcement).*
- Public affairs.
- Government and community affairs *(to include contacts with and knowledge of the local area and government).*
- Legal affairs *(Natural Resource Damage Assessment, investigations, liability).*

* *Also could include a basic knowledge of the Oil Spill Liability Trust Fund and/or the State Oil and Hazardous Substance Release Prevention and Response Fund (470 Fund), access to these funds, and required documentation when utilizing these funds.*

***NOTE**: This list is for illustration and not definitive.*

- **Permitting (for responders)**: Knowledge of information on permits which may be required during an oil spill response. At the **Awareness** level the information regarding submitting applications for permits is basic and general, only covering when permits may be required and who approves the permits. At the **Intermediate** level, it may cover details necessary to process a specific *(or several)* permit(s).
- **Shoreline Cleanup Assessment Team (SCAT) Training**: This course should provide instruction for personnel who will be involved in shoreline assessment and SCAT recommendations of cleanup techniques. Overview of shoreline geo-morphology, the behavior and effects of oil on different types of shoreline, and types of cleanup methods to be considered.
  - Shoreline types, coastal processes.
  - Assessment methods, terminology, and documentation.
  - Behavior, effects, and cleanup of oil on different types of shoreline.
  - Response management/technical: area sensitivities, response priorities, Net Environmental Benefit (NEB) analysis.
  - Field photography guidelines.

- **Shoreline (and Land Spill) Cleanup Techniques**: Knowledge of the different techniques utilized to protect shorelines and cleanup oiled shorelines. Knowledge of the various oil spill response techniques for land/riverine/lucastrine/arctic areas, if applicable. These techniques pertain to containment, recovery, and storage considerations. Advantages, disadvantages, limitations, and capabilities of the different types of equipment and techniques.
  - Skimmer types, capabilities, and limitations.
  - Storage considerations.
  - Shoreline protection techniques.
  - Containment techniques/marine *(booming: entrapment, in ice, etc.).*
  - Land spill containment *(dirt/snow berms, culverts, dams, trenches, etc., if applicable).*
- **Recovery Techniques:**
  - Natural recovery.
  - Flooding and flushing.
  - Manual removal.
  - Mechanical removal.
  - Reworking and surf washing.
  - Bioremediation *(if applicable).*
  - Land spill recovery *(suction, mechanical, manual, weirs, decanting, etc., if applicable).*
- **Safety Plans**: Knowledge of applicable OSHA and parent organization policies and procedures for creating and updating Site-Specific Safety Plans and other safety documents.
- **Staging Area Management**: Knowledge of the primary functions and layout of a Staging Area and the procedures and personnel needed for safe, effective Staging Area operations.
  - Staging Area purpose and functions *(may be covered in ICS training).*
  - Staging Area layout and resource requirements *(may be covered in contingency plan training).*
  - Roles and responsibilities of Staging Area Management personnel *(sometimes covered in contingency plan training).*
  - Procedures for safe, effective Staging Area operations and required documentation *(may be covered in company's materials management practices).*
  - Familiarity with logistical issues relating to their specific geographic area of operation.
- **Technical Support**: Knowledge of technical / management issues in spill response, which can be divided into:
  - Oil fate and behavior *(physical, biological; oil types and characteristics; fate processes -- spreading/thickness, trajectories, stranding, biodegradation, etc.).*

- Volume estimation and spill statistics.
- Sensitive areas and protection priorities *(data and processes specific to contingency plans and Subarea Contingency Plans).*
- Response strategies *(options, performance factors -- advantages/ disadvantages, decision-making process).*

- **Waste Management**: Knowledge of waste generated during a typical oil spill response, and handling considerations.
  - Type of waste generated *(liquids, sorbents, oily waste, etc.).*
  - Temporary storage and capacity considerations.
  - Transportation of recovered materials.
  - Waste disposal methods.
- **Wildlife Capture and Recovery**: This is a course which provides certification for personnel to conduct wildlife capture and recovery activities. It is conducted by resource agency-approved instructors and course materials.
- **Wildlife Hazards and Concerns**: Knowledge about wildlife issues that may be encountered during oil spill response operations and personnel safety concerns. Also, basic information of wildlife hazing techniques and wildlife capture & recovery techniques *(but not certification).*
- **Wildlife Hazing**: This is a course which provides certification for personnel to conduct wildlife hazing activities. It is conducted by resource agency-approved instructors and course materials.
- **Other Technical Knowledge**: Specific to selected positions, for example GIS/computer mapping, NRDA *(sampling and data needs),* Wildlife Rehabilitation, dispersant fluorometry.

C.6 ICS POSITION KNOWLEDGE SHEETS (BY SECTION)

A sample illustration for a generic IMT member is presented immediately below.

SAMPLE POSITION: Member of Unit or Staff in IMT

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
		AWA	INT	**Incident Command System**: Incident Command System
			X	**Response Operations**: Response Operations (any), per assigned duties
		X		**Technical**: Technical Support, per assigned duties Parent Organization-Specific Policies/Procedures for assigned duties

The ICS Position Knowledge Sheets presented below are broken down into the following Sections:

- Command (and Command Staff).
- Operations Section.
- Planning Section.
- Logistics Section.
- Finance/Administration Section.

KEY TO POSITION KNOWLEDGE SHEETS ABBREVIATIONS:

Recommendation levels:

- Required directly by regulation. (**REQ**)
- Additional suggestions include:
  - Minimum suggested: suggested knowledge area generally used in a job. Without this knowledge, the incumbent could be impeded in performance (**MIN**).

- Useful: knowledge that could enhance performance. For example, cross-training (**USE**).
- Elective: knowledge not specifically needed for the job (**ELE**).

Knowledge levels:

- **Awareness**: Knows the principles of that topic. Training courses generally range from 15 minutes to several hours (**AWA**).
- **Intermediate**: Knows enough details in that topic to accomplish non-management level tasks. Training courses generally range from several hours to days (**INT**).
- **Advanced**: Knows enough to be a manager in that area. Beyond the intermediate level, generally takes several drills/incidents *(or other work experience)* to achieve (**ADV**).

***NOTE**: The accompanying position knowledge sheets depict an IMT organization for a very large, complex response. An incident-specific organization may meet their response needs by combining many of these positions and not filling others. The specific IMT organization is determined by the needs of the response as implemented by the RP and F/SOSCs, and consistent with the IMT organization in their contingency plans.*

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COMMAND AND COMMAND STAFF SUGGESTED KNOWLEDGE AREAS

POSITION: Incident Commander

POSITION: Deputy Incident Commander

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications:
(X)		(X)		Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
				Incident Command System:
X	INT	ADV		Incident Command System
				Response Operations:
	AWA	INT		Mechanical Oil Spill Response Operations
	AWA	INT		Non-Mechanical Oil Spill Response Operations, per applicable contingency plans
	AWA	INT		Shoreline Cleanup Techniques
		AWA	INT	Staging Area Management
		AWA		Wildlife Hazards and Concerns
	AWA	INT		Waste Management
	AWA	INT		Permitting *(for responders)*
(X)	AWA	INT		Decontamination
	AWA			Communications, per contingency plan duties
X	ADV			Facility/Vessel and Government Contingency Plans
				Technical:
	INT	ADV		Technical Support
	INT			Parent Organization Policies on Financial and Materials Management, Public Affairs, Government and Community Affairs, Legal Affairs *(for response)*
		INT		Media Training
X	INT			Parent Organization Safety Policies

POSITION: Safety Officer

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
(X)	(X)			**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	INT	ADV		**Incident Command System**: Incident Command System
				Response Operations:
	AWA	INT		Mechanical Oil Spill Response Operations
	AWA	INT		Non-Mechanical Oil Spill Response Operations, per applicable contingency plans
	AWA	INT		Shoreline Cleanup Techniques
(X)	ADV			Decontamination
	AWA			Waste Management
	AWA			Permitting *(for responders)*
	AWA			Staging Area Management
	AWA			Wildlife Hazards and Concerns
	AWA			Communications
(X)	INT			Facility/Vessel and Government Contingency Plans
				Technical:
(X)	ADV			Safety Plan
	ADV			Parent Organization Safety Policies

POSITION: Information Officer

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
				Incident Command System:
	INT	ADV		Incident Command System
	AWA	INT	ADV	ICS: JIC and PIO
				Response Operations:
	AWA	INT		Mechanical Oil Spill Response Operations
	AWA	INT		Non-Mechanical Oil Spill Response Operations, per applicable contingency plans
	AWA	INT		Shoreline Cleanup Techniques
		AWA		Wildlife Hazards and Concerns
	AWA	INT		Facility/Vessel and Government Contingency Plans
				Technical:
	ADV			Parent Organization Public Affairs Policies
	ADV			Media Training
		AWA		Technical Support

POSITION: Liaison Officer

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
				Incident Command System:
	INT	ADV		Incident Command System
		AWA	INT	RSC *(Regional Stakeholder Committee)*
				Response Operations:
	AWA	INT		Mechanical Oil Spill Response Operations
	AWA	INT		Non-Mechanical Oil Spill Response Operations, per applicable contingency plans
	AWA	INT		Shoreline Cleanup Techniques
		AWA		Wildlife Hazards and Concerns
	AWA	INT		Facility/Vessel and Government Contingency Plans
				Technical:
	ADV			Parent Organization's Community Affairs Policies and Programs

POSITION: Legal Officer

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
				Incident Command System:
	INT	ADV		Incident Command System
				Response Operations:
	AWA	INT		Mechanical Oil Spill Response Operations
	AWA	INT		Non-Mechanical Oil Spill Response Operations, per applicable contingency plans
	AWA	INT		Shoreline Cleanup Techniques
		AWA		Wildlife Hazards and Concerns
	INT			Facility/Vessel and Government Contingency Plans
				Technical:
	INT	ADV		Parent Organization's Legal Affairs Procedures and Policies *(NRDA, Investigations, Liability, etc.)*
		AWA		Technical Support

OPERATIONS SECTION SUGGESTED KNOWLEDGE AREAS

POSITION: Operations Section Chief

POSITION: Deputy Operations Section Chief

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
(X)		X		**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	INT	ADV		**Incident Command System**: Incident Command System
	ADV			**Response Operations**: Mechanical Oil Spill Response Operations
	(ADV)			Non-Mechanical Oil Spill Response Operations, per applicable contingency plans
	ADV			Shoreline Cleanup Techniques
	AWA	INT		Staging Area Management
	AWA			Wildlife Hazards and Concerns
		AWA	INT	Waste Management
		AWA		Permitting *(for responders)*
	INT		ADV	Decontamination
	INT			Communications
	ADV			Facility/Vessel and Government Contingency Plans
				Technical:
	INT		ADV	Technical Support
	INT			Parent Organization Safety Policies

FUNCTION: Field Command

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
X	X			**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	INT			**Incident Command System**: Incident Command System
	ADV			**Response Operations**: Mechanical Oil Spill Response Operations
	(ADV)			Non-Mechanical Oil Spill Response Operations, per applicable contingency plans
	ADV			Shoreline Cleanup Techniques
	AWA	INT		Staging Area Management
	AWA			Wildlife Hazards and Concerns
	AWA	INT		Waste Management
		AWA		Permitting *(for responders)*
X	INT		ADV	Decontamination
	INT			Communications
	ADV			Facility/Vessel and Government Contingency Plans
				Technical:
	INT		ADV	Technical Support
	ADV			Parent Organization Safety Policies

POSITION: Site Safety Officer *(if used by Contingency Plan)*

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
X	X			**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	INT	ADV		**Incident Command System**: Incident Command System
				Response Operations:
	AWA	INT		Mechanical Oil Spill Response Operations
	AWA	INT		Non-Mechanical Oil Spill Response Operations, per applicable contingency plans
	AWA	INT		Shoreline Cleanup Techniques
X	ADV			Decontamination
	AWA			Waste Management
	AWA			Permitting *(for responders)*
	AWA			Staging Area Management
	AWA			Wildlife Hazards and Concerns
	AWA			Communications
(X)	INT			Facility/Vessel and Government Contingency Plans *(LEPC Plan)*
				Technical:
X	ADV			Safety Plan
	ADV			Parent Organization Safety Policies

FUNCTION: Mechanical On-Water Recovery Activities *(if managed at the Branch Director, Division/Group Supervisor level) (see note on page C-13)*

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
X	X			**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	INT			**Incident Command System**: Incident Command System
	ADV			**Response Operations**: Mechanical Oil Spill Response Operations
	AWA	INT	ADV	Non-Mechanical Oil Spill Response Operations
	AWA	INT		Waste Management
		AWA		Permitting *(for responders)*
	INT		ADV	Decontamination
	INT			Communications
	AWA	INT		Marine/Boating Safety and Handling
	INT			Facility/Vessel and Government Contingency Plans
				Technical:
	AWA		INT	Technical Support
	ADV			Parent Organization Safety Policies

FUNCTION: Non-Mechanical On-Water Recovery Activities *(if managed at the Branch Director, Division/Group Supervisor level) (see note on page C-13)*

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
X	X			**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	INT			**Incident Command System**: Incident Command System
				Response Operations:
	AWA	INT		Mechanical Oil Spill Response Operations
	ADV			Non-Mechanical Oil Spill Response Operations
	AWA			Permitting *(for responders)*
	AWA	INT		Communications
	AWA	INT		Facility/Vessel and Government Contingency Plans
				Technical:
	AWA	INT		Technical Support
	ADV			Parent Organization Safety Policies

FUNCTION: On-Shore Cleanup Activities *(if managed at the Branch Director, Division/Group Supervisor level) (see note on page C-13)*

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
X	X			**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	INT			**Incident Command System**: Incident Command System
				Response Operations:
	ADV			Shoreline Cleanup Techniques
	AWA	INT		Staging Area Management
	AWA			Wildlife Hazards and Concerns
	INT			Waste Management
		AWA		Permitting *(for responders)*
	INT			Decontamination
	AWA	INT		Communications
	AWA	INT		Facility/Vessel and Government Contingency Plans
				Technical:
	AWA		INT	Technical Support
		X		Shoreline Cleanup Assessment Team Training
	ADV			Parent Organization Safety Policies

FUNCTION: Wildlife Response Activities *(if managed at the Branch Director, Division/Group Supervisor level) (see note on page C-13)*

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications:
X	X			Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
X	X			Wildlife Hazing, per assigned duties
X	X			Wildlife Capture and Recovery, per assigned duties
				Incident Command System:
	INT			Incident Command System
				Response Operations:
	INT			Permitting *(for responders)*
	INT			Decontamination
	AWA	INT		Communications
	AWA	INT		Facility/Vessel and Government Contingency Plans
				Technical:
	(ADV)			Other Wildlife training, per assigned duties
	INT			Parent Organization Safety Policies

FUNCTION: Air Operations Activities *(if managed at the Branch Director, Division/Group Supervisor level) (see note on page C-13)*

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
		X		**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	AWA			**Incident Command System**: Incident Command System
		AWA		**Response Operations**: Mechanical Oil Spill Response Operations
		AWA		Non-Mechanical Oil Spill Response Operations
		AWA		Shoreline Cleanup Techniques
	INT			Communications
		AWA		Decontamination
		AWA		Facility/Vessel and Government Contingency Plans
				Technical:
	ADV			Aircraft Capabilities
	AWA	ADV		Aircraft Logistic Requirements, per assigned duties
	INT			Parent Organization Safety Policies

FUNCTION: Staging Area Activities *(if managed at the Branch Director, Division/Group Supervisor level) (see note on page C-13) (Staging Area Branch Director may supervise several Staging Area Managers)*

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
		X		**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	INT			**Incident Command System**: Incident Command System
				Response Operations:
	AWA	INT		Mechanical Oil Spill Response Operations
	ADV			Staging Area Management
	INT			Waste Management
		AWA		Permitting *(for responders)*
	AWA	INT	ADV	Decontamination, per assigned duties
	INT			Communications
		AWA		Facility/Vessel and Government Contingency Plans
				Technical:
	INT			Parent Organization Safety Policies

FUNCTION: Decontamination Activities *(if managed at the Branch Director, Division/Group Supervisor level) (see note on page C-13)*

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
(X)		X		**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	INT			**Incident Command System**: Incident Command System
				Response Operations:
	AWA	INT		Mechanical Oil Spill Response Operations
	AWA	INT		Staging Area Management
	INT			Waste Management
		AWA		Permitting *(for responders)*
(X)	ADV			Decontamination, per assigned duties
	INT			Communications
		AWA		Facility/Vessel and Government Contingency Plans
	INT			**Technical**: Parent Organization Safety Policies

FUNCTION: Source Control Activities *(if managed at the Branch Director, Division/Group Supervisor level) (see note on page C-13)*

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
X	X			**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	AWA	INT		**Incident Command System**: Incident Command System
	AWA AWA			**Response Operations**: Communications Facility/Vessel and Government Contingency Plans, per assigned duties
	ADV ADV			**Technical**: Knowledge of facility piping, valves, operations, etc. Parent Organization Safety Policies

FUNCTION: Vessel Stabilization Activities *(if managed at the Branch Director, Division/Group Supervisor level) (see note on page C-13)*

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
		X		**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	AWA	INT		**Incident Command System**: Incident Command System
	AWA	AWA		**Response Operations**: Communications Facility/Vessel and Government Contingency Plans
	ADV INT			**Technical**: Knowledge of vessel stability, lightering plans, etc. Capable of contacts with company representatives for vessel stability assistance *(USCG Marine Safety Center, U.S. Navy Supervisor of Salvage, etc.)*. Parent Organization Safety Policies

FUNCTION: Waste Management and Disposal Activities *(if managed at the Branch Director, Division/Group Supervisor level) (see note on page C-13)*

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications:
		X		Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
(X)	(X)			Hazardous Waste Transportation, per assigned duties
				Incident Command System:
	INT			Incident Command System
				Response Operations:
	AWA		INT	Mechanical Oil Spill Response Operations
	AWA		INT	Non-Mechanical Oil Spill Response Operations
	ADV			Waste Management
	AWA	INT		Permitting *(for responders)*
	ADV			Decontamination, per assigned duties
	AWA	INT		Communications
	INT			Facility/Vessel and Government Contingency Plans
				Technical:
	ADV			Parent Organization Safety Policies

FUNCTION: Emergency Services Activities *(if managed at the Branch Director, Division/Group Supervisor level) (see note on page C-13) (can include Search and Rescue, Fire Suppression, Law Enforcement)*

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
(X)	(X)			**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	AWA		INT	**Incident Command System**: Incident Command System
	AWA INT AWA		INT	**Response Operations**: Decontamination Communications Facility/Vessel and Government Contingency Plans
	ADV			**Technical**: Search and Rescue Techniques, as appropriate
(X)	ADV			Marine/Facility Firefighting, as appropriate
(X)	ADV			Safety Plans, as appropriate
	ADV			Federal/State Regulations, as appropriate
	ADV			Parent Organization Safety Policies

POSITION: Mechanical On-Water Response Activities: Task Force/Strike Team (TF/ST) Leaders

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
X	X			**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	AWA		INT	**Incident Command System**: Incident Command System
	ADV AWA INT INT INT	INT	ADV	**Response Operations**: Mechanical Oil Spill Response Operations Non-Mechanical Oil Spill Response Operations Decontamination Communications Marine/Boating Safety and Handling
	AWA AWA			**Technical**: Parent Organization Safety Policies Technical Support

POSITION: Non-Mechanical On-Water Response Activities: TF/ST Leaders

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
X	X			**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	AWA	INT		**Incident Command System**: Incident Command System
		INT		**Response Operations**: Mechanical Oil Spill Response Operations
	ADV			Non-Mechanical Oil Spill Response Operations
	INT			Communications
	AWA		INT	Marine/Boating Safety and Handling
				Technical:
	AWA			Parent Organization Safety Policies
		AWA		Technical Support

POSITION: On-Shore Cleanup TF/ST Leaders

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE		
X	X			**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	AWA		INT	**Incident Command System**: Incident Command System
	ADV			**Response Operations**: Shoreline Cleanup Techniques
	INT			Wildlife Hazards and Concerns
	AWA	INT		Waste Management, per assigned duties
	INT	ADV		Decontamination
	INT			Communications
			X	**Technical**: Shoreline Cleanup Assessment Team Training
	AWA			Parent Organization Safety Policies
		AWA		Technical Support

POSITION: Wildlife Response TF/ST Leader

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications:
X	X			Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
X	X			Wildlife Hazing, per assigned duties
X	X			Wildlife Capture and Recovery, per assigned duties
				Incident Command System:
	AWA			Incident Command System
				Response Operations:
	AWA		INT	Decontamination
	INT			Communications
				Technical:
	AWA			Parent Organization Safety Policies
X	AWA	INT	ADV	Other Wildlife Training, per assigned duties

POSITION: Staging Area Manager

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
		X		**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	AWA			**Incident Command System**: Incident Command System
				Response Operations:
	AWA	INT		Mechanical Oil Spill Response Operations
	ADV			Staging Area Management
	AWA	INT		Waste Management
	AWA	INT	ADV	Decontamination
	INT			Communications
				Technical:
	AWA			Parent Organization Safety Policies

POSITION: Decontamination Area Manager

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
X	X			**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	AWA			**Incident Command System**: Incident Command System
				Response Operations:
	AWA	INT		Mechanical Oil Spill Response Operations
	AWA	INT	ADV	Staging Area Management
	AWA	INT		Waste Management
(x)	ADV			Decontamination, per assigned duties
	INT			Communications
				Technical:
	AWA			Parent Organization Safety Policies

POSITION: Field Task Force/Strike Team Member

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
X	X			**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
		AWA		**Incident Command System**: Incident Command System
		AWA		**Response Operations**: Mechanical Oil Spill Response Operations, per assigned duties
		AWA		Non-Mechanical Oil Spill Response Operations, per assigned duties
		AWA		Shoreline Cleanup Techniques, per assigned duties
	AWA		INT	Decontamination
	AWA			Communications
	AWA			Wildlife Hazards and Concerns, as appropriate
	INT			Marine/Boating Safety and Handling, as appropriate
				Technical:
	AWA			Parent Organization Safety Policies

POSITION: Field Safety Representative

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
X	X			**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	AWA	INT		**Incident Command System**: Incident Command System
				Response Operations:
	AWA	INT		Mechanical Oil Spill Response Operations
	AWA	INT		Non-Mechanical Oil Spill Response Operations, per applicable contingency plans
	AWA	INT		Shoreline Cleanup Techniques
X	ADV			Decontamination
	AWA			Waste Management
	AWA			Permitting *(for responders)*
	AWA			Wildlife Hazards and Concerns
	INT			Communications
(X)	AWA	INT		Facility/Vessel and Government Contingency Plans
				Technical:
X	INT	ADV		Safety Plan
	INT	ADV		Parent Organization Safety Policies

POSITION: Federal/State Oversight Field Monitors *(depicted for base case; however, if responsible for monitoring an activity, training should be at the level of those being monitored)*

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
X	X			**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per assigned duties
	INT			**Incident Command System**: Incident Command System
				Response Operations:
	INT		ADV	Mechanical Oil Spill Response Operations
	INT		ADV	Non-Mechanical Oil Spill Response Operations
	AWA	INT		Waste Management
	AWA	INT		Permitting *(for responders)*
	AWA		INT	Decontamination
	AWA	INT		Communications
	AWA	INT		Marine/Boating Safety and Handling
	INT	ADV		Facility/Vessel and Government Contingency Plans
	ADV			**Technical**: Federal/State Regulations as appropriate

PLANNING SECTION SUGGESTED KNOWLEDGE AREAS

POSITION: Planning Section Chief

POSITION: Deputy Planning Section Chief

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
				Incident Command System:
	INT	ADV		Incident Command System
				Response Operations:
	AWA	INT		Mechanical Oil Spill Response Operations
	AWA	INT		Non-Mechanical Oil Spill Response Operations, per applicable contingency plans
	AWA	INT		Shoreline Cleanup Techniques
	AWA			Wildlife Hazards and Concerns
	INT	ADV		Permitting *(for responders)*
		AWA		Decontamination
	AWA	INT		Facility/Vessel and Government Contingency Plans
				Technical:
	INT	ADV		Technical Support
		AWA		NRDA
	AWA	INT		Waste Management

POSITION: Situation Unit Leader

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
				Incident Command System:
	INT			Incident Command System
				Response Operations:
	AWA	INT		Mechanical Oil Spill Response Operations
	AWA	INT		Non-Mechanical Oil Spill Response Operations, per applicable contingency plans
	AWA	INT		Shoreline Cleanup Techniques
	AWA	INT		Facility/Vessel and Government Contingency Plans
				Technical:
	INT			Technical Support
	INT			Geographic Information Systems/Computer Mapping

POSITION: Resource Unit Leader

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
				Incident Command System:
	INT			Incident Command System
				Response Operations:
	AWA	INT		Mechanical Oil Spill Response Operations
	AWA	INT		Non-Mechanical Oil Spill Response Operations, per applicable contingency plans
	AWA	INT		Shoreline Cleanup Techniques
		AWA	INT	Staging Area Management
	AWA	INT		Facility/Vessel and Government Contingency Plans
				Technical:
	INT			Technical Support
		AWA	INT	Geographic Information Systems/Computer Mapping

POSITION: Documentation Unit Leader

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
	INT	ADV		**Incident Command System**: Incident Command System
				Response Operations: None
	ADV			**Technical**: Parent Organization Documentation Policies/Procedures

POSITION: Environmental Unit Leader

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications:
		X		Wildlife Hazing
		X		Wildlife Capture and Recovery
				Incident Command System:
	INT	ADV		Incident Command System
				Response Operations:
	INT			Shoreline Cleanup Assessment Team Training
	AWA	INT		Shoreline Cleanup Techniques
	ADV			Waste Management
	AWA			Mechanical Oil Spill Response Operations
	AWA			Non-Mechanical Oil Spill Response Operations, per applicable contingency plans
				Technical:
	INT	ADV		Technical Support
	AWA	INT		NRDA
	ADV			Permitting *(for responders)*
			X	Wildlife Rehabilitation

POSITION: Demobilization Unit Leader

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications:
		X		Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties
	AWA			Hazard Communications 29 CFR 1910.120, depending on specialty
				Incident Command System:
	INT			Incident Command System
				Response Operations:
	AWA			Mechanical Oil Spill Response Operations
	AWA			Non-Mechanical Oil Spill Response Operations, per applicable contingency plans
	AWA	INT		Staging Area Management, per assigned duties
	AWA	INT	ADV	Decontamination, per assigned duties
	AWA	INT		Waste Management, per assigned duties
	AWA	INT		Aircraft Capabilities, per assigned duties
	AWA	INT		Aircraft Logistics Requirements, per assigned duties
				Technical: None

POSITION: Incident Action Plan/General Plan (IAP/GP) Unit Leader
(optional, see contingency plan)

REQ	SUGGESTED			SUBJECT AREA
	MIN	**USE**	**ELE**	
				Regulatory Implications: None
				Incident Command System:
	INT			Incident Command System
				Response Operations:
	AWA	INT		Mechanical Oil Spill Response Operations
	AWA	INT		Non-Mechanical Oil Spill Response Operations, per applicable contingency plans
	AWA	INT		Shoreline Cleanup Techniques
	INT	ADV		Permitting *(for responders)*
		AWA		Decontamination
	INT	ADV		Facility/Vessel and Government Contingency Plans
				Technical:
	INT	ADV		Technical Support
		AWA		NRDA
	AWA	INT		Waste Management

POSITION: Technical Specialists

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
	X AWA			**Regulatory Implications**: Hazardous Waste Operations and Emergency Response in accordance with 29 CFR 1910.120, per contingency plan duties Hazard Communications 29 CFR 1910.120, depending on specialty
		AWA	INT	**Incident Command System**: Incident Command System, depending on specialty
	INT			**Response Operations**: Varies, depending on specialty
	ADV			**Technical**: Varies, depending on specialty

LOGISTICS SECTION SUGGESTED KNOWLEDGE AREAS

POSITION: Logistics Section Chief

POSITION: Deputy Logistics Section Chief

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
				Incident Command System:
	INT	ADV		Incident Command System
				Response Operations:
		AWA		Mechanical Oil Spill Response Operations
		AWA		Non-Mechanical Oil Spill Response Operations
		AWA		Shoreline Cleanup Techniques
	AWA	INT		Staging Area Management
		INT		Waste Management
			AWA	Permitting *(for responders)*
			AWA	Decontamination
	(AWA)			Communications, per assigned duties
	INT			Facility/Vessel and Government Contingency Plans
				Technical:
	ADV			Parent Organization Purchasing, Materials Management *(and Contracting, as appropriate)* Policies

POSITION: Service Branch Director

POSITION: Support Branch Director

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
	INT			**Incident Command System**: Incident Command System
	AWA AWA AWA INT	AWA	AWA	**Response Operations**: Waste Management Permitting *(for responders)* Staging Area Management Decontamination Communications Facility/Vessel and Government Contingency Plans
	ADV			**Technical**: Parent Organization Purchasing, Materials Management *(and Contracting, as appropriate)* Policies

POSITION: Transportation Unit Leader (1)

POSITION: Supply Unit Leader (2)

POSITION: Facilities Unit Leader (3)

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
(X)	(X)			**Regulatory Implications**: (2) Hazard Communications in accordance with 29 CFR 1910.120 per assigned duties
	AWA		INT	**Incident Command System**: Incident Command System
		AWA		**Response Operations**: (3) Decontamination
		AWA		(1, 2) Staging Area Management
	AWA	INT		Facility/Vessel and Government Contingency Plans
	AWA			**Technical**: (1) Hazardous Material Transportation, per assigned duties
	INT			Parent Organization Purchasing, Materials Management *(and Contracting, as appropriate)* Policies, per assigned duties

POSITION: Communications Unit Leader

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
	AWA			**Incident Command System**: Incident Command System
	ADV			**Response Operations**: Communications
	AWA			Facility/Vessel and Government Contingency Plans
		INT		**Technical**: Parent Organization Purchasing, Materials Management *(and Contracting, as appropriate)* Policies

POSITION: Information Technology Unit Leader

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
	AWA			**Incident Command System**: Incident Command System
	INT	AWA	ADV	**Response Operations**: Communications Facility/Vessel and Government Contingency Plans
	ADV	INT		**Technical**: Parent Organization Purchasing, Materials Management *(and Contracting, as appropriate)* Policies Computer Technology

POSITION: Medical Unit Leader

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
	AWA			**Incident Command System**: Incident Command System
	AWA AWA	AWA		**Response Operations**: Communications Decontamination Facility/Vessel and Government Contingency Plans
	ADV ADV			**Technical**: Emergency Medical Technician, Emergency Trauma Technician, or equivalent training Knowledge of area medical facilities and capabilities

POSITION: Security Unit Leader/Security Officer

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
	AWA	INT	ADV	**Incident Command System**: Incident Command System, per contingency plan duties
		AWA		**Response Operations**: Wildlife Hazards and Concerns
		AWA		Staging Area Management
	AWA			Communications
		AWA		Facility/Vessel and Government Contingency Plans
	INT			**Technical**: Parent Organization Security Procedures and Policies *(site control, investigations, etc.)*

POSITION: Food Unit Leader

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
	AWA			**Incident Command System**: Incident Command System
		AWA		**Response Operations**: Communications
		AWA		Decontamination
		AWA		Facility/Vessel and Government Contingency Plans
	INT			**Technical**: Parent Organization Purchasing, Materials Management *(and Contracting, as appropriate)* Policies
	AWA	ADV		Knowledge of food service sanitation requirements, per assigned duties

FINANCE/ADMINISTRATION SECTION SUGGESTED KNOWLEDGE AREAS

POSITION: Finance/Administration Section Chief

POSITION: Deputy Finance/Administration Section Chief

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
				Incident Command System:
	INT	ADV		Incident Command System
				Response Operations: None
				Technical:
	INT	ADV		Parent Organization Accounting Policies/Procedures
	INT	ADV		Parent Organization Time Accounting Policies/Procedures
	INT	ADV		Parent Organization Contract Policies/Procedures
	AWA	INT		Parent Organization Claims Policies/Procedures, per contingency plan duties
	INT			Parent Organization Personnel Policies/Procedures, per contingency plan duties

POSITION: Cost Unit Leader

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
	AWA	INT		**Incident Command System**: Incident Command System
				Response Operations: None
	ADV			**Technical**: Parent Organization Accounting Policies/Procedures

POSITION: Time Unit Leader

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
	AWA	INT		**Incident Command System**: Incident Command System
				Response Operations: None
	ADV			**Technical**: Parent Organization Time Accounting Policies/Procedures

POSITION: Contracts Unit Leader

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
	INT			**Incident Command System**: Incident Command System
				Response Operations: None
	ADV			**Technical**: Parent Organization Contract Policies/Procedures

POSITION: Claims Unit Leader

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
	AWA	INT		**Incident Command System**: Incident Command System
				Response Operations: None
	ADV			**Technical**: Parent Organization Claims Policies/Procedures

POSITION: Human Resources Unit Leader

REQ	SUGGESTED			SUBJECT AREA
	MIN	USE	ELE	
				Regulatory Implications: None
	AWA	INT		**Incident Command System**: Incident Command System
				Response Operations: None
	ADV			**Technical**: Parent Organization Personnel Policies/Procedures

End of Appendix C

APPENDIX D:
IMT MEETING GUIDELINES

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Tactical Operations Meeting D-7

Planning Meeting D-9

Shift Briefing Meeting D-11

Assessment Meeting (Optional) D-13

FIGURES

D-1 Alaska Incident Management System (AIMS) Schedule of Events D-2

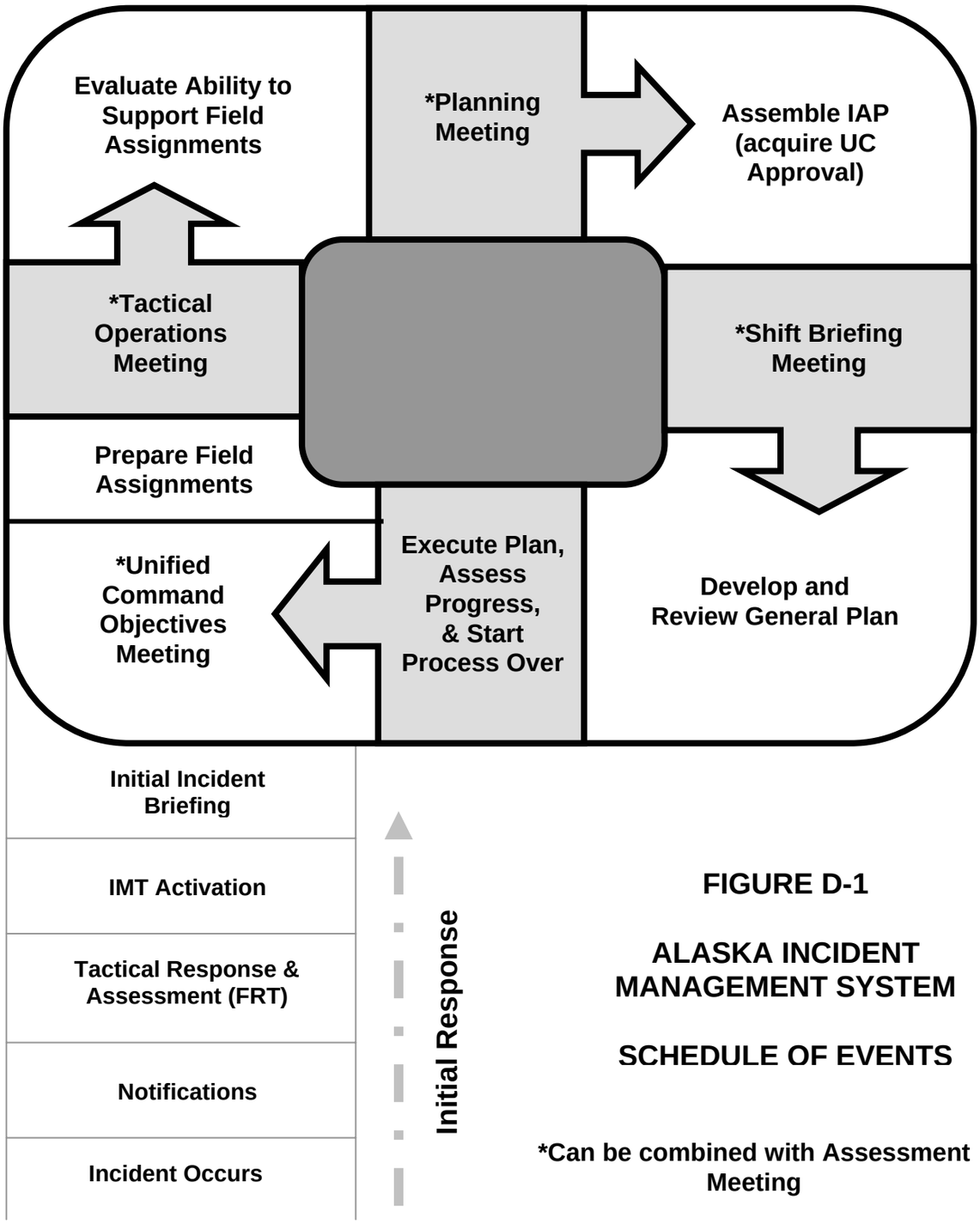


FIGURE D-1

ALASKA INCIDENT MANAGEMENT SYSTEM

SCHEDULE OF EVENTS

***Can be combined with Assessment Meeting**

INITIAL INCIDENT BRIEFING MEETING

MEETING OBJECTIVES:

- Report incident situation and resource information to the incoming IMT in a complete and concise manner. The IMT should be briefed on:
  - Incident specifics.
  - Nature and status of response operations.
  - Strategic objectives and response priorities.
  - Recommended initial actions to be taken by the incoming IMT.
- Establish a permanent record of the initial response to an incident.

MEETING TOPICS/ AGENDA:

- Status of people.
- Current organization.
- Nature and status of source.
- Type, location, and status of discharged material.
- Safety considerations.
- Nature and status of field response operations/ tactics employed.
- Incident potential.
- Requests for assistance from field responders.
- Resource status (resource assignments, enroute/ order status).
- Facilities established (Field Command Post, Staging Areas).
- Strategic objectives.
- Response priorities.

MEETING PROTOCOLS:

When: New IC/UC; staff briefing as required.

Facilitator: Current IC/UC or deputy; Planning Section Chief.

Attendees: Prospective IC/UC; Field Command Representative; Command and General Staff, as required.

Frequency: Initial incident briefing only.

Duration: Not applicable.

OUTPUTS OF MEETING: Completed ICS 201 Initial Incident Briefing Document.
Completed Objectives Form (ICS 202)

General Tasks

Incident Commander (IC)

- ☐ Obtain incident brief using ICS 201.
- ☐ Assess operational requirements.
- ☐ Determine Organizational and response requirements & objectives.

Operations (Ops)

- ☐ Obtain briefing from IC.
- ☐ Consider available Contingency Plan.
- ☐ Develop strategies and tactics.
- ☐ Assemble resources.
- ☐ Conduct response using ICS 201.

Planning

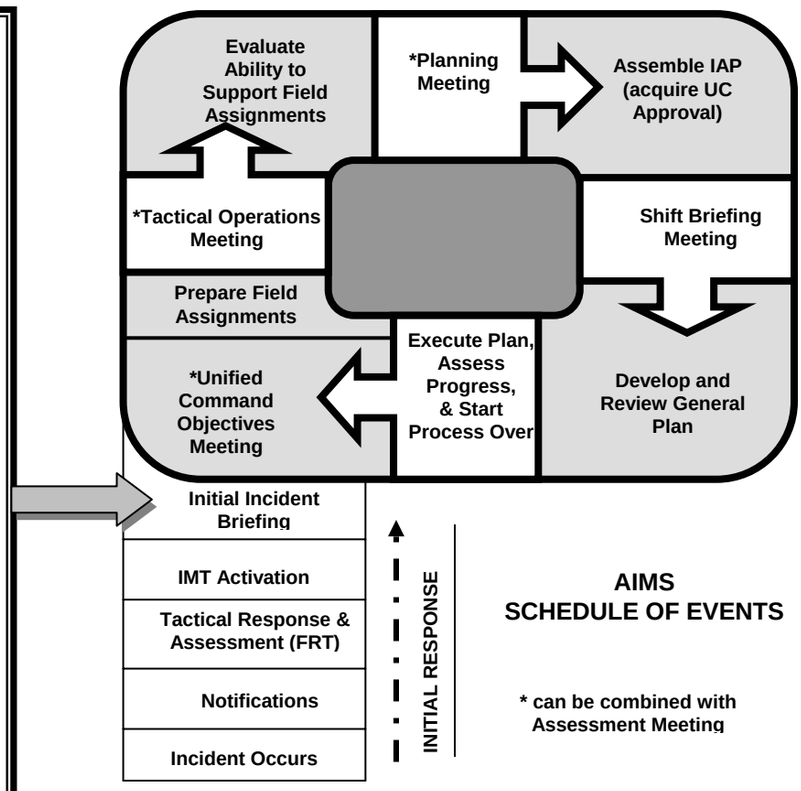
- ☐ if/when activated, orders staff.

Logistics

- ☐ If/when activated, orders staff.

Finance/Administration

- ☐ If/when activated, orders staff.



UNIFIED COMMAND OBJECTIVES MEETING

***NOTE**: Optional Assessment Meetings are held to assess the status of field and IMT response operations during the Current Operational Period. It is recommended that these meetings be held every two to four hours. To reduce the total number of meetings held by the IMT, it is recommended that an Assessment Meeting be held in concert with the meeting enumerated below. When this is done, the meeting would begin with the Assessment Meeting Topics presented on page D-13 of this Appendix, followed by the topics listed below.*

MEETING OBJECTIVES:

Set, reaffirm, and obtain (Unified) Command approval of objectives for the next operational period.

MEETING TOPICS/ AGENDA:

- Duration of next operational period.
- Projection analysis for next operational period.
- Objectives for next operational period.
- Approval of objectives for the next operational period.
- Review any action items from initial/previous meetings.

MEETING PROTOCOLS:

When: Prior to Tactics Meeting.

Facilitator: Deputy IC, Planning Section Chief, or other IC/UC designee.

Attendees: UC members; Command and General Staff, as appropriate.

Frequency: One per operational period.

Duration: 30 minutes or less.

OUTPUTS OF MEETING: Completed ICS 202 Objectives Form

General Tasks

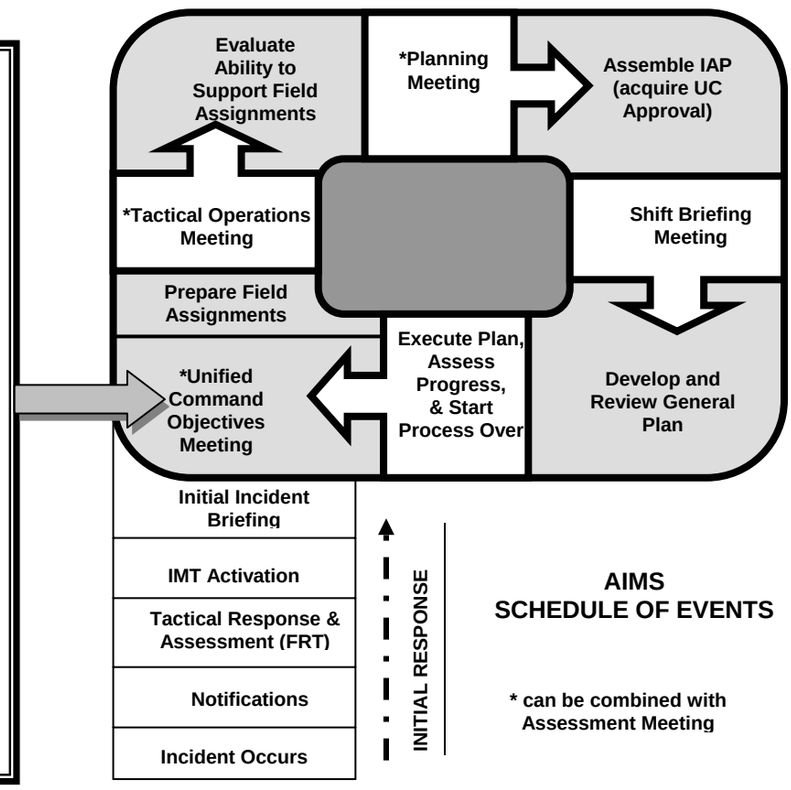
Unified Command (UC)
- ☐ Develop incident objectives.
- ☐ Delegate and provide guidance to Command and General Staff.

Operations (Ops)
- ☐ May be present if invited.

Planning
- ☐ May be present if invited.
- ☐ Propose generic objectives to UC.

Logistics
- ☐ May be present if invited.

Finance/Administration
- ☐ May be present if invited.



AIMS SCHEDULE OF EVENTS

*** can be combined with Assessment Meeting**

TACTICAL OPERATIONS MEETING

***NOTE**: Optional Assessment Meetings are held to assess the status of field and IMT response operations during the Current Operational Period. It is recommended that these meetings be held every two to four hours. To reduce the total number of meetings held by the IMT, it is recommended that an Assessment Meeting be held in concert with the meeting enumerated below. When this is done, the meeting would begin with the Assessment Meeting Topics presented on page D-13 of this Appendix, followed by the topics listed below.*

MEETING OBJECTIVES:

Obtain (Unified) Command approval of field assignments for the next operational period.

MEETING TOPICS/ AGENDA:

- Review objectives for the next operational period.
- Review of field assignments for the next operational period.
- Ensure Logistics Section is aware and can support the response needs.

MEETING PROTOCOLS:

When: Prior to Planning Meeting.

Facilitator: Planning Section Chief.

Attendees: Planning Section Chief, Operations Section Chief, Logistics Section Chief, and Resource Unit Leader.

Frequency: One per operational period.

Duration: 30 minutes or less.

OUTPUTS OF MEETING: Draft ICS 204 Field Assignment or ICS 204C Field Assignment Change forms for next operational period

General Tasks

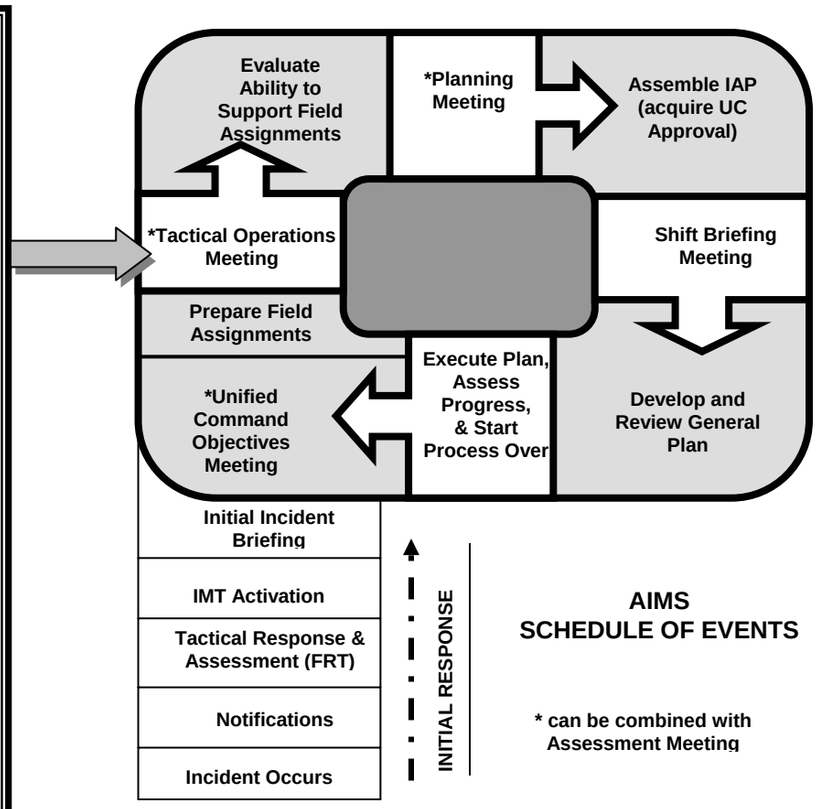
Unified Command (UC)
- ☐ Provide guidance/clarification.

Operations (Ops)
- ☐ Be prepared to discuss tactics.
- ☐ Brief current operations.
- ☐ Develop strategies, tactics, and resource needs using ICS 215.

Planning
- ☐ Facilitate meeting.
- ☐ Determine support requirements for ICS 215.
- ☐ Consider alternative strategies.

Logistics
- ☐ Participate/contribute logistics information as necessary.
- ☐ Verify support requirements.

Finance/Administration
- ☐ Not normally present.



PLANNING MEETING

***NOTE**: Optional Assessment Meetings are held to assess the status of field and IMT response operations during the Current Operational Period. It is recommended that these meetings be held every two to four hours. To reduce the total number of meetings held by the IMT, it is recommended that an Assessment Meeting be held in concert with the meeting enumerated below. When this is done, the meeting would begin with the Assessment Meeting Topics presented on page D-13 of this Appendix, followed by the topics listed below.*

MEETING OBJECTIVES:

Communicate all information pertinent to the incident response. Identify and solve problems and finalize course of action for field operations for the next operational period.

MEETING TOPICS/ AGENDA:

- Status of current response activities.
- Review incident objectives/ policy issues for the next operational period.
- Review primary and alternate strategies to meet objectives.
- Specify tactics for each Division, note limitations.
- Identify Branch, Division, and Group boundaries and functions as appropriate using maps.
- Specify resources needed by Divisions/Groups.
- Specify incident facilities (operations facilities, FCP, staging areas) and locate on map.
- Weather and sea/river conditions forecast (and other situation status updates.) (Situation Unit Leader)
- Feedback on Logistics ability to support field assignments (e.g., communications, transportation, medical, etc). (Logistics Section Chief)
- Safety analysis of field assignments. (Safety Officer)
- Modifications of field assignments if necessary.
- Report on expenditures and claims (Finance Section Chief).

MEETING PROTOCOLS:

When: After the Tactics Meeting.

Facilitator: Deputy IC or Planning Section Chief.

Attendees: Determined by IC/UC. Generally IC/UC, Command Staff, General Staff, Safety Officer, Environmental Unit Leader, and others as required.

Frequency: One per operational period.

Duration: 45 minutes or less.

OUTPUTS OF MEETING: Completed ICS 204 Field Assignment Forms

General Tasks

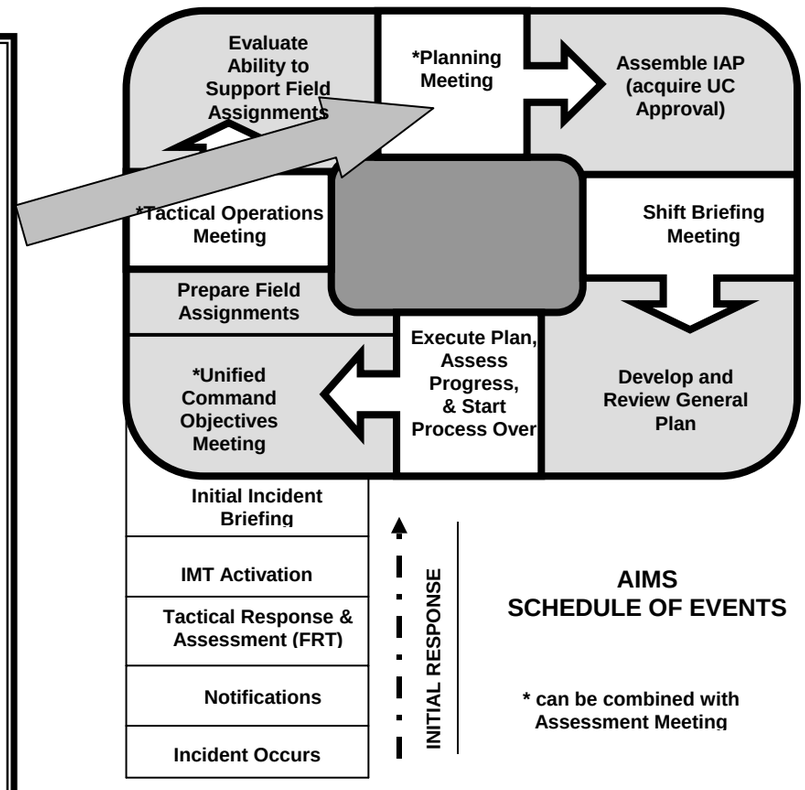
Unified Command (UC)
- ☐ Provide appropriate leadership.
- ☐ Brief incident objectives.

Operations (Ops)
- ☐ Brief operational strategies and tactics, using ICS 215, maps, charts, etc.
- ☐ Brief Branch/Division/Group functions and boundaries.

Planning
- ☐ Facilitate meeting.
- ☐ Brief present situation.
- ☐ Address/resolve response coordination issues as needed, gain consensus.

Logistics
- ☐ Brief logistical support and resource ordering status.

Finance/Administration
- ☐ Brief administrative and financial status/projections, etc.



SHIFT BRIEFING MEETING

***NOTE**: Optional Assessment Meetings are held to assess the status of field and IMT response operations during the Current Operational Period. It is recommended that these meetings be held every two to four hours. To reduce the total number of meetings held by the IMT, it is recommended that an Assessment Meeting be held in concert with the meeting enumerated below. When this is done, the meeting would begin with the Assessment Meeting Topics presented on page D-13 of this Appendix, followed by the topics listed below.*

MEETING OBJECTIVES:

Review current status of ongoing response activities and review the Incident Action Plan for the next operational period.

MEETING TOPICS/ AGENDA:

- Current status of incident response activities, and last shift's accomplishments.
- Review UC/IC Objectives for the next operational period.
- Review changes to IAP.
- Weather, river/sea and trajectory forecasts for the next operational period.
- Field assignments for the next operational period.
- Health, safety, and environmental considerations for the next operational period and Safety Message.
- Updates from Logistics on Transportation, Communications, Facilities, and Supply as needed.
- Reports from Finance, Information Officer, and Liaison Officer as appropriate.

MEETING PROTOCOLS:

When: About an hour prior to each shift change.

Facilitator: Planning Section Chief.

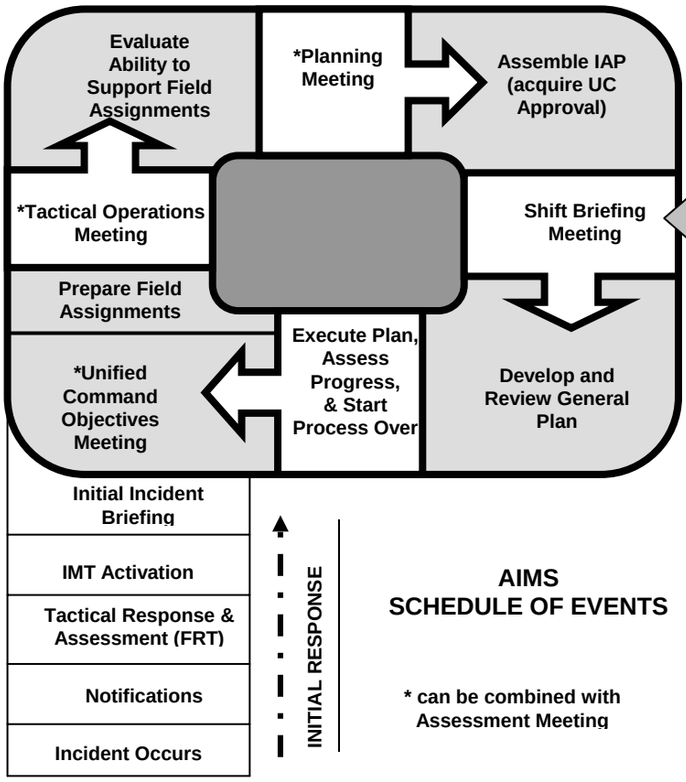
Attendees: IC/UC, Command Staff, General Staff, Branch Directors, Division/Group Supervisors, Task Force/Strike Team

Leaders (if possible), Safety Officer, Unit Leaders, and others as appropriate.

Frequency: One per operational period.

Duration: 30 minutes or less.

OUTPUTS OF MEETING: Completed Incident Action Plan
Clear understanding of field assignments for next operational period



General Tasks

Unified Command (UC)
- ☐ Provide guidance/clarification.

Operations (Ops)
- ☐ Provide Operations briefing for next operational period.
- ☐ Ensure ICS 204 tasking is clear.

Planning
- ☐ Facilitate General Staff and attendees briefing responsibilities.
- ☐ Resolve questions.

Logistics
- ☐ Brief transportation, communications, and supply issues.

Finance/Administration
- ☐ Brief administrative issues and provide financial report.

ASSESSMENT MEETING (OPTIONAL)

MEETING OBJECTIVES:

To facilitate the establishment and maintenance of command and control over incident response operations.

MEETING TOPICS:

- Review action items.
- Review strategic objectives.
- Status of response operations.
- Safety update on operations.
- Operations Section status on Strategic Objectives; problems and issues.
- Planning Section status on Strategic Objectives; problems and issues.
- Environmental Unit status on Strategic Objectives; problems and issues.
- Logistics Section status on Strategic Objectives; problems and issues.
- Finance Section status on Strategic Objectives; problems and issues.
- Media status.
- (Unified) Command issues and concerns.
- Summary of priorities.

MEETING PROTOCOLS:

When:	Can be combined with Unified Command Objectives Meeting, Tactical Operations Meeting, and/or Planning Meeting.
Facilitator:	Deputy IC or Planning Section Chief.
Attendees:	IC/UC, Command Staff and General Staff.
Frequency:	No more than once every hour.
Duration:	15-30 minutes

OUTPUTS OF MEETING: Action Items for Section personnel

End of Appendix D

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APPENDIX E: GENERAL PURPOSE AND DESCRIPTION OF ICS FORMS

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Field Assignment – ICS Form 204 ..... E-5

Incident Communications Plan – ICS Form 205 ..... E-5

Medical Plan – ICS Form 206 ..... E-6

Incident Status Summary – ICS Form 209 ..... E-6

Check-In/Out List – ICS Form 211 ..... E-7

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Shoreline Oil Evaluation – SCAT Form (A Multiple Page Form) E-11

Example Tactical Command Worksheet E-11

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GENERAL

Over the years, the ICS forms standardized under the NIIMS ICS have been modified by the oil industry, federal, and State spill responders to best meet their needs. Accordingly, this appendix does not prescribe a "standard" or "recommended" form for Statewide application. Instead, the following information provides basic information on the purpose, and preparation of ICS forms. The information was extracted from the National Oceanographic and Atmospheric Administration (NOAA) spill response web site, and subsequently edited for this document. For a complete list of instructions on each of the following ICS forms *(including procedures for downloading the forms off of the Internet),* please visit the NOAA website at:

http://response.restoration.noaa.gov/oilaids/ICS/intro.html

***NOTE**: When particular NOAA ICS Form examples were not as detailed as forms of other responders in the State of Alaska, some recommendations on contents were included.*

INCIDENT ACTION PLAN – CONTENTS

Incident Action Plan Cover Sheet (ICS Form 200)
Response Objectives (ICS Form 202)
Organization Assignment List (ICS Form 203)
Field Assignment List (ICS Form 204)
Incident Communications Plan (ICS Form 205)
Medical Plan (ICS Form 206)
Incident Map *(present situation and future trajectories and plans)*
Air Operations Summary (ICS Form 220)
Environmental Unit Summary (ICS Form 224)
Other forms/sheets/ as needed for field response.

INCIDENT ACTION PLAN (IAP) COVER - ICS FORM 200

Purpose: An Incident Action Plan documents the actions developed by the (Unified) Command and Command and General Staffs during the planning cycle. When all attachments are included, the plan specifies the control objectives, tactics to meet the objectives, resources, organization,

communications plan, medical plan, and other appropriate information for use in field operations.

Preparation: An Incident Action Plan is completed following each formal Planning Meeting conducted by the (Unified) Command and the Command and General Staff. The plan must be approved by the (Unified) Command prior to distribution.

INCIDENT BRIEFING - ICS FORM 201 (A MULTIPLE PAGE FORM)

Purpose: The Incident Briefing form provides the (Unified) Command and the Command and General Staffs assuming command of the incident with basic information regarding the incident situation and the resources allocated to the incident. It also serves as a permanent record of the initial response to the incident.

Preparation: The briefing form is prepared by field command for presentation to the IMT along with a more detailed oral briefing.

Note on Content: The NOAA ICS example of this form includes four sheets – 201-1 through 201-4. Useful elements to include on the 201-2 are: a description of the incident *(what happened, what spilled/emitted, incident potential and impacts, safety considerations),* initial control actions, and initial incident objectives. Other pages of the form detail responding team organization (201-3), and resources at the scene and ordered (201-4).

Beyond the ICS 201 Form examples, additional information can include initial Site Safety and Controls actions with: (1) Site Control: designating a Site Safety Officer or Field Safety Representative, accounting for personnel and injuries *(and rescues if applicable),* and establishing site access *(perimeters and control points)*; (2) Hazards: monitoring and characterizations, evaluating the site for hazards *(vapors, electrical, traffic, other)*; and (3) Hazard mitigation: responder positioning and escape routes, communicating control zones, PPE requirements *(Levels A-D)* and other safety equipment, entry procedures, EMS stations, decon setups, worker fatigue, etc.

RESPONSE OBJECTIVES - ICS FORM 202

Purpose: The Response Objectives Form describes the basic incident strategy and control objectives for use during each operational period.

Preparation: The Response Objectives Form is completed by the Planning Section and approved by (Unified) Command in conjunction with the Objectives Meeting.

ORGANIZATION ASSIGNMENT LIST/ORGANIZATION CHART – ICS FORMS 203/207

Purpose: The Organization Assignment List / Organization Chart provides information on the response organization and personnel staffing.

Preparation: The list is prepared and maintained by the Resource Unit under the direction of the Planning Section Chief.

Note: An Organization Assignment List/Organization Chart may be completed any time the number of personnel assigned to the incident increases or decreases or a change in assignment occurs.

FIELD ASSIGNMENT - ICS FORM 204

Purpose: The Field Assignment form is used to inform Operations Section personnel of incident assignments. Once the assignments are agreed to by the (Unified) Command and Command and General Staff, the assignment information is given or transmitted to field command and appropriate members of the IMT.

Preparation: The Field Assignment form is normally prepared under direction of the Planning Section Chief using guidance from the Response Objectives (ICS Form 202), the Operational Planning Worksheet (ICS Form 215), and Operations Section Chief.

INCIDENT COMMUNICATIONS PLAN - ICS FORM 205

Purpose: The Incident Communications Plan provides, in one location, information on the assignments for all communications equipment for each operational period. The plan is a summary of information. Information

from the Incident Communications Plan on frequency assignments can be placed on the appropriate Field Assignment form (ICS Form 204).

Preparation: The Incident Communications Plan is prepared by the Communications Unit Leader.

MEDICAL PLAN - ICS FORM 206

Purpose: The Medical Plan provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.

Preparation: The Medical Plan is prepared by the Medical Unit Leader and reviewed by the Safety Officer.

Note on Content: The NOAA ICS Form example has the same four basic sections as others used in Alaska but is designed for incidents occurring in the lower 48 states. Several items could be added or changed to make the form more appropriate to Alaska. For example, in the first section *(First Aid Stations)*: add phone and radio contact information, and change Paramedics to EMT/ETT. In the second section *(Transportation)*: add radio to the contact information, add a Ground/Air choice to types, and change Paramedics to Doctor/Nurse/EMT/ETT. In the third section *(Hospitals)*: add radio to the contact information.

INCIDENT STATUS SUMMARY - ICS FORM 209

Purpose:

- Summarizes incident information for IMT members and external parties.
- Provides information to the Information Officer for preparation of media releases.

Preparation: The Incident Status Summary is prepared by the Situation Unit. It is scheduled for update at intervals set by (Unified) Command or Planning Section Chief.

Note: When completed, the form is duplicated and copies are distributed to (Unified) Command and Command Staff, and all Section Chiefs, Planning Section Unit Leaders, the Joint Information Center *(or PIO, if no JIC is established),* and external parties. It is also posted in the Incident Situation Display located at the ICP.

CHECK-IN/OUT LIST - ICS FORM 211

Purpose: Personnel and equipment arriving at or departing from the incident can check in/out at various incident locations. Check-in/out consists of reporting specific information which is recorded on the form.

Preparation: The Check-In/Out List is initiated at a number of incident locations including staging areas, security posts, base, camps, helibases, and the FCP and ICP. Managers at these locations record the information and give it to the Resource Unit as soon as possible.

GENERAL MESSAGE - ICS FORM 213

Purpose: The General Message form is used by:

- Incident dispatchers to record incoming messages which cannot be orally transmitted to the intended recipients.
- EOC and other incident personnel to transmit messages via radio or telephone to the addressee.
- Incident personnel to send any message or notification to incident personnel which requires hard-copy delivery.

Preparation: The General Message form may be initiated by incident dispatchers and any other personnel on an incident.

Note: One copy should be sent and one copy retained by the person who initiates the message.

UNIT LOG - ICS FORM 214

Purpose: The Unit Log is used to record details of unit activity including specialized team activity *(e.g., Strike Team).* These Unit Logs can provide a basic reference from which to extract information for inclusion in any after-action report.

Preparation: A Unit Log is initiated and maintained by Command and General Staff members, field command, and Unit Leaders. Completed logs are forwarded to supervisors who provide copies to the Documentation Unit.

OPERATIONAL PLANNING WORKSHEET - ICS FORM 215

Purpose: This form may be used to communicate the decisions made concerning resource needs for the next operational period. The Worksheet is used by the Planning Section to complete Field Assignment Lists (ICS 204s) and by the Logistics Section for ordering resources for the incident. This form may be used as a source document for updating resource information on other ICS Forms like the ICS 209.

Preparation: This form is initiated by the appropriate members of the General Staff. It is recommended that the format be drawn on the chalkboard or whiteboard, and when decisions are reached, the information is recorded on the form.

T-CARDS (COLORED CARDS) – ICS FORM 219S

Purpose: Resource Status Cards are used by the Resource Unit to record status and location information on resources, transportation, and support vehicles and personnel. The Resource Status Cards provide a visual display of the status and location of resources assigned to the incident.

Preparation: Information to be placed on the cards may be obtained from several sources including but not limited to:

- ICS Briefing (ICS Form 201)
- Check-In/Out List (ICS Form 211)
- Resource/Materials Request/Order (ICS Form 222)
- Organization-supplied information

Note: The cards are displayed in resource status racks where they can be easily retrieved. Cards are maintained by the Resource Unit until demobilization.

AIR OPERATIONS SUMMARY - ICS FORM 220

Purpose: This form provides information on air operations including the number, type, location and specific assignments of helicopters and fixed-wing aircraft.

Preparation: The summary is completed by the Logistics Section *(Transportation Unit)* or the Operations Section *(Air Operations Branch Director).* Specific designators of the air resources assigned to the incident are provided by the above functions.

RESOURCE/MATERIALS REQUEST/ORDER - ICS FORM 222

Purpose: As personnel or equipment is needed by responders *(from the field or ICP),* a Resource Request is completed. Information needs to be complete enough for the Logistics Section *(or others)* to obtain requested resources in a timely fashion.

Preparation: A requester fills out the form and passes it through appropriate channels for delivery to the Logistics Section's Supply Unit. The Supply Unit logs in the request, clarifies the information when needed *(specifications, quantity, etc.),* and either orders the item, fills it out of existing supplies/contracts, or forwards it on to Contracts *(or others)* for action. Documentation is maintained per company/agency procedures for ordering and tracking requests.

Note on Content: As there is no NOAA example, the following contents list is provided for consideration: Incident ICS form header/footer, requester name *(and contact information),* quantity/unit, description, cost *(unit, total),* date/time required *(and ETA),* delivery location, status, comments. Much of the above information may be displayed inside a table listed by item numbers. Depending on the company/agency procedures, other information may be needed.

ENVIRONMENTAL UNIT SUMMARY - ICS FORM 224

Purpose: The Environmental Unit Summary is used to record and identify details of the Environmental Unit including forecasts of activities. It also serves as the Environmental Operations Plan.

Preparation: The Environmental Unit Leader in coordination with operational units and with input from the resource trustees, will complete this form for each operational period.

Note on Content: As there is no NOAA example, the following contents list is provided for consideration: Incident ICS form header/footer and seven topic areas: area environmental data, priorities for mitigating environmental and cultural impacts, wildlife assessments and rehabilitation, permits *(dispersants, burning, etc.),* waste management, other environmental concerns, and logistical support needs. The information may be displayed inside open text sections. Depending on the company/agency procedures, other information may be needed.

GENERAL PLAN - ICS FORM 226

Purpose: A General Plan is prepared to address long term objectives approved by (Unified) Command. These objectives are often expressed as milestones [i.e., time frames for the completion of all and/or portions of incident response operations]. A General Plan should identify the major tasks to be carried out through to the end of emergency response operations, the duration of the tasks, and the major equipment and personnel resources needed to accomplish the tasks within the specified duration.

Preparation: The General Plan is prepared by the Planning Section. Information is taken from situation maps, status boards, and IAPs. The Planning Section analyzes a forecast of the situation and performs a detailed incident assessment. For a complex response, it may be necessary to define “driver” tasks -- those that can be used to define not only the duration of the project, but the duration of major phases within the project. Once the driver tasks are scoped, the duration of, and estimated major resource requirements for, all of the other tasks to be covered by the General Plan is scoped. When ready, a single, comprehensive General Plan and presented to (Unified) Command for review and approval.

SHORELINE OIL EVALUATION - SCAT FORM (A MULTIPLE PAGE FORM)

Purpose: The Shoreline Evaluation form provides the Unified Command, Planning and Operations Section Chiefs with information pertaining to the degree of oiling of affected shoreline and recommended cleanup methods.

Preparation: The Shoreline Evaluation form is prepared by the Shoreline Cleanup and Assessment Team (SCAT) who performed the shoreline survey.

TACTICAL COMMAND WORKSHEET

As discussed in Section 3, this field document is designed to assist field command with tracking incident information, resources, and key events, and ensuring that field and safety benchmarks are met. A sample of the worksheet is provided on the following page. The worksheet is divided into three major sections:

- Incident Fact Sheets / Data Sheets
- Organizational diagram for on-scene units and an Incident Tactical Diagram.
- Checklist items for field command

The Tactical Command Worksheet can be completed by either field command or an Aide. The information compiled on the Tactical Command Worksheet can then be used to complete the ICS 201 Initial Incident Briefing Document.

End of Appendix E

INCIDENT INFORMATION

Incident Name _____ Incident Time _____

Location _____

Incident Nature ☐ Fire☐ Gas Leak☐ Explosion☐ Spill☐ Medical☐ Hazmat ☐ Other

FRT Response: ☐ Fire ☐ Hazmat ☐ Medical ☐ Rescue ☐ Other

Elapsed Time (Time on Scene): 5 10 15 20 25 30 45 60 75

WEATHER CONDITIONS

Time			Sunrise	
Temperature			Sunset	
Wind Chill			High Tide	
Wind Direction			Low Tide	
Wind Speed				
Precipitation				

PRODUCT INFORMATION

Information	Hazards	Protective Actions
Material Involved _____ – _____ – Quantity Emitted _____ Operating Temperature _____ Operating	☐ Health_____ ☐ Flammability _____ ☐ Reactivity _____ ☐ Physical _____	☐ Site Location ☐ Evacuation ☐ Sheltering In-Place _____ _____ _____

INCIDENT POTENTIAL

☐ Incident Under Control

☐ Incident Not Under Control, but can be handled with available resources

☐ Incident will require addition resources (e.g., contractors, mutual aid)

☐ Incident will likely generate significant public affairs/community relations issues.

RESPONSE OBJECTIVES

Strategy	Tactics

RESOURCE STATUS

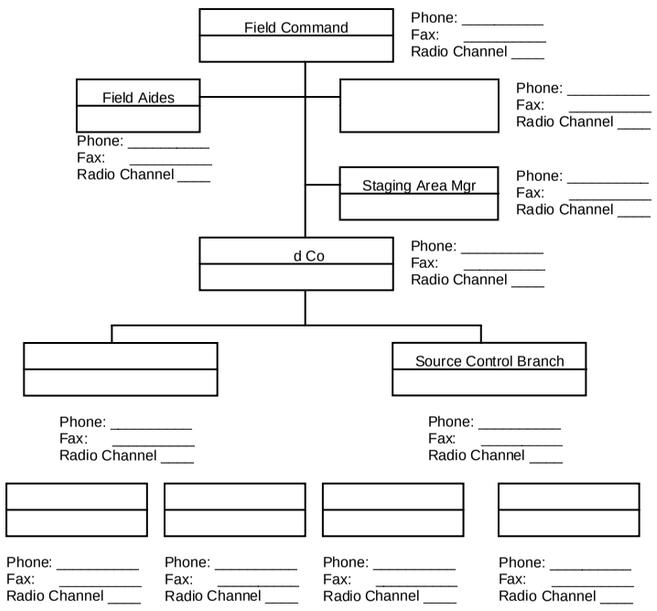
Resources	Activated (✓)	Status (✓)				Location/ Assignment
		Enroute (ETA)	Staging/ Available	Assigned	Out-of-Service	

COMMUNICATIONS

Assignment	Radio Channel	Name	Phone Number

FIELD COMMAND

Example Tactical Command Worksheet



Tactical Diagram
(Wear full protective clothing and stay upwind)

Incident Area
Staging Area (SA)
Containment Sites (CS)
Strike Team (ST)
Field Command Post
Task Force (TF)
Division/Group (D/G)
Decontamination (DC)
Water
Rivers
Roads
Boom (B)
Below-ground Pipeline
Control Zones (x)
Above-ground Pipeline
Heliport

TACTICAL PRIORITIES

1. **Rescue / Life Safety / Responder Safety**
2. **Incident Stabilization**
3. **Property & Environmental Conservation**

TACTICAL INCIDENT MANAG

☐ *Incident Size Up*
- ____ Assume / Transfer Command
- ____ Establish the FCP
- ____ Size up the situation
- ____ Personnel Accountability
- ____ Designate Site Safety Officer

☐ *Site Management & Control*
- ____ Isolate the area
- ____ Establish staging area
- ____ Establish Hazard Control Zones
- ____ Initiate protective actions

☐ *identify the Problem*
- ____ Identify, confirm & verify
- ____ Defensive recon (if necessary)

☐ *Hazard & Risk Evaluation*
- ____ Evaluate hazards
- ____ Evaluate risks
- ____ Develop Action Plan

☐ *Select PPE & Equipment*
- ____ PPE equal to hazards present

☐ *Information Mgt & Resource Coordination*
- ____ Should IMT be activated?
- ____ FRT / Source Control coordinated
- ____ IMT Status reports (201 Form)

☐ *Implement Response Strategies*
- ____ Offensive recon (if necessary)
- ____ Communicate strategies
- ____ Implement Tactics
- ____ Evaluate progress

☐ *Decon & Cleanup Operations*
- ____ Decon plan and procedures
- ____ Cleanup operations initiated

☐ *Terminate Emergency Operations*
- ____ Incident debriefing
- ____ Provide logs to Documentation Unit

☐ *Status*
- ____ All Per ounted F
- ____ Inj a

☐ *Site Safety*
- ____ Is establis
- ____ FR c
- ____ Air
- ____ Haz ones & Levels
- Sk s) s
- ____ Medic ng Conduc
- ____ Dec

Entry Operations
- ____ Two In, T
- ____ Entry / Bac gnated
- ____ Entry / Bac oper PPE
- ____ Entry / Bac ed
- ____ Communic ed
- ____ Emergenc / procedures
- ____ Decon s e

Hazwoper Tr ements Met

Site Safety Plan
- ____ In Prepar
- ____ Comp

IDERATION

-S esponse Scenarios-

Process Fire

☐ Equipment Involved _____
☐ Initial Fire Attack Plan
☐ Exposures Protected
☐ Fixed Fire Protection Activated (halon, foam, sprinkler)
☐ Source Control
- ____ Source Isolation
- ____ Spill Confinement

☐ Asbestos Hazard
☐ Structural Stability
☐ Power Isolated
☐ Drainage Control
☐ Hydrocarbons floating on water
☐ Runoff Hazardous to Personnel
☐ Fire Pump Status / Pressure

Vapor Release

☐ FRT and Source Control Personnel ind
☐ Vehicle Traffic Isolated
☐ Downwind Exposures Identified / Notified
☐ Downwind Exposures Protected (i.e., Evacuate, Shelter In-Place)
☐ *Potential Ignition Sources Identified & Controlled*
☐ Mitigation Options (source control, water spray, plug / patch)
☐ Downwind Air Monitoring
☐ % of LEL (LEL Readings)

Medical Rescue

☐ Number of Casualties_____
☐ Extrication from hazard
- ____ Res I PPE
- ____ Back up Personnel
- ____ Monitor Unsafe Conditions

☐ Triage
☐ Treatment
☐ Transportation
- ____ Ambulance
- ____ Medevac

Tactical Benchmarks

☐ Initial Fire Attack Plan
☐ Search and Rescue
- ____ Primary Search Completed
- ____ Secondary Search Completed

☐ Exposure Protection
☐ Rapid Intervention Team
☐ Fire Control
☐ Fire Extinguishment
☐ Ventilation
☐ Salvage
☐ Overhaul

Functional Benchmarks

☐ Water / Foam Supply
☐ Utility Control

Oil / Chemical Spill

☐ Type of Spill _____
☐ Initial Tactical Plan
☐ Volume Estimation _____
☐ Source Control
☐ Spill Confinement
☐ Fire Protection Required?
☐ Downwind Air Monitoring

Well Control

☐ Surface Blowout
- ____ Broached Casing Underground

☐ Underground & Broached Blowout
☐ Uncontrolled Shallow Gas
☐ Impacts to Pad Identified
- ____ Other Wells Affected
- ____ Facilities Affected

☐ Well Case Personnel On Scene

APPENDIX F:
INCIDENT SITUATION DISPLAY – STATUS BOARDS

TABLE OF CONTENTS

Incident Name/Claims Phone Number F-3
Incident Facts F-4
Incident Facts Update F-5
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Safety and Health F-7
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[intentionally blank]

INCIDENT NAME
STATUS BOARD

INCIDENT NAME:

_____

CLAIMS PHONE NUMBER
STATUS BOARD

CLAIMS PHONE NUMBER:

_____

INCIDENT FACTS
STATUS BOARD

DATE OF INCIDENT: _____ **TIME OF INCIDENT:** _____

LOCATION: **Latitude:** _____° _____‘ _____“ **(N)**

Longitude: _____° _____‘ _____“ **(N)**

Geographic:_____

NAME OF INVOLVED VESSEL(S)/FACILITY(IES): _____

_____

_____

DESCRIPTION OF INCIDENT: _____

_____

_____

_____

TYPE OF MATERIAL SPILLED/EMITTED:

Crude Oil_____ **Product**_____ **Chemical**_____ **Other:**_____

AMOUNT OF MATERIAL SPILLED/EMITTED: _____

AMOUNT OF MATERIAL AT RISK: _____

STATUS OF SOURCE: **Controlled:**_____**Continuing:**____**Other:** _____

STATUS OF PERSONNEL: **Casualties:**_____**Injuries:**_____**Other:** _____

_____

OTHER INFORMATION: _____

_____

_____

_____

_____

_____

INCIDENT FACTS UPDATE
STATUS BOARD

TIME	EVENT

WEATHER, TIDE AND SUNRISE/SUNSET STATUS BOARD

Date:			**Time:**		
CURRENT WEATHER					
Wind Speed:		MPH	**Wind Direction:**		MPH
Air Temperature:		°F	**Precipitation:**		
Ceiling:		FT.	**Water Temperature:**		
Wave Height:		FT.	**Wave Direction:**		
Current Speed:		MPH	**Current Direction:**		MPH
Comments:					
WEATHER FORECAST					
Wind Speed:		MPH	**Wind Direction:**		MPH
Air Temperature:		°F	**Precipitation:**		
Ceiling:		FT	**Water Temperature:**		
Wave Height:		FT	**Wave Direction:**		
Current Speed:		MPH	**Current Direction:**		MPH
Comments:					

TIDES AND SUNRISE/SUNSET TODAY					
Location:					
High Tide:	_____ AM/PM	_____FT	**Low Tide:**	_____ AM/PM	_____FT
High Tide:	_____ AM/PM	_____FT	**Low Tide:**	_____ AM/PM	_____FT
Sunrise: _____ AM			**Sunset:** _____ PM		

SAFETY AND HEALTH STATUS BOARD

SAFETY OFFICER ON-SCENE? _____ YES _____ NO

NAME OF SAFETY OFFICER: _____

SUMMARY OF RESULTS OF SITE CHARACTERIZATION(S)

CHEMICAL	PHYSICAL

Area Isolated?	**_____ Yes**	**_____ No**
Hazard Control Zones Established?	**_____ Yes**	**_____ No**
Hazard Control Zones Secured?	**_____ Yes**	**_____ No**
Medical Screening Established?	**_____ Yes**	**_____ No**
Personnel Training Levels Verified?	**_____ Yes**	**_____ No**
Decontamination Area(s) Established?	**_____ Yes**	**_____ No**
First Aid Areas Established?	**_____ Yes**	**_____ No**

LEVEL OF PPE REQUIRED: _____

INCIDENT-SPECIFIC SITE SAFETY PLAN:

_____ In Preparation **Estimated Time of Completion: _____**

_____ Completed and Approved

MASS BALANCE
STATUS BOARD

FACTOR	LAST 24 HOURS		TO DATE	
AMOUNT SPILLED/EMITTED	_____	_____	_____	_____
AMOUNT RECOVERED (corrected)	_____	_____	_____	_____
AMOUNT EVAPORATED (estimate)	_____	_____	_____	_____
DISPERSED, NATURAL	_____	_____	_____	_____
DISPERSED, CHEMICAL	_____	_____	_____	_____
BURNED	_____	_____	_____	_____
AMOUNT REMAINING:				
ON WATER	_____	_____	_____	_____
ON LAND	_____	_____	_____	_____

EN ROUTE RESOURCES
STATUS BOARD

DESTINATIONS							
1. _____	**ETA**	**2. _____**	**ETA**	**3. _____**	**ETA**	**4. _____**	**ETA**

ASSIGNED RESOURCES
STATUS BOARD

BRANCH: _____

_____: ____	_____: ____	_____: ____	_____: ____	_____: ____
ASSIGNMENT: _____ _____	**ASSIGNMENT:** _____ _____	**ASSIGNMENT:** _____ _____	**ASSIGNMENT:** _____ _____	**ASSIGNMENT:** _____ _____
RESOURCES:	**RESOURCES:**	**RESOURCES:**	**RESOURCES:**	**RESOURCES:**

AVAILABLE RESOURCES
STATUS BOARD

LOCATION:	LOCATION:	LOCATION:	LOCATION:
	RESOURCES	RESOURCES	RESOURCES

OUT-OF-SERVICE RESOURCES
STATUS BOARD

LOCATION:	LOCATION:	LOCATION:	LOCATION:
	RESOURCES	RESOURCES	RESOURCES

INCIDENT OBJECTIVES
STATUS BOARD

INCIDENT NAME: _____

MOST RECENT UPDATE: (DATE) _____ **(TIME)** _____

OPERATIONAL PERIOD: _____

OBJECTIVES FOR NEXT OPERATIONAL PERIOD

ORGANIZATION ASSIGNMENT STATUS BOARD

COMMAND SECTION:

Incident Commander _____
Unified Commanders _____
_____
Deputy _____
Safety Officer _____
Information Officer _____
Liaison Officer _____
Legal Officer _____

PLANNING SECTION:

Chief _____
Deputy _____
Resource Unit _____
Situation Unit _____
Environmental Unit _____
Documentation Unit _____
Demobilization Unit _____
Technical Specialists:
_____ _____
_____ _____
_____ _____
_____ _____

LOGISTICS SECTION:

Chief _____
Deputy _____

Support Branch:

Director _____
Supply Unit _____
Facilities Unit _____
Transportation Unit _____
Security Unit _____

Service Branch:

Director _____
Communications Unit _____
Medical Unit _____
Food Unit _____
Info Technology Unit _____

FINANCE/ADMINISTRATION SECTION:

Chief _____
Deputy _____
Time Unit _____
Contracts Unit _____
Claims Unit _____
Cost Unit _____

OPERATIONS SECTION:

Chief _____
Deputy _____

Branch I:

Director _____
Deputy _____
Division/Group ____ _____
Division/Group ____ _____
Division/Group ____ _____
Division/Group ____ _____
Division/Group ____ _____

Branch II:

Director _____
Deputy _____
Division/Group ____ _____
Division/Group ____ _____
Division/Group ____ _____
Division/Group ____ _____
Division/Group ____ _____

Branch III:

Director _____
Deputy _____
Division/Group ____ _____
Division/Group ____ _____
Division/Group ____ _____
Division/Group ____ _____
Division/Group ____ _____
Division/Group ____ _____
Division/Group ____ _____

Branch IV:

Director _____
Deputy _____
Division/Group ____ _____
Division/Group ____ _____
Division/Group ____ _____
Division/Group ____ _____
Division/Group ____ _____
Division/Group ____ _____

Air Operations Branch:

Air Ops Branch Director _____
_____ _____
_____ _____
_____ _____
_____ _____
_____ _____

OPERATIONAL PERIOD / SCHEDULE OF MEETINGS STATUS BOARD

CURRENT OPERATIONAL PERIOD

STARTING DATE: _____ **STARTING TIME:** _____

ENDING DATE: _____ **ENDING TIME:** _____

MEETINGS FOR CURRENT OPERATIONAL PERIOD

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

NEXT OPERATIONAL PERIOD

STARTING DATE: _____ **STARTING TIME:** _____

ENDING DATE: _____ **ENDING TIME:** _____

MEETINGS FOR NEXT OPERATIONAL PERIOD

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

TIME: _____ **MEETING:** _____

GENERAL PLAN OBJECTIVES
STATUS BOARD

OBJECTIVES

GENERAL PLAN – I
STATUS BOARD

TASKS	DURATIONS																
	Day							Week			Month						
	1	2	3	4	5	6	7	2	3	4	2	3	4	5	6	7	8	9

GENERAL PLAN - II
STATUS BOARD

	Day							Week			Month							
	1	2	3	4	5	6	7	2	3	4	2	3	4	5	6	7	8	9
EQUIPMENT RESOURCES																		
PERSONNEL RESOURCES																		

INCIDENT-SPECIFIC PLANS STATUS BOARD		
NAME OF PLAN	**RESPONSIBLE SECTION/PERSON**	**STATUS**

REQUESTS FOR ASSISTANCE STATUS BOARD

DATE/TIME OF REQUEST	REQUEST	RESPONSIBLE SECTION/PERSON	STATUS

SENSITIVE AREAS STATUS BOARD		
MAP DESIGNATION	**NAME/LOCATION OF AREA**	**NATURE OF SENSITIVITY**

PERMITS / PLANS STATUS BOARD

DATE & TIME RECEIVED	PERMIT NUMBER	PERMIT OR PLAN DESCRIPTION (Example: In Situ Burn Permit, Dispersant Use Permit, Waste Management Plan, Shoreline Cleanup Plan, Sampling Plan, ADF&G Title 16 Permit, ADNR Tidelands Permit, Open Burn Permit, etc.)	REVIEW STATUS	DEPT/ STAFF ASSIGNED	DATE & TIME OF FOSC/ SOSC APPROVAL

End of Appendix F

APPENDIX G:
GLOSSARY OF AIMS ACRONYMS

AAC	Alaska Administrative Code
AAI	ARCO Alaska, Inc.
ACC	Alaska Chadux Corporation
ACS	Alaska Clean Seas
ADEC	Alaska Department of Environmental Conservation
ADF&G	Alaska Department of Fish and Game
ADIOS	Automated Data Inquiry for Oil Spills
ADNR	Alaska Department of Natural Resources
ADV	Advanced Level, Knowledge Area
AIMS	Alaska Incident Management System
AKPAY	Alaska Payroll
AKSAS	Alaska State Accounting System
APSC	Alyeska Pipeline Service Company
ARRT	Alaska Regional Response Team
ART	Alternative Response Technology
ATV	All Terrain Vehicle
AWA	Awareness Level, Knowledge Area
BPXA	British Petroleum Exploration (Alaska), Inc.
CAMEO	Computer-Aided Management of Emergency Operations
CECs	Community Emergency Coordinators, EPRCA
CFR	Code of Federal Regulations
CHEMTREC	Chemical Transportation Emergency Center, Chemical Manufacturer's Association
CISD	Critical Incident Stress Debriefing
CISPRI	Cook Inlet Spill Prevention and Response Inc.
C-Plans	Oil Spill Contingency Plans
CM	Crisis Manager
CMT	Crisis Management Team
COTP	Captain Of The Port, USCG
CRS	Cultural Resource Specialist
CST	Civil Support Team (AK National Guard)

DES	Division of Emergency Services, AK-DMVA
DFC	Deputy Field Command
DMVA	Department of Military and Veterans Affairs, Alaska
DOC	Deputy On-Scene Commander
DOD	Department of Defense, US
DOE	Department of Energy, US
DOSC	Deputy Operations Section Chief
DOT	Department of Transportation, US
DOTPF	Department of Transportation and Public Facilities, Alaska
DSOSC	Deputy State On-Scene Coordinator
ECU	Environmental Crimes Unit, Alaska
ELE	Elective Recommendation, Knowledge Area
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EPA	Environmental Protection Agency, US
EPCRA	Emergency Planning and Community Right to Know Act, USEPA
ERT	Emergency Response Team
ETA	Estimated Time of Arrival
ETT	Emergency Trauma Technician
FAA	Federal Aviation Administration
FC	Field Command
FCP	Field Command Post
FOG	Field Operations Guide
FOSC	Federal On-Scene Coordinator
FRT	Field Response Team
FSC	Finance/Administration Section Chief
GIS	Geographic Information System
GP	General Plan
GRD	Graphical Resource Database, APSC
HAZCOM	Hazard Communications, OSHA
HAZMAT	Hazardous Materials
HAZWOPER	Hazardous Waste Operations and Emergency Response, OSHA

IAP	Incident Action Plan
IAP/GP	Incident Action Plan/General Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDLH	Immediately Dangerous to Life and Health
IO	Information Officer
IPP	Industry Preparedness Program, ADEC
IMS	Incident Management System
IMT	Incident Management Team
INT	Intermediate Level, Knowledge Area
ISB	*In-Situ* Burn
IT	Information Technology
JIC	Joint Information Center
LC	Ledger Code
LEL	Lower Explosive Limit
LEPC	Local Emergency Planning Committee
LERP	Local Emergency Response Plan
LOSC	Local On-Scene Coordinator
LSC	Logistics Section Chief
MACS	Multi-Agency Coordination System
MIN	Minimum Recommended, Knowledge Area
MMS	Minerals Management Service, USDOI
NCP	National Contingency Plan
NEB	Net Environmental Benefit analysis
NFPA	National Fire Protection Association
NIIMS	National Interagency Incident Management System
NMFS	National Marine Fisheries Service
NOAA	National Oceanographic and Atmospheric Administration, USDOC
NOP	Next Operational Period
NPREP	National Preparedness for Response Exercise Program
NRC	National Response Center, USCG
NRDA	Natural Resource Damage Assessment
OC	On-Scene Commander

OPA 90	Oil Pollution Act of 1990
OSC	Operations Section Chief
OSCs	On-Scene Coordinators
OSHA	Occupational Safety and Health Administration
OSRO	Oil Spill Removal Organization
PAI	Phillips Alaska Incorporated
PCB	Polychlorinated Biphenyl
PIO	Public Information Officer
PERP	Prevention and Emergency Response Program, ADEC
POLREP	Pollution Report, USCG
PPE	Personal Protective Equipment
PSC	Planning Section Chief
QI	Qualified Individual, OPA 90
RCAC	Regional Citizens Advisory Council
RCRA	Resource Conservation and Recovery Act, USEPA
RESTAT	Resources Status
REQ	Required Knowledge/Training Area
RP	Responsible Party
RPOSC	Responsible Party On-Scene Coordinator
RPOSC/ IC	Responsible Party On-Scene Coordinator/ Incident Commander
RSC	Regional Stakeholder Committee
RSPA	Research and Special Programs Administration, USDOT
SAM	Staging Area Management
SAR	Search And Rescue
SC	Source Control
SCAT	Shoreline Clean-up Assessment Team
SEAPRO	Southeast Alaska Petroleum Resource Organization
SITSTAT	Situation Status
SOSC	State On-Scene Coordinator
SPAR	Spill Prevention and Response Division, ADEC
SPOC	Single Point of Contact
SSC	Scientific Support Coordinator
SSO	Site Safety Officer

SSP	Site Safety Plan
ST	Strike Team
STORMS	Standard Oil Spill Response Management System
SUPSALV	U.S. Navy Supervisor of Salvage
TAG	Tactical Assessment Group
TF	Task Force
UC	Unified Command
USCG	United States Coast Guard, USDOT
USDOC	United States Department of Commerce
USDOI	United States Department of Interior
USDOT	United States Department of Transportation
USEPA	United States Environmental Protection Agency
USE	Useful Level, Knowledge Area

End of Appendix G

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CONVERSIONS AND EQUIVALENTS

AREA (s.=statute, n.=nautical)		
multiply	by	to derive
meters^2	10.76	feet^2
feet^2	0.0929	meters^2
kilometers^2	0.4	s. miles^2
s. miles^2	2.6	kilometers^2
s. miles^2	0.8	n. miles^2
n. miles^2	1.3	s. miles^2
kilometers^2	0.3	n. miles^2
n. miles^2	3.4	kilometers^2

TEMPERATURE	
calculate	to derive
5/9(°F – 32°)	°C
(9/5 °C) + 32°	°F

WEIGHT		
multiply	by	to derive
kilograms	2.2	pounds
metric tons	0.984	long tons
metric tons	1,000	kilograms
metric tons	2,204.6	pounds
long tons	1,016.05	kilograms
long tons	2240	pounds
short tons	907.2	kilograms
short tons	2,000	pounds

VOLUME		
multiply	by	to derive
barrels	42	gallons
barrels	5.6	feet^3
barrels	159	liters
barrels	0.2	meters^3
feet^3	7.5	gallons
gallons	3.8	liters

DENSITY ESTIMATIONS			
	Barrels/Long Ton		
Material	Range	Average	Notes
Crude Oils	6.7-8.1	7.4	1 long ton equals 2200 lbs As a general approximation, use 7 bbl. (300 US gallons) per metric ton of oil. 6.4 bbl/long ton is neutrally buoyant in fresh water. Open ocean neutral buoyancy values are generally in the 6.21-6.25 bbl/long ton range.
Aviation Gasolines	8.3-9.2	8.8	
Motor Gasolines	8.2-9.1	8.7	
Kerosenes	7.7-8.3	8.0	
Gas Oils	7.2-7.9	7.6	
Diesel Oils	7.0-7.9	7.5	
Lubricating Oils	6.8-7.6	7.2	
Fuel Oils	6.6-7.0	6.8	
Asphaltic Bitumens	5.9-6.5	6.2	
Specific gravity of 1 or an API of 10 equals the density of fresh water. Specific Gravity <1 or an API > 10 indicates product is lighter than fresh water. API Gravity = (141.5 / Specific Gravity)-131.5			
Weight of Fresh Water: 8.3 pound/gallon Weight of Sea Water: 8.5 pounds/gallon			Note: Exact weight depends on temperature and salinity

OIL THICKNESS ESTIMATIONS				
	Approx. Film Thickness			
Standard Term	inches	mm	Approx. Quantity of Oil in Film	
Barely Visible	0.0000015	0.00004	25 gals./mile^2	44 liters/km^2
Silvery	0.000003	0.00008	50 gals./mile^2	88 liters/km^2
Slightly Colored	0.000006	0.00015	100 gals./mile^2	176 liters/km^2
Brightly Colored	0.000012	0.0003	200 gals./mile^2	351 liters/km^2
Dull	0.00004	0.001	666 gals./mile^2	1,168 liters/km^2
Dark	0.00008	0.002	1,332 gals./mile^2	2,237 liters/km^2
Thickness of light oils: 0.0010 inches to 0.00010 inches Thickness of heavy oils: 0.10 inches to 0.010 inches				

COMMONLY USED EQUATIONS	
Circle: Area = 3.14 x radius^2 Circumference = 3.14 x diameter Sphere/Tank: Area = 4 x 3.14 x radius^2 Volume = 1.33 x 3.14 x radius^3	Cylinder/Pipe/Tank: Volume = 3.14 x radius^2 x length Rectangle/Square: Area = length x width Cube/Block/Tank: Volume = length x width x height

Provided by:
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Spill Prevention and Response Division
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