

June, 1996

ICS-OS-420-1

OIL SPILL FIELD OPERATIONS GUIDE

ICS-OS-420-1

SAFETY PLAN CHECKLIST

ASSIGN SITE SAFETY RESPONSIBILITY

ESTABLISH PERIMETER AND RESTRICT ACCESS

CHARACTERIZE SITE HAZARDS

Identify pollutant

Obtain Material Safety Data Sheets

Conduct air monitoring

Identify physical and biological hazards ie: slips, trips, falls, confined spaces, noise, weather conditions, poisonous insects, reptiles, plants and biological waste.

ESTABLISH CONTROL ZONES

Exclusion zone

Contamination reduction zone

Support zone

ASSESS TRAINING REQUIREMENTS

Check HAZWOPER cards

Insure safety briefings

SELECT PERSONAL PROTECTIVE EQUIPMENT (PPE)

Level A, B, C, or D

ESTABLISH DECONTAMINATION STATION(S)

ESTABLISH EMERGENCY MEDICAL PLAN

Locate hospital, EMT(S) and first aid stations

List emergency numbers: fire, police, and ambulance

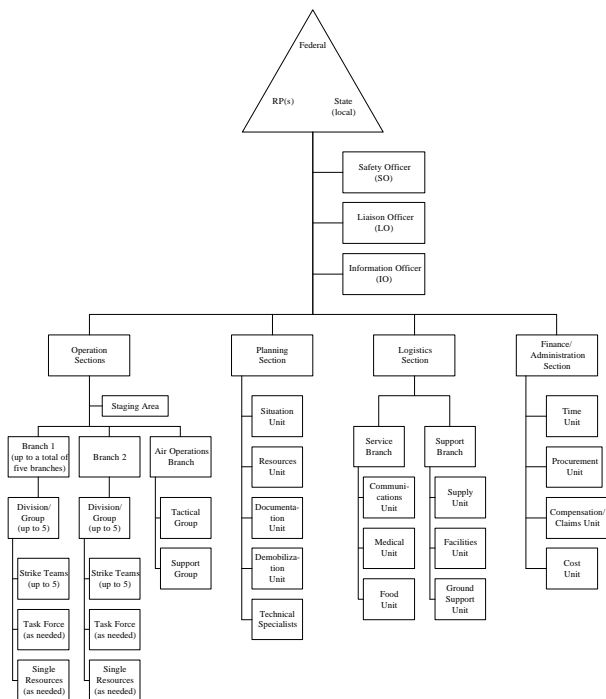
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**Report Oil and Chemical Spills Toll Free
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Standard Incident Command System



**FIELD OPERATIONS
GUIDE
ICS 420-1(OIL)**

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INTRODUCTION

This document is intended to be a guidance document in forming a response management system for oil spills. This Field Operations Guide (FOG) is the product of the STandard Oil Spill Response Management System (STORMS) Task Force comprised of representatives from United States Coast Guard, California Department of Fish and Game/Office of Oil Spill Prevention and Response, petroleum industry, oil spill response organizations and local government. The Task Force adopted the National Interagency Incident Management System (NIIMS) Incident Command System (ICS) which is the predominant public domain response management system in use nationwide. This system is consistent with the National Contingency Plan (NCP). This FOG has been read and endorsed by Firescope California as ICS appropriate.

This system provides for maximum flexibility in varied situations, but specific training is required for effective implementation. The FOG is intended to be a tool to supplement that training rather than a stand alone document. By reading the general instructions, the common unit leader responsibilities, the position descriptions and checklists a responder will be guided in their duties within the ICS.

The diagram on page (i) provides an outline of a generic response organization for pre-event planning. However, an actual organization will be event specific. Not all positions need be filled. The size of the organization is dependent on the magnitude of the incident and can be expanded or contracted as necessary. Examples of this modular development are provided in Section 9.

Personnel with specialized skills (technical specialists), not specifically identified within the ICS, have the flexibility to integrate anywhere within the organization to meet the needs of the Incident Commander. This feature allows the greatest compatibility with other existing response management systems.

Additional copies of this guide can be downloaded from the following home pages:

OSPR Home Page Address

<http://www.dfg.ca.gov/Ospr/enforce/enforce.html>

USCG Headquarters Home Page Address

<http://www.dot.gov/dotinfo/uscg/hg/hg-m/gmhome.htm>

USCG information number (202)267-1570

USCG Eleventh District Home Page Address

<http://www.dot.gov/dotinfo/uscg/d11/m/d11m.htm>

MULTI-AGENCY COORDINATION SYSTEM (MACS)

A Multi-Agency Coordination System (MACS) is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination of assisting agency resources and support to agency emergency operations. Each MAC Group will be facilitated by a MAC Group Coordinator and include MAC Group Agency Representatives. The MACS will:

- a. Evaluate new incidents.
- b. Prioritize incidents
 - Health and Human Safety
 - Environmental Areas Threatened
 - Real Property Threatened
 - High Damage Potential
 - Incident Complexity
- c. Ensure agency resource situation is current.
- d. Determine specific agency resource requirements.
- e. Determine agency resources availability (available for out-of-jurisdiction assignment at this time).
- f. Determine need and designate regional mobilization.
- g. Allocate resources to incidents based on priorities.
- h. Anticipate future agency/regional resource needs.
- i. Communicate MACS "decisions" back to agencies/incidents.
- j. Review policies/agreements for regional resource allocations.
- k. Review need for other agencies involvement in MACS
- l. Provide necessary liaison with out-of-region facilities and agencies as appropriate.

MAC GROUP COORDINATOR

The MAC Group Coordinator serves as a facilitator in organizing and accomplishing the mission, goals and direction of the MAC Group. The Coordinator will:

- a. Facilitate the MAC Group decision process by obtaining, developing and displaying situation information.
- b. Fill and supervise necessary unit support positions within the MAC Group.
- c. Acquire and manage facilities and equipment necessary to carry out the MAC Group functions.
- d. Implement the decisions made by the MAC Group.

MAC GROUP AGENCY REPRESENTATIVE

The MAC Agency Representative would be an individual assigned to represent their agency on a MAC Group and would act with full authority on behalf of the agency which the individual represents with duties including but not limited to:

- a. Ensure that current situation and resource status is provided by their agency.
- b. Prioritize incidents by an agreed upon set of criteria.
- c. Determine specific resource requirements by the agency.
- d. Determine resource availability for out-of jurisdiction assignments and the need to provide resources in Mobilization Centers.
- e. As needed, designate area or regional mobilization and demobilization centers within their jurisdiction.
- f. Collectively allocate scarce, limited resources to incidents based on priorities.
- g. Anticipate and identify future resource needs.

- h. Review and coordinate policies, procedures and agreements as necessary.
- i. Consider legal/fiscal implications.
- j. Review need for participation by other agencies.
- k. Provide liaison with out-of-the-area facilities and agencies as appropriate.
- l. Critique and recommend improvements to MACS and MAC Group Operations.
- m. Provide personnel cadre and transition to emergency or disaster recovery as necessary.

SITUATION ASSESSMENT UNIT

The Situation Assessment Unit (This is also referred to in some agencies and EOC's as the Intelligence Unit) in the MACS is responsible for the collection and organization of incident status and situation information. They evaluate, analyze and display information for use by the MAC Group. Functions include the following:

- a. Maintain incident situation including location, type, size, potential for damage, control problems and any other significant information.
- b. Maintain information on environmental issues, cultural and historic resources or sensitive populations and areas.
- c. Maintain information on meteorological conditions and forecast conditions that may have an effect on incident operations.
- d. Request/obtain resource status information from the Resource Unit or agency dispatch sources.
- e. Combine, summarize and display data for all appropriate incidents according to established criteria.
- f. Collect information on accidents, injuries, deaths and any other significant occurrences.

- g. Develop projections of future incident activity.

RESOURCES UNIT

The Resources Unit, if activated in a MACS, maintains summary information by agency on critical equipment and personnel committed and available within the MACS area of responsibility. Status is kept on the overall numbers of critical resources rather than on individual units. Functions can include the following:

- a. Maintain current information on the numbers of personnel and major items of equipment committed and/or available for assignment.
- b. Identify both essential and excess resources.
- c. Provide resource summary information to the Situational Assessment Unit as requested.

INFORMATION UNIT

The Information Unit is designed to satisfy the need for regional information gathering. The unit will operate an information center to serve the print and broadcast media and other governmental agencies. The Unit will provide summary information from agency/incident information officers and identify local agency sources for additional information to the media and other government agencies. Functions are to:

- a. Prepare and release summary information to the news media and participating agencies.
- b. Assist news media visiting the MACS facility and provide information on its function. Stress joint agency involvement.
- c. Assist in scheduling media conferences and briefings. Assist in preparing information materials, etc., when

requested by the MAC Group coordinator.

- d. Coordinate all matters related to public affairs (VIP tours, etc.).
- e. Act as escort to facilitate agency tours of incident areas, as appropriate.

COMMON RESPONSIBILITIES

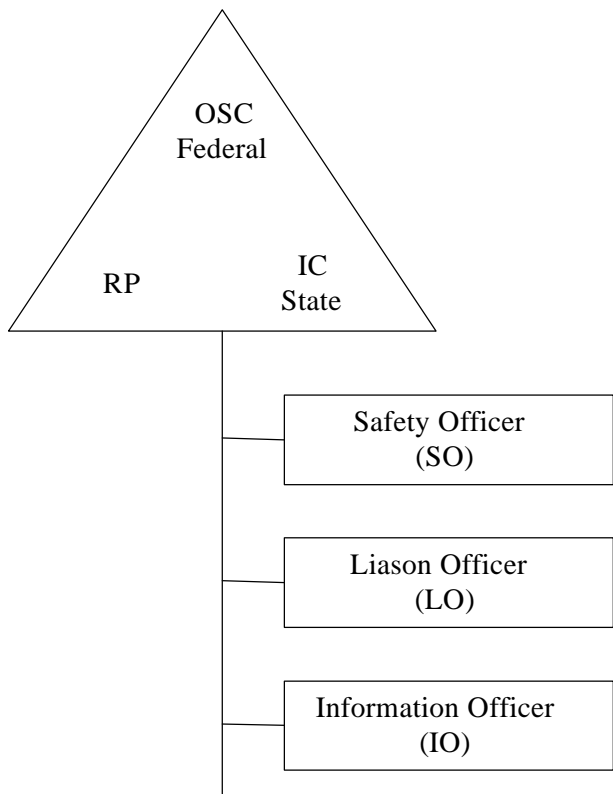
The following are responsibilities applicable to all ICS personnel:

1. Receive assignment, notification, reporting location, reporting time and travel instructions from your home agency.
2. Upon arrival at the incident, check-in at designated check-in locations. Check-in locations may be found at:
 - Incident Command Post,
 - Base or Camps, Staging Areas, Helibases,
 - Division Supervisors (for direct line assignments)
3. Agency representatives from assisting or cooperating agencies report to Liaison Officer at the Command Post after checking in.
4. All radio communications to Incident Communications Center will be addressed: "(Incident Name) Communications".
5. Use clear text and ICS terminology (no codes) in all radio transmissions.
6. Receive briefing from immediate supervisor.
7. Acquire work materials.
8. Organize, assign and brief subordinates.
9. Complete forms and reports required of the assigned position and send material through supervisor to Documentation Unit.
10. Respond to demobilization orders.
11. Brief subordinates regarding demobilization.

UNIT LEADER RESPONSIBILITIES

Common responsibilities that must be accomplished by all Unit Leaders include (These responsibilities are not repeated in each Unit listing):

- a. Participate in incident planning meetings, as required.
- b. Determine current status of unit activities.
- c. Confirm dispatch and estimated time of arrival of staff and supplies.
- d. Assign specific duties to staff; supervise staff.
- e. Determine resource needs.
- f. Develop and implement accountability, safety and security measures for personnel and resources.
- g. Supervise demobilization of unit, including storage of supplies.
- h. Provide Supply Unit Leader with a list of supplies to replenished.
- i. Maintain unit records, including Unit/Activity Log (ICS 214).



**Unified Command Structure/
Incident Command System**

INCIDENT COMMANDER

Incident Commanders for oil discharges will, whenever possible and practical, be organized under the Unified Command Structure which includes, but not limited to:

- The predesignated federal On Scene Coordinator (OSC).
- The predesignated State Incident Commander (State IC).
- The representative of the Responsible Party (RP).

The Unified Command is responsible for the overall management of the incident. The Unified Command directs incident activities including the development and implementation of strategic decisions and approves the ordering and releasing of resources. The Unified Command may assign Deputy Incident Commanders to assist in carrying out Incident Command responsibilities.

- a. Review Common Responsibilities (page 3-1).
- b. Assess the situation and/or obtain incident briefing from prior Incident Commander.
- c. Determine incident objectives and strategies.
- d. Establish the immediate priorities.
- e. Establish an Incident Command Post.
- f. Establish an appropriate organization.
- g. Brief Command Staff and Section Chiefs.
- h. Ensure planning meetings are scheduled as required Review Meetings and Briefings 13-1.
- i. Approve and authorize the implementation of an Incident Action Plan.
- j. Determine information needs and advise Command and General Staff.
- k. Coordinate activity for all Command and General Staff.
- l. Manage incident operations.

- m. Approve requests for additional resources and requests for release of resources.
- n. Approve the use of trainees, volunteers, and auxiliary personnel.
- o. Authorize release of information to news media.
- p. Ensure incident funding is available.
- q. Notify natural resource trustee(s) and coordinate with NRDA Representative(s).
- r. Coordinate incident investigation responsibilities.
- s. Seek appropriate legal counsel.
- t. Order the demobilization of the incident when appropriate.

INFORMATION OFFICER

The Information Officer is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.

Only one Information Officer will be assigned for each incident, including incidents operating under Unified Command and multijurisdictional incidents. The Information Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions.

- a. Review CommonResponsibilites (page 3-1).
- b. Determine from the Incident Commander if there are any limits on information release.
- c. Develop material for use in media briefings.
- d. Obtain Incident Commander approval for media releases.
- e. Inform media and conduct media briefings.
- f. Arrange for tours and other interviews or briefings that may be required.
- g. Obtain media information that may be useful to incident planning.
- h. Maintain current information summaries and/or display on the incident and provide information on status of incident to assigned personnel.
- i. Maintain Unit/Activity Log (ICS 214).

SAFETY OFFICER

The Safety Officer is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety Officer will correct unsafe acts or conditions through the regular line of authority, although the Safety Officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required. The Safety Officer maintains awareness of active and developing situations, ensures the preparation and implementation of the Site Safety Plan, and includes safety messages in each Incident Action Plan.

- a. Review Common Responsibilities (page 3-1).
- b. 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.
- c. Participate in planning meetings to identify any health and safety concerns inherent in the operations daily workplan.
- d. Review the Incident Action Plan for safety implications.
- e. Exercise emergency authority to stop and prevent unsafe acts.
- f. Investigate accidents that have occurred within incident areas.

- g. Ensure the preparation and implementation of the site specific Health and Safety Plan (HASP) in accordance with the Area Contingency Plan (ACP) and State and Federal OSHA regulations. The HASP shall at minimum address, include, or contain the following elements:
- Health and safety hazard analysis for each site task or operation.
 - Comprehensive operations workplan.
 - Personnel training requirements.
 - PPE selection criteria.
 - Site specific occupational medical monitoring requirements.
 - Air monitoring plan: area/personal.
 - 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 HASP effectiveness.
- h. Assign assistants and manage the incident safety organization.
- i. Review and approve the medical plan.
- j. Maintain Unit/Activity Log (ICS 214).

LIAISON OFFICER

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

- a. Review CommonResponsibilites (page 3-1).
- b. Provide a point of contact for assisting and cooperati
Agency Representatives.
- c. Identify Agency Representatives from each agency
including communications link and location.
- d. Maintain a list of assisting and coordinating interagen
contacts.
- e. Assist in establishing and coordinating inter-agency
contacts.
- f. Keep agencies supporting incident aware of incident
status.
- g. Monitor incident operations to identify current or
potential inter-organizational issues and advise
Incident Command as appropriate.
- h. Participate in planning meetings, provide current
resource status information, including limitations and
capabilities of assisting agency resources.
- i. Maintain Unit/Activity Log (ICS 214).

AGENCY REPRESENTATIVES

In many incidents involving multiple jurisdictions, an agency or jurisdiction will send a representative to assist in coordination efforts.

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Liaison Officer, or to the Incident Commander in the absence of the Liaison Officer.

- a. Review Common Responsibilities (page 3-1).
- b. Ensure that all agency resources are properly checked in at the incident.
- c. Obtain briefing from the Liaison Officer or Incident Commander.
- d. Inform assisting or cooperating agency personnel on the incident that the Agency Representative position at that agency has been filled.
- e. Attend briefings and planning meetings as required.
- f. Provide input on the use of agency resources unless resource technical specialists are assigned from the agency.
- g. Cooperate fully with the Incident Commander and the General Staff on agency involvement at the incident.
- h. Ensure the well-being of agency personnel assigned to the incident.
- i. Advise the Liaison Officer of any special agency needs or requirements.
- j. Report to home agency dispatch or headquarters on a prearranged schedule.

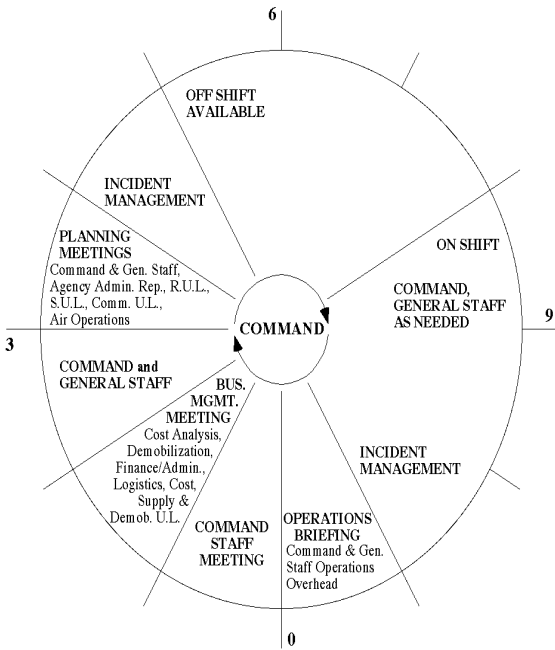
- k. Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- l. Ensure that all required agency forms, reports and documents are complete prior to departure.
- m. Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

NRDA REPRESENTATIVE

The Natural Resource Damage Assessment (NRDA) Representative 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.

- a. Review Common Responsibilities (page 3-1).
- b. Attend planning meetings as required.
- c. Attend appropriate meetings to facilitate communication between NRDA Team and ICS.
- d. Provide status reports to appropriate requesters.
- e. Identify site access, staffing and logistical support needs of the NRDA Team to the Liaison Officer.
- f. Interact with appropriate units to collect information requested by the NRDA Team.
- g. Obtain necessary safety clearances for access to sampling sites.
- h. Coordinate with other organizations to identify personnel available for NRDA.
- i. Maintain Unit/Activity Log (ICS 214).

Command and General Staff Planning Cycle Guide



Based on a 12 hour operational period, may be modified based on actual duration of operational period (e.g. 24, 36, etc.)

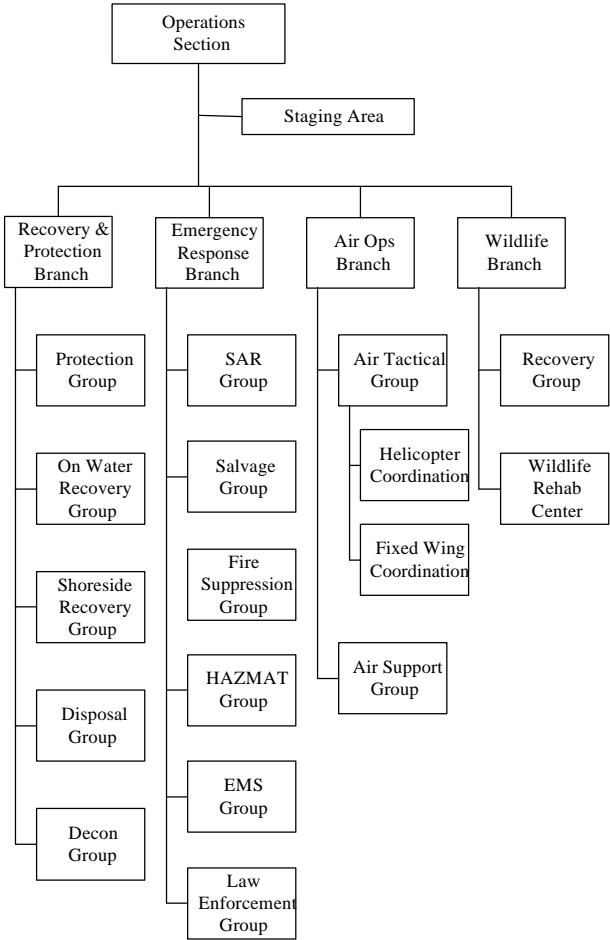
ABBREVIATIONS & ACRONYMS

- Agency Admin. Rep.: Agency Administrator Representative
- Bus. Mgmt.: Business Management
- Comm. U.L.: Communications Unit Leader
- Finance/Admin.: Finance/Administration
- Gen.: General
- R.U.L.: Resources Unit Leader
- S.U.L.: Situation Unit Leader
- Supply & Demob. U.L.: Supply & Demobilization Unit Leader

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OPERATIONS SECTION



OPERATIONS SECTION

OPERATIONS SECTION CHIEF

The Operations Section Chief is responsible for the management of all operations directly applicable to the primary mission. The Operations Chief activates and supervises elements in accordance with the Incident Action Plan 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 Incident Action Plans as necessary, and reports such to the Incident Commander.

- a. Review Common Responsibilities (page 3-1).
- b. Develop operations portion of Incident Action Plan.
- c. Brief and assign operations personnel in accordance with Incident Action Plan.
- d. Supervise the execution of the Incident Action Plan for Operations.
- e. Request resources needed to implement the Operation's tactics as part of the Incident Action Plan development (ICS 215).
- f. Ensure safe tactical operations.
- g. Make or approve expedient changes to the Incident Action Plan during the operational period as necessary.
- h. Approve suggested list of resources to be released from assigned status (not released from the incident)
- i. Assemble and disassemble teams/task forces assigned to operations section.

- j. Report information about changes in the implementation of the IAP, special activities, events, and occurrences to Incident Commander as well as to Planning Section Chief and Information Officer.
- k. Maintain Unit/Activity Log (ICS 214).

STAGING AREA MANAGER

Under the Operations Section Chief, the Staging Area Manager is responsible for managing all activities within the designated staging areas.

- a. Review Common Responsibilities (page 3-1).
- b. Implement pertinent sections of the Incident Action Plan.
- c. Establish and maintain boundaries of staging areas.
- d. Post signs for identification and traffic control.
- e. Establish check-in function as appropriate.
- f. Determine and request logistical support for personnel and/or equipment as needed.
- g. Advise Operations Section Chief of all changing situation/conditions on scene.
- h. Respond to requests for resource assignments.
- i. Respond to requests for information as required.
- j. Demobilize or reposition staging areas as needed.
- k. Maintain Unit/Activity Log (ICS 214).

BRANCH DIRECTOR

The Branch Directors when activated, are under the direction of the Operations Section Chief, and are responsible for the implementation of the portion of the Incident Action Plan appropriate to the Branches.

- a. Review Common Responsibilities (page 3-1).
- b. Develop with subordinates alternatives for Branch control operations.
- c. Attend planning meetings at the request of the Operations Chief.
- d. Review Division/Group Assignment Lists (ICS 204) for Divisions/Groups within Branch. Modify lists based on effectiveness of current operations.
- e. Assign specific work tasks to Division/Group Supervisors.
- f. Supervise Branch operations.
- g. Resolve logistics problems reported by subordinates.
- h. Report to Operations Chief when: Incident Action Plan is to be modified; additional resources are needed; surplus resources are available; hazardous situations or significant events occur.
- i. Approve accident and medical reports (home agency forms) originating within the Branch.
- j. Maintain Unit/Activity Log (ICS 214).

DIVISION/GROUP SUPERVISOR

The Division and/or Group Supervisor reports to the Operations Section Chief or Branch Director when activated. The supervisor is responsible for the implementation of the assigned portion of the Incident Action Plan, assignment of resources within the division/group, and reporting on progress of control operations and status of resources within the division/group.

- a. Review Common Responsibilities (page 3-1).
- b. Implement Incident Action Plan for division/group.
- c. Provide available Incident Action Plan to team/task force leaders.
- d. Identify geographic areas or functions assigned to the divisions and groups.
- e. Review division/group assignments and incident activities with subordinates and assign tasks.
- f. Ensure that Incident Communications and/or Resources Unit is advised of all changes in status of resources assigned to the division and/or group.
- g. Coordinate activities with other divisions.
- h. Determine need for assistance on assigned tasks.
- i. Submit situation and resources status information to Branch Director or Operations Section Chief.
- j. Report special occurrences or events such as accidents or sickness to the immediate supervisor.
- k. Resolve logistics problems within the division/group.
- l. Participate in the development of Branch plans for the next operational period.
- m. Maintain Unit/Activity Log (ICS 214).

STRIKE TEAM/TASK FORCE LEADER

The Strike Team/Task Force Leader reports to a Division/Group Supervisor and is responsible for performing tactical assignments assigned to the Strike Team or Task Force. The leader reports work progress, resources status, and other important information to a division/group supervisor, and maintains work records on assigned personnel.

- a. Review Common Responsibilities (page 3-1).
- b. Monitor work progress and make changes ~~when~~ necessary.
- c. Coordinate activities with other Strike Teams, Task Forces, and single resources.
- d. Submit situation and resource status information to Division/Group Supervisor.
- e. Maintain Unit/Activity Log (ICS 214).

SINGLE RESOURCE

The person in charge of a single tactical resource will carry the unit designation of the resource.

- a. Review Common Responsibilities (page 3-1).
- b. Review assignments.
- c. Obtain necessary equipment/supplies.
- d. Review weather/environmental conditions for assignment area.
- e. Brief subordinates on safety measures.
- f. Monitor work progress.
- g. Ensure adequate communications with supervisor and subordinates.
- h. Keep supervisor informed of progress and any changes.
- i. Inform supervisor of problems with assigned resource.
- j. Brief relief personnel, and advise them of any change.

conditions.

- k. Return equipment and supplies to appropriate unit.
- l. Complete and turn in all time and use records on personnel and equipment.

AIR OPERATIONS BRANCH DIRECTOR

The Air Operations Branch Director, who is ground based, is primarily responsible for preparing the air operations portion of the Incident Action Plan. The Incident Action Plan will reflect agency restrictions that have an impact on the operational capability or utilization of resources such as night flying or hours per pilot. After the Incident Action Plan is approved, air operations is responsible for implementing its strategic aspects, those that relate to the overall incident strategy as opposed to those that pertain to tactical operations like specific target selection. Additionally, the Air Operations Branch Director is responsible for providing logistical support to helicopters operating on the incident. Specific tactical activities including target selection, or suggested modifications to specific tactical actions in the Incident Action Plan, are normally performed by the Air Tactical Group Supervisor working with ground and air resources.

- a. Review Common Responsibilities (page 3-1).
- b. Organize preliminary air operations.
- c. Request declaration or cancellation of restricted air space area.
- d. Participate in planning meetings as required.
- e. Participate in preparation of the Incident Action Plan.
- f. Perform operational planning for air operations.

- g. Prepare and provide Air Operations Summary Worksheet to the Air Support Group and Fixed-Wing Bases.
- h. Determine coordination procedures for use by air organization with ground Branches, Divisions, or Groups.
- i. Coordinate with appropriate Operations Section personnel.
- j. Supervise all air operations activities associated with the incident (ICS 220).
- k. Establish procedures for emergency reassignment of aircraft.
- l. Schedule approved flights of non-incident aircraft in the restricted air space area.
- m. Inform the Air Tactical Group Supervisor of the air traffic situation external to the incident.
- n. Resolve conflicts concerning non-incident aircraft.
- o. Coordinate with Federal Aviation Agency.
- p. Update air operations plans.
- q. Report to the Operations Section Chief on air operations activities.
- r. Arrange for an accident investigation team when warranted.
- s. Maintain Unit/Activity Log (ICS 214).

AIR TACTICAL GROUP SUPERVISOR

The Air Tactical Group Supervisor is primarily responsible for the coordination and scheduling of aircraft operations intended to locate, observe, track, surveil, support dispersant applications, or other deliverable response application techniques, or report on the incident situation when fixed and/or rotary-wing aircraft are airborne at an incident. These coordination activities are performed by the Air Tactical Group Supervisor while airborne. The Air Tactical Group Supervisor reports to the Air Operations Branch Director.

- a. Review Common Responsibilities (page 3-1).
- b. Determine what aircraft (fixed wing and helicopters) are operating within the area of assignments.
- c. Obtain briefing from the Air Operations Branch Director or Operations Section Chief.
- d. Manage air tactical activities based upon the Incident Action Plan.
- e. Establish and maintain communications with Air Operations, Fixed Wing Aircraft and Helicopter Coordinators, Air Support Group Supervisor, and Fixed-Wing Bases.
- f. Coordinate approved flights on non-incident aircraft or non-tactical flights in restricted air space area.
- g. Coordinate dispersant, in-situ burning, and bioremediation application through the Air Operations Branch Director.
- h. Obtain information about air traffic external to the incident.
- i. Receive reports of non-incident aircraft violating restricted air space area.

- j. Make tactical recommendations to approved ground contact (Operations Section Chief, Branch Director, or Division Supervisor).
- k. Inform the Air Operations Branch Director of tactical recommendations affecting the air operations portion of the Incident Action Plan.
- l. Coordinate air surveillance mission scheduling and observer assignments with the Situation Unit Leader.
- m. Identify remote sensing technology that may enhance surveillance capabilities.
- n. Coordinate air surveillance observations and provide reports by the most direct methods available.
- o. Report on air surveillance and operations activities to Air Operations Branch Director.
- p. Coordinate application monitoring requirements with the Helicopter and Fixed Wing Coordinators and the Situation Unit.
- q. Report on air application activities to the Air Operations Director.
- r. Report on incidents/accidents.
- s. Maintain Unit/Activity Log (ICS 214).

HELICOPTER COORDINATOR

The Helicopter Coordinator is primarily responsible for the coordination of all tactical or logistical helicopter missions while in flight over the mission. The Helicopter Coordinator is also responsible for the coordination and scheduling of helicopter operations intended to locate, observe, track, surveil, or report on the incident situation. The Helicopter Coordinator coordinates the application of dispersants, in-situ burning agents and bioremediation agents. The Helicopter Coordinator reports to the Air Tactical Group Supervisor.

- a. Review Common Responsibilities (page 3-1).
- b. Determine the type and quantity of aircraft operating within incident assignment area.
- c. Determine helicopter capabilities and limitations.
- d. Survey and report on potential problems within incident assignment area (other aircraft hazards, ground hazards, etc.).
- e. Coordinate air traffic control procedures with pilots, Air Operations Branch Director, Air Tactical Group Supervisor, Fixed Wing Coordinator, and the Air Support Group.
- f. Coordinate the use of communication frequencies for ground-to-air and air-to-air communications with the Tactical Supervisor and the Communications Unit.
- g. Assign and ensure use of appropriate operating frequencies by incident helicopters.
- h. Coordinate and make geographic assignments for helicopter operations with the Air Tactical Group Supervisor.

- i. Implement and monitor all safety requirements and procedures.
- j. Ensure that approved night flying procedures are being followed.
- k. Supervise all helicopter activities.
- l. Immediately report accidents or incidents to the Air Tactical Group Supervisor and the Air Operations Branch Director.
- m. Maintain Unit/Activity Log (ICS 214).

FIXED WING COORDINATOR

The Fixed Wing Coordinator is primarily responsible for the coordination of assigned airborne fixed-wing aircraft operations at the incident. The Fixed Wing Coordinator is also responsible for the scheduling of fixed wing operations intended to locate, observe, track, surveil, or report on the incident situation. The Fixed Wing Coordinator coordinates the application of dispersants, in-situ burning agents, and bioremediation agents. The Fixed Wing Coordinator reports to the Air Tactical Group Supervisor.

- a. Review Common Responsibilities (page 3-1).
- b. Determine type and quantity of aircraft operating within the incident area.
- c. Determine fixed-wing aircraft capabilities and limitations.
- d. Survey and report on potential problems within incident assignment area.
- e. Coordinate air traffic control procedures with pilots, Air Operations, Air Tactical Group Supervisor, Helicopter Coordinator, and Air Support Group.

- f. Coordinate the use of communications frequencies for ground-to-air and air-to-air communication with the Air Tactical Group Supervisor and the Communications Unit.
- g. Implement and monitor all air safety requirements and procedures.
- h. Supervise all fixed-wing aircraft activities; receive assignments, brief pilots, assign missions, and report on mission completion; reassign as directed.
- i. Coordinate activities as appropriate with Air Tactical Group Supervisor, Helicopter Coordinator, and ground operations personnel.
- j. Immediately report accidents or incidents to the Air Tactical Group Supervisor and the Air Operations Branch Director.
- k. Maintain Unit/Activity Log (ICS 214).

AIR SUPPORT GROUP SUPERVISOR

The Air Support Group Supervisor is primarily responsible for supporting and managing helibase and helispot operations, and maintaining liaison with fixed-wing air bases. This includes providing: 1) fuel and other supplies, 2) maintenance and repair of helicopters, 3) keeping records of helicopter activity, and 4) providing enforcement of safety regulations. These major functions are performed at helibases and helispots. Helicopters during landing and takeoff and while on the ground are under the control of the air support group's Helibase or Helispot managers. The Air Support Group Supervisor reports to the Air Operations Branch Director.

- a. Review Common Responsibilities (page 3-1).
- b. Obtain copy of the Incident Action Plan from the Air Operations Branch Director, including the Air Operations Summary Worksheet.

- c. Participate in Air Operations Branch Director planning activities.
- d. Inform Air Operations Branch Director of group activities.
- e. Identify resources/supplies dispatched for air support group.
- f. Request special air support items from appropriate sources through logistics section.
- g. Identify helibase and helispot locations from the Incident Action Plan or from the Air Operations Branch Director.
- h. Determine need for assignment of personnel and equipment at each helibase or helispot.
- i. Coordinate special request for air logistics.
- j. Maintain coordination with air bases supporting the incident.
- k. Coordinate activities with Air Operations Branch Director.
- l. Obtain assigned ground to air frequency for helibase operations from Communication Unit Leader or Communications Plan.
- m. Inform Air Operations Branch Director of capability to provide night flying service.
- n. Ensure compliance with each agency's operations checklist for day and night operations.
- o. Ensure dust abatement procedures are implemented Helibase and Helispots.
- p. Provide crash-rescue service for helibases and helispots.
- q. Ensure that Air Traffic Control procedures are established between Helibase and Helispots and the Air Tactical Group Supervisor, Helicopter Coordinator or Air Tanker/Fixed Wing Coordinator.
- r. Maintain Unit/Activity Log (ICS 214).

HELIBASE MANAGER

- a. Review Common Responsibilities (page 3-1).
- b. Obtain Incident Action Plan including Air Operations Summary Worksheet (ICS Form 220).
- c. Participate in Air Support Group planning activities.
- d. Inform Air Support Supervisor of helibase activities.
- e. Report to assigned helibase. Brief pilots and assigned personnel.
- f. Manage resources/supplies dispatched to helibase.
- g. Ensure helibase is posted and cordoned.
- h. Coordinate helibase Air Traffic control with pilots, Air Support Group Supervisor, Air Tactical Group Supervisor, Helicopter Coordinator and the Takeoff and Landing Controller.
- i. Manage chemical countermeasure loading operations.
- j. Ensure helicopter fueling, maintenance and repair services are provided.

- k. Supervise manifesting and loading of personnel and cargo.
- l. Ensure dust abatement techniques are provided and used at helibases and helispot.
- m. Ensure security is provided at each helibase and helispot.
- n. Ensure crash-rescue services are provided for the helibase.
- o. Request special air support items from the Air Support Group Supervisor.
- p. Receive and respond to special requests for air logistics.
- q. Maintain agency records, reports of helicopter activities and Check-In Lists (ICS 211).
- r. Coordinate activities with Air Support Group Supervisor.
- s. Display organization and work schedule at each helibase, including helispot organization and assigned radio frequencies.
- t. Solicit pilot input concerning selection and adequacy of helispot, communications, Air Traffic Control, operational difficulties, and safety problems.
- u. Maintain Unit/Activity Log (ICS 214).

RECOVERY AND PROTECTION BRANCH DIRECTOR

The Recovery and Protection Branch Director is responsible for overseeing and implementing the protection, containment and cleanup activities established in the Incident Action Plan. The Recovery and Protection Branch Director reports to the Operations Section Chief.

- a. Review Common Responsibilities (page 3-1).
- b. Participate in planning meetings as required.
- c. Develop operations portion of Incident Action Plan.
- d. Brief and assign operations personnel in accordance with Incident Action Plan.
- e. Supervise operations.
- f. Determine resource needs.
- g. Review recommendations and initiate release of resources.
- h. Report information about special activities, events, or occurrences to Operations Section Chief.
- i. Maintain Unit/Activity Log (ICS 214).

PROTECTION GROUP SUPERVISOR

Under the Recovery and Protection Branch Director, the Protection Group Supervisor is responsible for the deployment of containment, diversion, and absorbing boom in designated locations. Depending on the size of the incident, the Protection Group may be further divided into teams, task forces and single resources.

- a. Review Common Responsibilities (page 3-1).
- b. Implement Protection Strategies in Incident Action Plan.
- c. Direct, coordinate and assess effectiveness of protective actions.
- d. Modify protective actions as needed.
- e. Brief the Recovery and Protection Branch Director or

activities.

- f. Maintain Unit/Activity Log (ICS 214).

ON WATER RECOVERY GROUP SUPERVISOR

Under the Recovery and Protection Branch Director, the On Water Recovery Group Supervisor is responsible for managing on water recovery operations in compliance with the Incident Action Plan. The Group may be further divided into teams, task forces and single resources.

- a. Review Common Responsibilities (page 3-1).
- b. Implement Recovery Strategies in Incident Action Plan.
- c. Direct, coordinate and assess effectiveness of on water recovery actions.
- d. Modify protective actions as needed.
- e. Brief the Recovery and Protection Branch Director on activities.
- f. Maintain Unit/Activity Log (ICS 214).

SHORESIDE RECOVERY GROUP SUPERVISOR

Under the Recovery and Protection Branch Director, the Shoreside Recovery Group Supervisor is responsible for managing shoreside cleanup operations in compliance with the Incident Action Plan. The group may be further divided into Strike Teams, Task Forces and single resources.

- a. Review Common Responsibilities (page 3-1).
- b. Implement Recovery Strategies in Incident Action Plan.
- c. Direct, coordinate and assess effectiveness of shoreside recovery actions.
- d. Modify protective actions as needed.
- e. Brief the Recovery and Protection Branch Director on activities.
- f. Maintain Unit/Activity Log (ICS 214).

DISPOSAL GROUP SUPERVISOR

Under the Recovery and Protection Branch Director, the Supervisor of the Disposal Group Supervisor is responsible for coordinating the on site activities of personnel engaged in collecting, storing, transporting, and disposing of waste materials. Depending on the size and location of the spill, the disposal groups may be further divided into teams, task forces, and single resources.

- a. Review Common Responsibilities (page 3-1).
- b. Implement disposal portion of Incident Action Plan.
- c. Ensure compliance with all hazardous waste laws and regulations.
- d. Maintain accurate records of recovered material.
- e. Brief Recovery and Protection Branch Director on activities.
- f. Maintain Unit/Activity Log (ICS 214).

DECONTAMINATION GROUP SUPERVISOR

Under the Recovery and Protection Branch Director, the Decontamination Group Supervisor is responsible for decontamination of personnel and response equipment in compliance with approved statutes.

- a. Review Common Responsibilities (page 3-1).
- b. Implement Decontamination Plan.
- c. Determine resource needs.
- d. Direct and coordinate decontamination activities.
- e. Brief Site Safety Officer on conditions.
- f. Brief Recovery and Protection Branch Director on activities.
- g. Maintain Unit/Activity Log (ICS 214).

EMERGENCY RESPONSE BRANCH DIRECTOR

The Emergency Response Branch Director is primarily responsible for overseeing and implementing emergency measures to protect life, mitigate further damage to the environment, and stabilize the situation.

- a. Review Common Responsibilities (page 3-1).
- b. Participate in planning meetings as required.
- c. Develop operations portion of Incident Action Plan.
- d. Supervise operations.
- e. Determine need and request additional resources.
- f. Review suggested list of resources to be released and initiate recommendation for release of resources.
- g. Report information about special activities, events, and occurrences to Incident Commander.
- h. Maintain Unit/Activity Log (ICS 214).

SEARCH AND RESCUE (SAR) GROUP SUPERVISOR

Under the direction of the Emergency Response Branch Director, the SAR Group Supervisor is responsible for prioritization and coordination of all Search and Rescue missions directly related to a specific incident.

- a. Review Common Responsibilities (page 3-1).
- b. Prioritize Search and Rescue missions.
- c. Determine resource needs.
- d. Direct and coordinate Search and Rescue missions.
- e. Manage dedicated Search and Rescue resources.
- f. Brief Emergency Response Branch Director on activities.
- g. Maintain Unit/Activity Log (ICS 214).

SALVAGE GROUP SUPERVISOR

Under the direction of the Emergency Response Branch Director, the Salvage Group Supervisor is responsible for coordinating and directing all salvage activities related to

the incident.

- a. Review Common Responsibilities (page 3-1).
- b. Coordinate development of Salvage Plan.
- c. Determine resource needs.
- d. Direct and coordinate implementation of the Salvage Plan.
- e. Manage dedicated salvage resources.
- f. Brief Emergency Response Branch Director on activities.
- g. Maintain Unit/Activity Log (ICS 214).

FIRE SUPPRESSION GROUP SUPERVISOR

Under the direction of the Emergency Response Branch Director, the Fire Suppression Group Supervisor is responsible for coordinating and directing all firefighting activities related to the incident.

- a. Review Common Responsibilities (page 3-1).
- b. Prioritize response to fires related to the incident.
- c. Determine resource needs.
- d. Direct and coordinate firefighting mission.
- e. Manage dedicated firefighting resources.
- f. Brief Emergency Response Branch Director on activities.
- g. Maintain Unit/Activity Log (ICS 214).

HAZARDOUS MATERIALS GROUP SUPERVISOR

Under the direction of the Emergency Response Branch Director, the HAZMAT Group Supervisor is responsible for coordinating and directing all hazardous materials activities related to the incident.

- a. Review Common Responsibilities (page 3-1).
- b. Prioritize HAZMAT responses related to the incident.
- c. Determine resource requirements.
- d. Direct and coordinate HAZMAT responses.
- e. Manage dedicated HAZMAT resources.
- f. Brief Emergency Response Branch Director on activities.
- g. Maintain Unit/Activity Log (ICS 214).

MEDICAL GROUP (EMS) SUPERVISOR

Under the direction of the Emergency Response Branch Director, the Medical (EMS) Group Supervisor is responsible for coordinating and directing all emergency medical services related to the incident.

- a. Review Common Responsibilities (page 3-1).
- b. Prioritize EMS responses related to the incident.
- c. Determine resource requirements.
- d. Direct and coordinate EMS responses.
- e. Manage dedicated EMS resources.
- f. Brief Emergency Response Branch Director on activities.
- g. Maintain Unit/Activity Log (ICS 214).

LAW ENFORCEMENT GROUP SUPERVISOR

Under the direction of the Emergency Response Branch Director, the Law Enforcement Group Supervisor is responsible for coordinating and directing all law enforcement activities, related to the incident, which may include, but not limited to isolating the incident, crowd control, traffic control, evacuations, beach closures and/or perimeter security.

- a. Review Common Responsibilities (page 3-1).
- b. Determine resource needs.
- c. Direct and coordinate law enforcement response.
- d. Manage dedicated law enforcement resources.
- e. Manage public protection action e.g. evacuations, beach closures, etc.
- f. Brief Emergency Response Branch Director on activities.
- g. Maintain Unit/Activity Log (ICS 214).

WILDLIFE BRANCH DIRECTOR

The Wildlife Branch Director is responsible for minimizing wildlife losses during spill responses; coordinating early aerial and ground reconnaissance of the wildlife at the spill site and reporting results to the Situation Unit Leader; employing wildlife hazing measures as authorized in the Incident Action Plan; and recovering and rehabilitating impacted wildlife. A central wildlife processing center should be identified and maintained for: evidence tagging, transportation, veterinary services, treatment and rehabilitation storage and other support needs. The activities of private wildlife care groups, including those employed by the responsible party, will be overseen and coordinated by the Wildlife Branch Director.

- a. Review Common Responsibilities (page 3-1).
- b. Develop Wildlife Branch portion of the Incident Action Plan.
- c. Supervise Wildlife Branch operations.
- d. Determine resource needs.
- e. Review suggested list of resources to be released and initiate recommendation for release of resources.
- f. Assemble and disassemble teams/task forces assigned to the Wildlife Branch.
- g. Report information about special activities, events, or occurrences to Operations Section Chief.
- h. Maintain Unit/Activity Log (ICS 214).

WILDLIFE RECOVERY GROUP SUPERVISOR

Under the direction of the Wildlife Branch Director, the Wildlife Recovery Group Supervisor is responsible for coordinating the search for collection and field tagging of dead and live impacted wildlife and transporting them to processing center(s). This group should coordinate with Planning (Situation Unit) in conducting aerial and group surveys of wildlife population in the vicinity of the spill. They should also deploy acoustic and visual wildlife hazing equipment as needed.

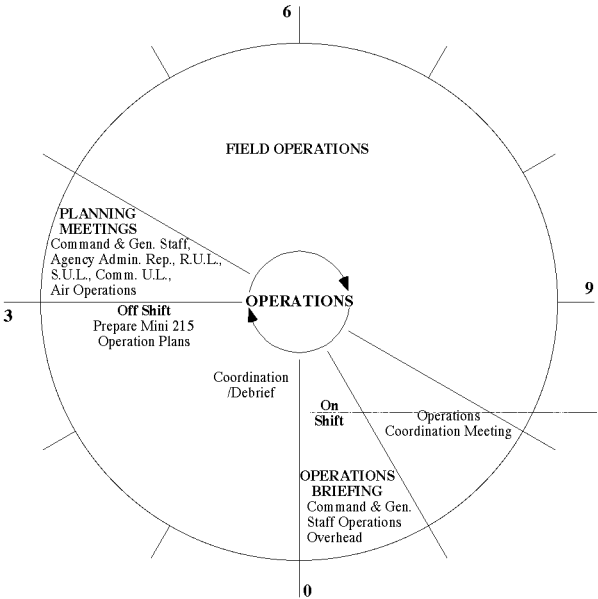
- a. Review Common Responsibilities (page 3-1).
- b. Determine resource needs.
- c. Establish and implement protocols for collection and logging of impacted wildlife.
- d. Coordinate transportation of wildlife to processing stations(s).
- e. Brief the Wildlife Branch Director on activities.
- f. Maintain Unit/Activity Log (ICS 214).

WILDLIFE REHABILITATION CENTER

Under the direction of the Wildlife Branch Director, the Wildlife Rehabilitation Center is responsible for receiving oiled wildlife at processing center, recording essential information, collecting necessary samples, and conducting triage, stabilization, treatment, transport and rehabilitation of oiled wildlife. The center is responsible for assuring appropriate transportation to appropriate treatment centers for oiled animals requiring extended care and treatment.

- a. Review Common Responsibilities (page 3-1).
- b. Determine resource needs and establish processing station for impacted wildlife.
- c. Process impacted wildlife and maintain logs.
- d. Collect numbers/types/status of impacted wildlife and brief the Wildlife Branch Operations director.
- e. Coordinate transport of wildlife to other facility.
- f. Coordinate release of recovered wildlife.
- g. Implement demobilization plan.
- h. Brief the Wildlife Branch Director on activities.
- i. Maintain Unit/Activity Log (ICS 214).

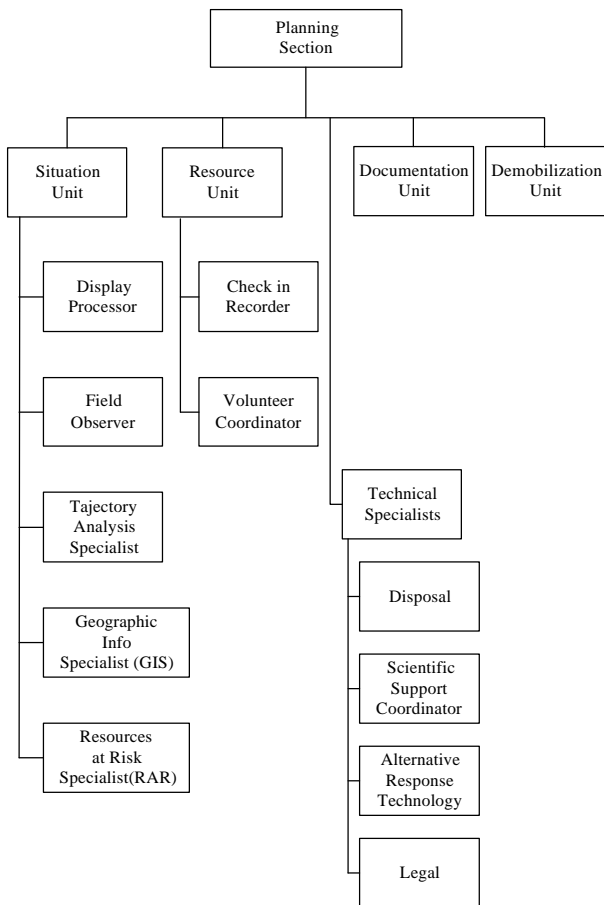
Operations Section Planning Cycle Guide



Based on a 12 hour operational period, may be modified based on actual duration of operational period (e.g. 24, 36, etc.)

ABBREVIATIONS & ACRONYMS

Agency Admin. Rep.: Agency Administrator Representative
Comm. U.L.: Communications Unit Leader
Gen.: General
R.U.L.: Resources Unit Leader
S.U.L.: Situation Unit Leader

**PLANNING SECTION**

PLANNING SECTION

PLANNING SECTION CHIEF

The Planning Section Chief, a member of the General Staff, is responsible for the collection, evaluation, dissemination and use of information about the development of the incident and status of resources. Information is needed to 1) understand the current situation, 2) predict probable course of incident events, and 3) prepare alternative strategies for the incident.

- a. Review Common Responsibilities (page 3-1).
- b. Activate Planning Section units.
- c. Assign available personnel already on site to ICS organizational positions as appropriate.
- d. Collect and process situation information about the incident.
- e. Supervise preparation of the Incident Action Plan.
- f. Provide input to the Incident Command and Operations Sections Chief in preparing the Incident Action Plan.
- g. Participate in planning and other meetings as required.
- h. Establish information requirements and reporting schedules for all ICS organizational elements for use preparing the Incident Action Plan.
- i. Determine need for any specialized resources in support of the incident.
- j. Provide Resources Unit with the Planning Section's organizational structure including names and location of assigned personnel.
- k. Assign Technical Specialists where needed.
- l. Assemble information on alternative strategies.
- m. Assemble and disassemble teams or task forces as necessary.
- n. Provide periodic predictions on incident potential.
- o. Compile and display incident status summary

information.

- p. Provide status reports to appropriate requesters.
- q. Advise General Staff of any significant changes in incident status.
- r. Incorporate the incident Traffic Plan (from Ground Support Unit), Vessel Routing Plan (from Vessel Support Unit) and other supporting plans into the Incident Action Plan.
- s. Instruct Planning Section Units in distribution and routing of incident information.
- t. Prepare recommendations for release of resources for submission to members of Incident Command.
- u. Maintain Section records.
- v. Maintain Unit/Activity Log (ICS 214).

SITUATION UNIT LEADER

The Situation Unit Leader is responsible for the collection and evaluation of information about the current and possible future status of the spill and the 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 the 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.

- a. Review Common Responsibilities (page 3-1).
- b. Review Unit Leader Responsibilities (page 3-2).
- c. Obtain briefing and special instructions from the Planning Section Chief.
- d. Participate in planning meetings as required.
- e. Prepare and maintain Command Post display.
- f. Collect and maintain most current incident data.
- g. Prepare periodic predictions as requested by the

Planning Section Chief.

- h. Prepare, post and disseminate resource and situation status information as required in the Incident Information Center.
- i. Prepare the Incident Status Summary (ICS 209(oil)).
- j. Provide status reports to appropriate requesters.
- k. Provide photographic services and maps.

DISPLAY PROCESSOR

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

- a. Review Common Responsibilities (page 3-1).
- b. Determine:
 - Location of work assignments.
 - Numbers, types and locations of displays required.
 - Priorities.
 - Map requirements for Incident Action Plan.
 - Time limits for completion.
 - Field Observer assignments and communication means.
- c. Obtain necessary equipment and supplies.
- d. Obtain copy of Incident Action Plan for each operational period.
- e. Assist Situation Unit Leader in analyzing and evaluating field reports.
- f. Develop required displays in accordance with time limits for completion.

FIELD OBSERVER

The Field Observer is responsible to collect situation information from personal observations at the incident and provide this information to the Situation Unit Leader.

- a. Review Common Responsibilities (page 3-1).
- b. Determine:
 - Location of assignment.
 - Type of information required.
 - Priorities.
 - Time limits for completion.
 - Method of communication.
 - Method of transportation.
- c. Obtain copy of Incident Action Plan for the Operation Period.
- d. Obtain necessary equipment and supplies.
- e. Perform Field Observer responsibilities to include but not limited to the following:
 - Perimeters of incident.
 - Locations of oil concentration.
 - Rates of spread.
 - Weather conditions.
 - Hazards.
 - Progress of Operation resources.
- f. Be prepared to identify all facility locations (e.g., helispots, Division and Branch boundaries).
- g. Report information to Situation Unit Leader by established procedure.
- h. Report immediately any condition observed which may cause danger and safety hazard to personnel.
- i. Gather intelligence that will lead to accurate predictions.

TRAJECTORY ANALYSIS SPECIALIST

The Trajectory Analysis Specialist is responsible for providing to the Unified Command projections and estimates of the movement and behavior of the spill. The specialist will combine visual observations, remote sensing information, computer modeling as well as observed and predicted tidal, current and weather data to form these analyses. Additionally, the specialist is responsible for interfacing with local experts (weather service, academia, researchers, etc.) in formulating these analyses. Trajectory maps, overflight maps, tides and current data, and weather forecasts will be supplied by the specialist to the Situation Unit for dissemination throughout the Command Post.

- a. Review Common Responsibilities (page 3-1).
- b. Schedule and conduct spill observations/overflights as needed.
- c. Gather pertinent information on tides, currents and weather from all available sources.
- d. Provide trajectory and overflight maps, weather forecasts, tidal and current information.
- e. Provide briefing on observations and analyses to the proper personnel.
- f. Demobilize in accordance with the Demobilization Plan.
- g. Maintain Unit/Activity Log (ICS 214).

GEOGRAPHIC INFORMATION SYSTEM (GIS) SPECIALIST

The GIS Specialist is responsible for gathering and compiling updated spill information and providing various map products to the incident. The GIS team will work with the Situation Unit and the information management officer to ensure accurate and rapid dissemination of oil spill information to the ICS.

- a. Review Common Responsibilities (page 3-1).
- b. Determine resource needs.

- c. Participate in planning meetings as required.
- d. Gather and compile data from the different incident-sections.
- e. Provide maps for various components of the incident.
- f. Provide status reports to appropriate requesters.
- g. Maintain Unit/Activity Log (ICS 214).

RESOURCES AT RISK (RAR) TECHNICAL SPECIAL

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.

- a. Review Common Responsibilities (page 3-1).
- b. Participate in planning meetings as required.
- c. Determine resource needs.
- d. Obtain current and forecasted status information from Situation Unit.
- e. Identify natural resources at risk.
- f. Identify archaeo-cultural resources at risk.
- g. Identify socio-economic resources at risk.
- h. Develop a prioritized list of the resources at risk for use by the Planning Section.
- i. Provide status reports to appropriate requesters.
- j. Maintain Unit/Activity Log (ICS 214).

RESOURCE UNIT LEADER

The Resource Unit Leader (RESTAT) is responsible for maintaining the status of all resources (primary and support) at an incident. RESTAT achieves this through development and maintenance of a master list of all resources, including check-in, status, current location, etc. This unit is also responsible for preparing parts of the Incident Action Plan (ICS 203, 204 & 207) 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.

- a. Review Common Responsibilities (page 3-1).
- b. Review Unit Leader Responsibilities (page 3-2).
- c. Obtain briefing and special instructions from the Planning Section Chief.
- d. Participate in Planning Meetings as required.
- e. Establish check-in function at incident locations.
- f. Using the Incident Briefing (ICS 201) prepare and maintain the Command Post display (organization chart and resource allocation and deployment section of display).
- g. Establish contacts with incident facilities and begin maintenance of resource status.
- h. Gather, post, and maintain incident resource status.
- i. Maintain master roster of all resources checked in at the incident.
- j. Prepare Organization Assignment List (ICS 203) and Organization Chart (ICS 207).
- k. Prepare appropriate parts of assignment lists (ICS 204).
- l. Provide status reports to appropriate requesters.

CHECK-IN RECORDER

Check-in recorders are needed at each check-in location to ensure that all resources assigned to an incident are accounted for.

- a. Review Common Responsibilities (page 3-1).
- b. Obtain work materials, including Check-in Lists (ICS Form 211).
- c. Establish communications with the Communication Center.
- d. Post signs so that arriving resources can easily find the check-in locations.
- e. Record check-in information on Check-in Lists (ICS Form 211).
- f. Transmit check-in information to Resources Unit on regular pre-arranged schedule.
- g. Forward completed Check-in Lists and Status Change Cards to the Resources Unit.

VOLUNTEER COORDINATOR

The Volunteer Coordinator is responsible for managing and overseeing all aspects of volunteer participation, including recruitment, induction and deployment. The Volunteer Coordinator is part of the Planning Section and reports to the Resources Unit Leader.

- a. Review Common Responsibilities (page 3-1).
- b. Coordinate with Resource Unit to determine where volunteers are needed.
- c. Identify any necessary skills and training needs.
- d. Verify minimum training needed, as necessary, with Health and Safety Officer or units requesting volunteers (if special skill is required).
- e. Activate, as necessary, standby contractors for various training needs (as applicable).

- f. Coordinate nearby or on-site training as part of the deployment process.
- g. Identify and secure other equipment, materials and supplies as needed.
- h. Induct convergent (on the scene) volunteers.
- i. Activate other volunteers (individuals who have applied prior to an incident and are on file with the Volunteer Coordinator or other participating volunteer organizations).
- j. Recruit additional volunteers through media appeals needed).
- k. Assess, train and assign volunteers.
- l. Coordinate with Logistics for volunteer housing and meal accommodations.
- m. Assist volunteers with other special needs.
- n. Maintain Unit/Activity Log (ICS Form 214).

DOCUMENTATION UNIT LEADER

The Documentation Unit Leader is responsible for the maintenance of accurate, up-to-date incident files. Examples of incident documentation include: Incident Action Plan, incident reports, communication logs, injury claims, situation status reports, etc. Thorough documentation is critical to post-incident analysis. Some of these documents may originate in other sections. This unit shall ensure each section is maintaining and providing appropriate documents. Incident files will be stored for legal, analytical, and historical purposes. The Documentation Unit also provides duplication and copying services.

- a. Review Common Responsibilities (page 3-1).
- b. Review Unit Leader Responsibilities (page 3-2).
- c. Obtain briefing and special instructions from Planning Section Chief

- d. Participate in Planning Meetings as required.
- e. Establish and organize incident files.
- f. Establish duplication service and respond to requests
- g. File copies of all official forms and reports.
- h. Check on accuracy and completeness of records submitted for files and correct errors or omissions by contacting appropriate ICS units.
- i. Provide incident documentation to appropriate requesters.

DEMOBILIZATION UNIT LEADER

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.

- a. Review Common Responsibilities (page 3-1).
- b. Review Unit Leader Responsibilities (page 3-2).
- c. Obtain briefing and special instructions from Planning Section Chief.
- d. Demobilize in accordance with the Demobilization Plan.
- e. Review incident resource records to determine probable size of demobilization effort.
- f. Participate in planning meetings as required.
- g. Evaluate logistics and transportation capabilities required to support demobilization.
- h. Prepare and obtain approval of Demobilization Plan including required decontamination.
- i. Distribute Demobilization Plan to each processing point.
- j. Ensure that all Sections/Units understand their responsibilities within the Demobilization Plan.
- k. Monitor implementation and assist in the coordination of the Demobilization Plan.

- l. Brief Planning Section Chief on progress of demobilization.
- m. Provide status reports to appropriate requesters.

TECHNICAL SPECIALISTS

Technical Specialist 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 will maintain a list of available specialists and will assign them where needed. The following are example position descriptions for Technical Specialists that might be utilized during an oil spill response.

LEGAL SPECIALIST

The Legal Specialist will act in an advisory capacity during an oil spill response.

- a. Review Common Responsibilities (page 3-1).
- b. Participate in planning meetings if requested.
- c. Advise Unified Command on legal issues relating to situ burning, use of dispersants and other alternative response technology.
- d. Advise Unified Command on legal issues relating to Natural Resource Damage Assessment.
- e. Advise Unified Command on legal issues relating to investigation.
- f. Advise Unified Command on legal issues relating to finance and claims.
- g. Advise the Unified Command on response related issues.
- h. Maintain Unit/Activity Log (ICS Form 214).

SCIENTIFIC SUPPORT COORDINATOR SPECIALIST

The Scientific Support Coordinator (SSC), in accordance

with the National Contingency Plan, will provide the federal On Scene Coordinator (OSC) scientific advice with regard to the best course of action during a spill response. The SSC will obtain consensus from the Federal Natural Resource Trustee Agencies and provide spill trajectory analysis data, information on the resources at risk, weather information, tidal and current information, etc. The SSC will be the point of contact for the Scientific Support Team from National Oceanic and Atmospheric Administration's (NOAA) Hazardous Material Response and Assessment Division.

- a. Review Common Responsibilities (page 3-1).
- b. Represent the OSC in planning meetings.
- c. Determine resource needs.
- d. Provide current and forecasted incident status information for the Situation Unit by way of ~~over~~flight maps and trajectory analysis.
- e. Provide weather, tidal and current information.
- f. Obtain consensus from the Federal Natural Resource Trustees regarding response options and report to the OSC.
- g. Develop a prioritized list of the resources at risk.
- h. Provide status reports to appropriate requesters.
- i. Demobilize in accordance with the Demobilization Plan.
- j. Maintain Unit/Activity Log (ICS 214).

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.

- a. Review Common Responsibilities (page 3-1).
- b. Determine resource needs.
- c. Participate in planning meetings as required.
- d. Identify and alert appropriate laboratories.
- e. Meet with team to develop initial sampling plan and strategy and review sampling and labeling procedure
- f. Set up site map to monitor location of samples collected and coordinate with GIS staff.
- g. Coordinate sampling activities with NRDA Representative, Investigation Team, and legal advisor
- h. Provide status reports to appropriate requesters.
- i. Maintain Unit/Activity Log (ICS 214).

DISPOSAL (WASTE MANAGEMENT) SPECIALIST

The Disposal (Waste Management) 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.

- a. Review Common Responsibilities (page 3-1).
- b. Determine resource needs.
- c. Participate in planning meetings as required.
- d. Develop a Pre-Cleanup Plan and monitor pre-cleanup operations, if appropriate.
- e. Develop a detailed Waste Management Plan.

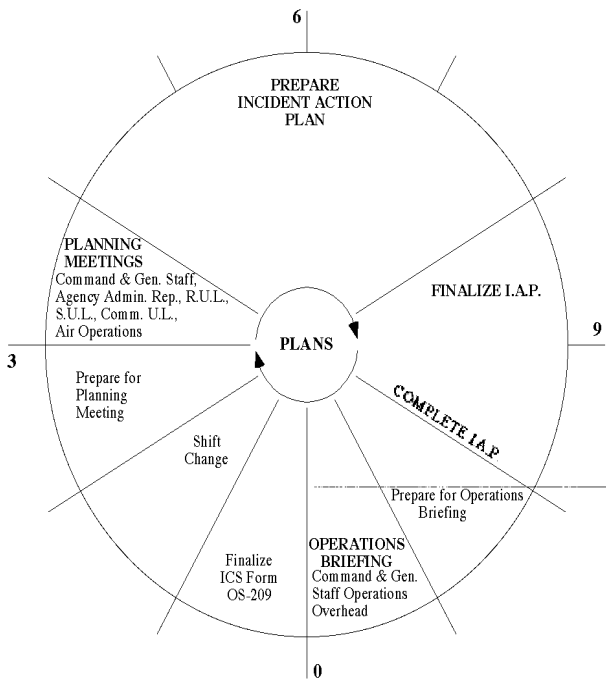
- f. Calculate and verify the volume of petroleum recovered, including petroleum collected with sediment/sand, etc.
- g. Provide status reports to appropriate requesters.
- h. Maintain Unit/Activity Log (ICS 214).

ALTERNATIVE RESPONSE TECHNOLOGIES (ART) SPECIALIST

The Alternative Response Technologies Specialist is responsible for evaluating the opportunities to use ART, including dispersant or other chemical countermeasures, in-situ burning, and bioremediation. The specialist will conduct the consultation and planning required to deploy a specific ART, and articulate the environmental tradeoffs of using or not using a specific ART.

- a. Review Common Responsibilities (page 3-1).
- b. Participate in planning meetings as required.
- c. Determine resource needs.
- d. Gather 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.
- e. Identify available ART that may be effective on the specific spilled petroleum.
- f. Make initial notification to all agencies that have authority over the use of ART.
- g. Keep Planning Section Chief advised of ART issues.
- h. Provide status reports to appropriate requesters.
- i. Establish communications with Regional Response Team to coordinate ART activities.
- j. Maintain Unit/Activity Log (ICS 214).

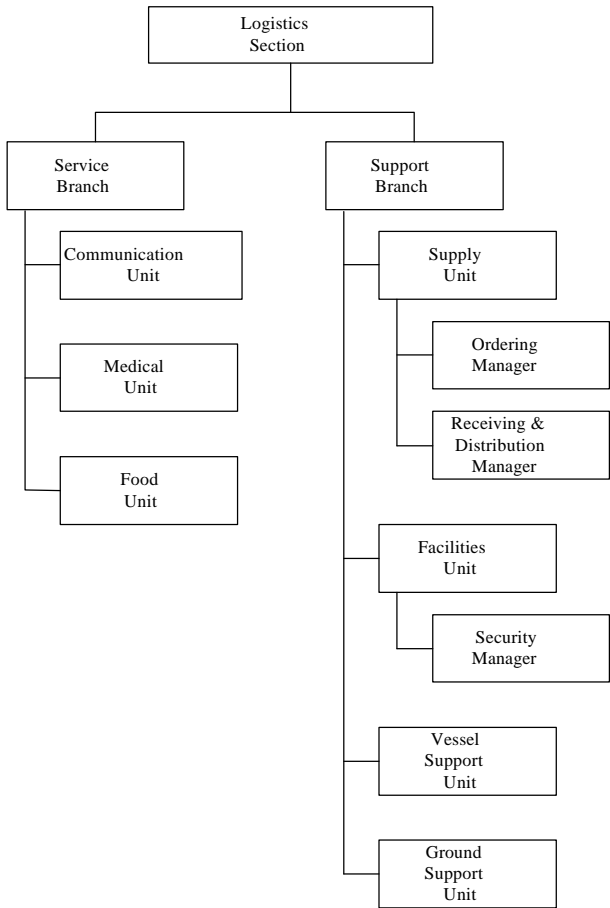
Planning Section Planning Cycle Guide



Based on a 12 hour operational period, may be modified based on actual duration of operational period (e.g. 24, 36, etc.)

ABBREVIATIONS & ACRONYMS

Agency Admin. Rep.: Agency Administrator Representative
Comm. U.L.: Communications Unit Leader
Gen.: General
I.A.P.: Incident Action Plan
R.U.L.: Resources Unit Leader
S.U.L.: Situation Unit Leader



LOGISTICS SECTION

LOGISTICS SECTION

LOGISTICS SECTION CHIEF

The Logistics Section Chief, a member of the General Staff, is responsible for providing facilities, services, and material in support of the incident. The Logistics Section Chief participates in development and implementation of the Incident Action Plan and activates and supervises Branches and Units within the Logistics Section.

- a. Review Common Responsibilities (page 3-1).
- b. Plan organization of Logistics Section.
- c. Assign work locations and preliminary work tasks to Section personnel.
- d. Notify Resources Unit of Logistics Section units activated including names and locations of assigned personnel.
- e. Assemble and brief Branch Directors and Unit Leaders.
- f. Participate in preparation of Incident Action Plan.
- g. Identify service and support requirements for planned and expected operations.
- h. Provide input to and review Communications Plan, Medical Plan, Traffic Plan and Vessel Routing Plan.
- i. Coordinate and process requests for additional resources.
- j. Review Incident Action Plan and estimate Section needs for next operational period.
- k. Advise on current service and support capabilities.
- l. Prepare service and support elements of the Incident Action Plan.
- m. Estimate future service and support requirements.
- n. Receive Demobilization Plan from Planning Section.
- o. Recommend release of unit resources in conformance with Demobilization Plan.
- p. Ensure general welfare and safety of Logistics Section personnel.

personnel.

- q. Maintain Unit/Activity Log (ICS 214).

SERVICE BRANCH DIRECTOR

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, Medical, and Food Units.

- a. Review Common Responsibilities (page 3-1).
- b. Obtain working materials from Logistics Kit.
- c. Determine level of service required to support operations.
- d. Confirm dispatch of Branch personnel.
- e. Participate in planning meetings of Logistics Section personnel.
- f. Review Incident Action Plan.
- g. Coordinate activities of Service Branch Units.
- h. Inform LogisticsSection Chief of activities.
- i. Resolve Service Branch problems.
- j. Maintain Unit/Activity Log (ICS 214).

COMMUNICATIONS UNIT LEADER

The Communications Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief is responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the incident Communications Center; distribution of communications equipment to incident personnel; and the maintenance and repair of communications equipment.

- a. Review Common Responsibilities (page 3-1).
- b. Review Unit Leader Responsibilities (page 3-2).
- c. Obtain briefing from Service Branch Director or Logistics Section Chief.
- d. Determine unit personnel needs.
- e. Advise on communications capabilities/limitations.
- f. Prepare and implement the incident Radio Communications Plan (ICS 205).
- g. Ensure the Incident Communications Center and Message Center are established.
- h. Set up telephone and public address systems.
- i. Establish appropriate communications distribution/maintenance locations.
- j. Ensure communications systems are installed and tested.
- k. Ensure an equipment accountability system is established.
- l. Ensure personal portable radio equipment from cache is distributed per radio plan.

- m. Provide technical information as required on:
 - Adequacy of communications systems currently operation.
 - Geographic limitation on communications systems.
 - Equipment capabilities.
 - Amount and types of equipment available.
 - Anticipated problems in the use of communications equipment.
- n. Supervise Communications Unit activities.
- o. Maintain records on all communications equipment as appropriate.
- p. Ensure equipment is tested and repaired.
- q. Recover equipment from relieved or released units.
- r. Maintain Unit/Activity Log (ICS 214).

MEDICAL UNIT LEADER

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.

- a. Review Common Responsibilities (page 3-1).
- b. Review Unit Leader Responsibilities (page 3-2).
- c. Obtain briefing from Service Branch Director or Logistics Section Chief.
- d. Participate in Logistics Section/Service Branch planning activities.
- e. Determine level of emergency medical activities performed prior to activation of Medical Unit.

- f. Activate Medical Unit.
- g. Prepare the Medical Emergency Plan (ICS 206).
- h. Prepare procedures for major medical emergency.
- i. Declare major medical emergency as appropriate.
- j. Respond to requests for medical aid.
- k. Respond to requests for medical transportation.
- l. Respond to requests for medical supplies.
- m. Prepare medical reports and submit as directed.
- n. Maintain Unit/Activity Log (ICS 214).

FOOD UNIT LEADER

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.

- a. Review Common Responsibilities (page 3-1).
- b. Review Unit Leader Responsibilities (page 3-2).
- c. Obtain briefing from Service Branch Director or Logistics Section Chief.
- d. Determine location of working assignment, and number and location of personnel to be fed.
- e. Determine method of feeding to best fit each situation.
- f. Obtain necessary equipment and supplies to operate food service facilities.
- g. Set up Food Unit equipment.
- h. Prepare menus to ensure incident personnel receive well balanced meals.
- i. Ensure that sufficient potable water is available to meet all incident needs.

- j. Ensure that all appropriate health and safety measures are taken.
- k. Supervise cooks and other Food Unit personnel.
- l. Keep inventory of food on hand and check in food orders.
- m. Provide Supply Unit Leader food supply orders.
- n. Maintain Unit/Activity Log (ICS 214).

SUPPORT BRANCH DIRECTOR

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 Incident Action Plan, including providing personnel, equipment, facilities, and supplies to support incident operations. The Support Branch Director supervises the operation of the Supply, Facilities, Ground Support and Vessel Support Units.

- a. Review Common Responsibilities (page 3-1).
- b. Obtain work materials from Logistics Kit.
- c. Identify Support Branch personnel dispatched to the incident.
- d. Determine initial support operations in coordination with Logistics Section Chief and Service Branch Director.
- e. Prepare initial organization and assignments for support operations.
- f. Determine resource needs.
- g. Maintain surveillance of assigned unit work progress and inform Logistics Section Chief of activities.
- h. Resolve problems associated with requests from Operations Section.
- i. Maintain Unit/Activity Log (ICS 214).

SUPPLY UNIT LEADER

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.

- a. Review Common Responsibilities (page 3-1).
- b. Review Unit Leader Responsibilities (page 3-2).
- c. Obtain a briefing from the Support Branch Director or Logistics Section Chief.
- d. Participate in Logistics Section/Support Branch planning activities.
- e. Provide Kits to Planning, Logistics and Finance Sections.
- f. Determine the type and amount of supplies enroute.
- g. Arrange for receiving ordered supplies.
- h. Review Incident Action Plan for information on operations of the Supply Unit.
- i. Develop and implement safety and security requirements.
- j. Order, receive, distribute, and store supplies and equipment and coordinate contracts and resource orders with the Finance Section.
- k. Receive and respond to requests for personnel, supplies, and equipment.
- l. Maintain inventory of supplies and equipment.
- m. Coordinate service of reusable equipment.
- n. Submit reports to the Support Branch Director.
- o. Maintain Unit/Activity Log (ICS 214).

ORDERING MANAGER

The Ordering Manager is responsible for placing all orders for supplies and equipment for the incident. The Ordering Manager reports to the Supply Unit Leader.

- a. Review Common Responsibilities (page 3-1).
- b. Obtain necessary agency(s) order forms.
- c. Establish ordering procedures.
- d. Establish name and telephone numbers of agency personnel receiving orders.
- e. Set up filing system.
- f. Get names of incident personnel who have ordering authority.
- g. Check on what has already been ordered.
- h. Ensure order forms are filled out correctly.
- i. Place orders in a timely manner.
- j. Consolidate orders when possible.
- k. Identify times and locations for delivery of supplies and equipment.
- l. Keep Receiving and Distribution Manager informed of orders placed.
- m. Submit all ordering documents to Documentation Control Unit through Supply Unit Leader before demobilization.
- n. Maintain Unit/Activity Log (ICS 214).

RECEIVING AND DISTRIBUTION MANAGER

The Receiving and Distribution Manager is responsible for receiving 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 reports to the Supply Unit Leader.

- a. Review Common Responsibilities (page 3-1).
- b. Order required personnel to operate supply area.
- c. Organize physical layout of the supply area.
- d. Establish procedures for operating supply area.
- e. Set up filing system for receiving and distribution of supplies and equipment.
- f. Maintain inventory of supplies and equipment
- g. Develop security requirement for supply area.
- h. Establish procedures for operating supply area.
- i. Submit necessary reports to Supply Unit Leader.
- j. Notify Ordering Manager of supplies and equipment received.
- k. Provide necessary supply records to Supply Unit Leader.
- l. Maintain Unit/Activity Log (ICS 214).

FACILITIES UNIT LEADER

The Facilities Unit Leader is primarily responsible for the layout and activation of incident facilities (e.g. Base, Camp(s) and Incident Command Post). 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 Facility Unit Leader reports to the Support Branch Director.

- a. Review Common Responsibilities (page 3-1).

- b. Review Unit Leader Responsibilities (page 3-2).
- c. Obtain briefing from the Support Branch Director or Logistics Section Chief.
- d. Review Incident Action Plan.
- e. Participate in Logistics Section/Support Branch planning activities.
- f. Determine requirements for each facility to be established.
- g. Determine requirements for the Incident Command Post.
- h. Prepare layouts of incident facilities.
- i. Notify unit leaders of facility layout.
- j. Activate incident facilities.
- k. Provide Base and Camp Managers.
- l. Obtain personnel to operate facilities.
- m. Provide sleeping facilities.
- n. Provide security services.
- o. Provide facility maintenance services - sanitation, lighting, clean up.
- p. Demobilize base and camp facilities.
- q. Maintain Facilities Unit records.
- r. Maintain Unit/Activity Log (ICS 214).

SECURITY MANAGER

The Security Manager is responsible to provide safeguards needed to protect personnel and property from loss or damage.

- a. Review Common Responsibilities (page 3-1).
- b. Establish contacts with local law enforcement agencies as required.
- c. Contact Agency Representatives to discuss any special custodial requirements which may affect operations.
- d. Request required personnel support to accomplish work assignments.
- e. Ensure that support personnel are qualified to manage security problems.
- f. Develop Security Plan for incident facilities.
- g. Adjust Security Plan for personnel and equipment changes and releases.
- h. Coordinate security activities with appropriate incident personnel.
- i. Keep the peace, prevent assaults, settle disputes through coordination with Agency Representatives.
- j. Prevent theft of all government and personal property.
- k. Document all complaints and suspicious occurrences.
- l. Maintain Unit/Activity Log (ICS 214).

GROUND SUPPORT UNIT LEADER

The Ground Support Unit Leader is primarily responsible for 1) support 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.

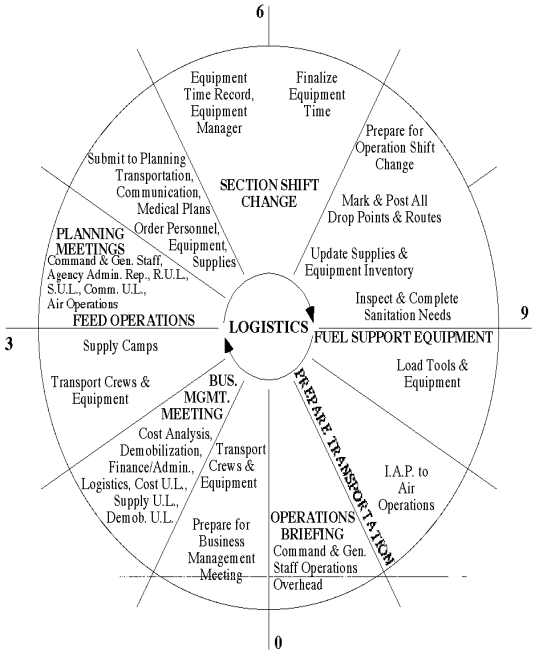
- a. Review Common Responsibilities (page 3-1).
- b. Review Unit Leader Responsibilities (page 3-2).
- c. Obtain briefing from Support Branch Director or Logistic Section Chief.
- d. Participate in Support Branch/Logistics Section planning activities.
- e. Coordinate development of the Traffic Plan with the Planning Section.
- f. Support out-of-service resources.
- g. Notify Resources Unit of all status changes on support and transportation vehicles.
- h. Arrange for and activate fueling, maintenance and repair of ground transportation resources.
- i. Maintain inventory of support and transportation vehicles (ICS 218).
- j. Coordinate transportation services.
- k. Maintain usage information on rented equipment.
- l. Requisition maintenance and repair supplies (e.g. fuel spare parts).
- m. Coordinate the maintenance of incident roads.
- n. Submit reports to Support Branch Director as directed.
- o. Maintain Unit/Activity Log (ICS 214).

VESSEL SUPPORT UNIT LEADER

The Vessel Support Unit Leader is responsible for implementing the Vessel Routing Plan for the incident and coordinating transportation on the water and between shore resources. Since most vessels will be supported by their own infrastructure, the Vessel Support Unit may be requested to arrange fueling, maintenance and repair of vessels on a case by case basis.

- a. Review Common Responsibilities (page 3-1).
- b. Review Unit Leader Responsibilities (page 3-2).
- c. Obtain a briefing from the Support Branch Director or Logistics Chief.
- d. Participate in Support Branch/Logistics Section planning activities.
- e. Coordinate development of Vessel Routing Plan.
- f. Coordinate vessel transportation assignments with the Protection and Recovery Branch or other sources of vessel transportation.
- g. Coordinate water to land transportation with Ground Support Unit, as necessary.
- h. Maintain a prioritized list of transportation requirements that need to be scheduled with the transportation source.
- i. Support out of service vessel resources as requested.
- j. Arrange for fueling, maintenance and repair of vessel resources, as requested.
- k. Maintain inventory of support and transportation vessels.
- l. Maintain Unit/Activity Log (ICS 214).

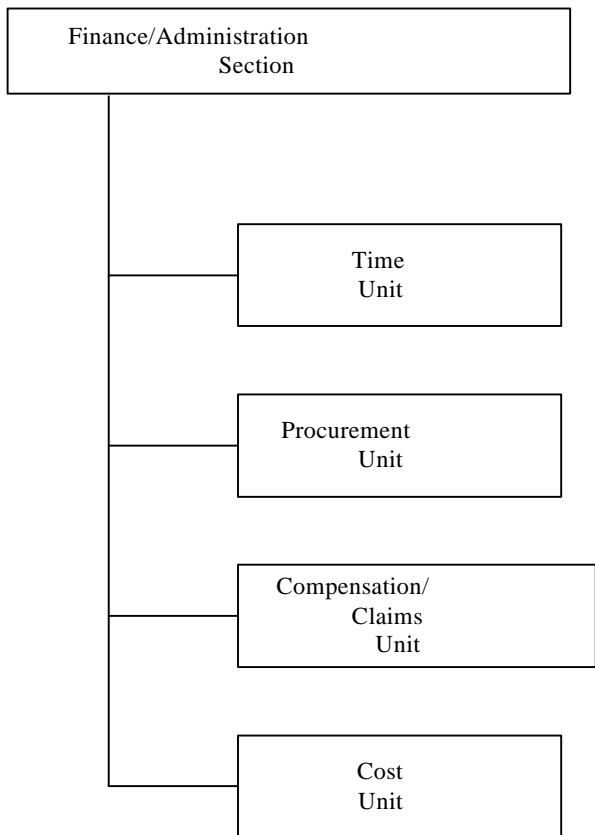
Logistics Section Planning Cycle Guide



Based on a 12 hour operational period, may be modified based on actual duration of operational period (e.g. 24, 36, etc.)

ABBREVIATIONS & ACRONYMS

Agency Admin. Rep.: Agency Administrator Representative
 Bus. Mgmt.: Business Management
 Comm. U.L.: Communications Unit Leader
 Demob. U.L.: Demobilization Unit Leader
 Finance/Admin.: Finance/Administration
 Gen.: General
 I.A.P.: Incident Action Plan
 R.U.L.: Resources Unit Leader
 S.U.L.: Situation Unit Leader
 U.L.: Unit Leader



FINANCE/ADMINISTRATION SECTION

June, 1996

ICS-OS-420-1

FINANCE/ADMINISTRATION SECTION**FINANCE/ADMINISTRATION SECTION CHIEF**

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.

- a. Review Common Responsibilities (page 3-1).
- b. Attend briefing with responsible agency to gather information.
- c. Attend planning meetings to gather information on overall strategy.
- d. Determine resource needs.
- e. Develop an operating plan for Finance/ Administration function on incident.
- f. Prepare work objectives for subordinates brief staff, make assignments, and evaluate performance.
- g. Inform members of the Unified Command and General Staff when Section is fully operational.
- h. Meet with assisting and cooperating agency representatives as required.
- i. Provide input in all planning sessions on financial and cost analysis matters.
- j. Maintain daily contact with agency(s) administrative headquarters on finance matters.
- k. Ensure that all personnel time records are transmitted to home agencies according to policy.
- l. Participate in all demobilization planning.
- m. Ensure that all obligation documents initiated at the incident are properly prepared and completed.

- n. Brief agency administration personnel on all incident related business management issues needing attention and follow-up prior to leaving incident.

TIME UNIT LEADER

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

- a. Review Common Responsibilities (page 3-1).
- b. Review Unit Leader Responsibilities (page 3-2).
- c. Obtain briefing from Finance/Administration Section Chief.
- d. Determine resource needs.
- e. Establish contact with appropriate agency personnel/representatives.
- f. Organize and establish Time Unit.
- g. Establish Time Unit objectives.
- h. Ensure that daily personnel time recording documents are prepared in compliance with time policies.
- i. Establish commissary operation as required.
- j. Submit cost estimate data forms to Cost Unit as required.
- k. Provide for records security.
- l. Ensure that all records are current or complete prior to demobilization.
- m. Release time reports from assisting agencies to the respective Agency Representatives prior to demobilization.
- n. Brief Finance/Administration Section Chief on current problems, recommendations, outstanding issues, and follow-up requirements.
- o. Maintain Unit/Activity Log (ICS 214).

EQUIPMENT TIME RECORDER

Under Supervision of the Time Unit Leader, Equipment

Time Recorder is responsible for overseeing the recording of time for all equipment assigned to an incident.

- a. Review Common Responsibilities (page 1-2).
- b. Set up Equipment Time Recorder function in location designated by Time Unit Leader.
- c. Advise Ground Support Unit, Facilities Unit, and Air Support Group of the requirement to establish and maintain a file for maintaining a daily record of equipment time reports.
- d. Assist units in establishing a system for collecting equipment time reports.
- e. Post all equipment time tickets within four hours after the end of each operational period.
- f. Prepare a use and summary invoice for equipment (as required) within 12 hours after equipment arrival at incident.
- g. Submit data to Time Unit Leader for cost effectiveness analysis.
- h. Maintain current posting on all charges or credits for fuel, parts, services and commissary.
- i. Verify all time data and deductions with owner/operator of equipment.
- j. Complete all forms according to agency specification.
- k. Close out forms prior to demobilization.
- l. Distribute copies per agency and incident policy.

PERSONNEL TIME RECORDER

The Personnel Time Recorder reports to the Time Unit Leader and records personnel information.

- a. Review Common Responsibilities (page 3-1).
- b. Establish and maintain a file for personnel time report within the first operational period.
- c. Initiate, gather, or update a time report from all applicable personnel assigned to the incident for each operational period.
- d. Ensure that all personnel identification information is verified to be correct on the time report.
- e. Post personnel travel and work hours, transfers, promotions, specific pay provisions and terminations to personnel time documents.
- f. Ensure that time reports are signed.
- g. Close out time documents prior to personnel leaving the incident.
- h. Distribute all time documents according to agency policy.
- i. Maintain a log of excessive hours worked and give to Time Unit Leader daily.
- j. Maintain Unit/Activity Log (ICS 214).

PROCUREMENT UNIT LEADER

The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendor contracts.

- a. Review Common Responsibilities (page 3-1).
- b. Review Unit Leader Responsibilities (page 3-2).
- c. Obtain briefing from Finance/Administration Section Chief.
- d. Contact appropriate unit leaders on incident needs and any special procedures.
- e. Coordinate with local jurisdictions on plans and supply sources.
- f. Obtain Incident Procurement Plan.
- g. Prepare and sign contracts and land use agreements as needed.
- h. Draft memorandums of understanding.
- i. Establish contracts with supply vendors as required.
- j. Interpret contracts/agreements and resolve claims or disputes within delegated authority.
- k. Coordinate with Compensation/Claims Unit on procedures for handling claims.
- l. Finalize all agreements and contracts.
- m. Coordinate use of imprest funds as required.
- n. Complete final processing and send documents for payment.
- o. Coordinate cost data in contracts with Cost Unit Leader.
- p. Maintain Unit/Activity Log (ICS 214).

COMPENSATION/CLAIMS UNIT LEADER

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

- a. Review Common Responsibilities (page 3-1).
- b. Review Unit Leader Responsibilities (page 3-2).
- c. Obtain briefing from Finance/Administration Section Chief.
- d. Establish contact with incident Safety Officer and Liaison Officer or Agency Representatives if no Liaison Officer is assigned.
- e. Determine the need for Compensation for Injury and Claims Specialists and other personnel if needed.
- f. Establish Compensation for Injury work area with the Medical Unit whenever feasible.
- g. Review Incident Medical Plan.
- h. Ensure that Compensation/Claims Specialists have adequate work space and supplies.
- i. Brief Compensation/Claims Specialists on incident activity.
- j. Coordinate with Procurement Unit on procedures for handling claims.
- k. Periodically review all logs and forms produced by Compensation/Claims Specialists to ensure:
 - Work is complete.
 - Entries are accurate and timely.
 - Work is in compliance with Agency requirements and policies.
- l. Keep Finance/Administration Section Chief briefed on unit status and activity.

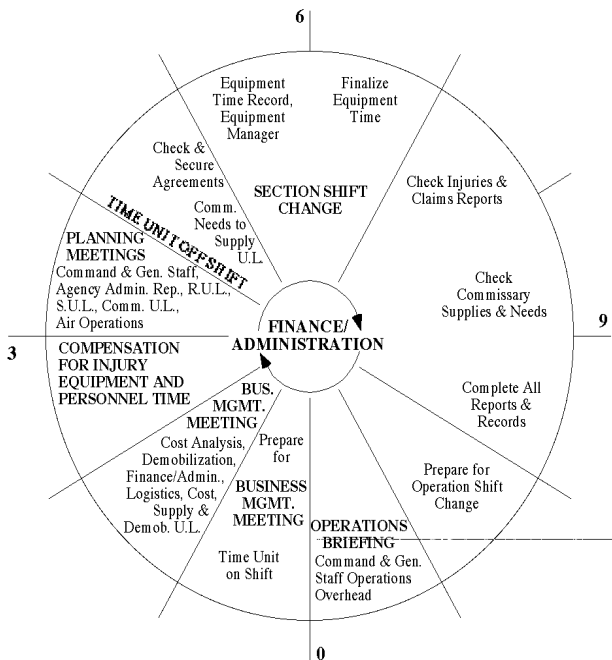
- m. Ensure that all Compensation for Injury and Claims Logs and Forms are up to date and routed to the proper agency for post-incident processing prior to demobilization.
- n. Demobilize Unit in accordance with Demobilization Plan.
- o. Maintain Unit/Activity Log (ICS 214).

COST UNIT LEADER

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.

- a. Review Common Responsibilities (page 3-1).
- b. Review Unit Leader Responsibilities (page 3-2).
- c. Obtain briefing from Finance/Administration Section Chief.
- d. Coordinate with agency headquarters on cost reporting procedures.
- e. Obtain and record all cost data.
- f. Prepare incident cost summaries.
- g. Prepare resources-use cost estimates for Planning.
- h. Make recommendations for cost savings to Finance/Administration Section Chief.
- i. Maintain cumulative incident cost records.
- j. Ensure that all cost documents are accurately prepared.
- k. Complete all records prior to demobilization.
- l. Provide reports to Finance/Administration Section Chief.
- m. Maintain Unit/Activity Log (ICS 214).

Finance/Administration Section Planning Cycle Guide



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 U.L.: Unit Leader

ORGANIZATIONAL GUIDES

MODULAR DEVELOPMENT

A series of examples of Modular Development are included to illustrate one method of expanding the Incident Organization at an oil spill incident. The examples shown are not meant to be restrictive, nor imply these are the only ways to build an ICS organizational structure from an initial response to a multi-branch organization.

INITIAL RESPONSE (page 9-2)

Initial Response resources are managed by the Incident Commander who will handle all Command and General Staff responsibilities. A Unified Command is established.

REINFORCED RESPONSE (page 9-3)

The Unified Command has established a Protection Group and a Recovery Group to manage on water activities and a shoreline division to manage land based resources. A Safety Officer and Information Officer have been assigned.

MULTIDIVISION/GROUP ORGANIZATION (page 9-4)

The Unified Command has assigned all command staff positions and established a number of divisions and groups as well as an Operations Section Chief and Planning Section Chief. Some Logistic Units are established.

MULTI-BRANCH ORGANIZATION (page 9-5)

The Incident Commanders have established all Command and General Staff positions and have established four branches.

GLOSSARY OF TERMS

This glossary contains definitions of terms frequently used in ICS documentation.

AGENCY REPRESENTATIVE - Individual assigned to an incident from an assisting or cooperating agency who has been delegated full authority to make decisions on all matters affecting their agency's participation at the incident. Agency Representatives report to the Liaison Officer.

AIR OPERATIONS BRANCH DIRECTOR - The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident.

ALLOCATED RESOURCES - Resources dispatched to an incident.

ALTERNATIVE RESPONSE TECHNOLOGIES (ART) - Response methods or techniques other than mechanical containment or recovery. ART may include use of chemical dispersants, in-situ burning, bioremediation, or other alternatives. Application of ART must be authorized and directed by the OSC.

ASSIGNED RESOURCES - Resources checked-in and assigned work tasks on an incident.

ASSIGNMENTS - Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident Action Plan.

ASSISTANT - Title for subordinates of the Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be used to supervise unit activities at camps.

ASSISTING AGENCY - An agency directly contributing tactical or service resources to another agency.

AVAILABLE RESOURCES - Incident-based resources which are immediately available for assignment.

BASE - That location at which the primary logistics functions are coordinated and administered. (Incident name or other designator will be added to the term "Base") The Incident Command Post may be collocated with the base. There is only one base per incident.

BRANCH - That organizational level having functional/geographic responsibility for major incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section.

CACHE - A pre-determined complement of tools, equipment and/or supplies stored in a designated location, and available for incident use.

CAMP - A geographical site, within the general incident area, separate from the base, equipped and staffed to provide sleeping areas, food, water, and sanitary services to incident personnel.

CHECK-IN - The process whereby resources first report to an incident. Check-in locations include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, Helispots, and Division Supervisors (for direct line assignments).

CHIEF - The ICS title for individuals responsible for command of functional sections: Operations, Planning, Logistics and Finance.

CLEAR TEXT - The use of plain English in radio communications transmissions. No Ten Codes, or agency specific codes are used when using Clear Text.

COMMAND - The act of directing, ordering and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander/Unified Command.

COMMAND POST See Incident Command Post.

COMMAND STAFF - The Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

COMMUNICATION UNIT - A vehicle (trailer or mobile van) used to provide the major part of an incident Communication Center.

COOPERATING AGENCY - An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., Red Cross, telephone company, etc.).

COST UNIT - Functional unit within the Finance Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

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

DEMOBILIZATION UNIT - Functional unit within the Planning Section responsible for assuring orderly, safe and efficient demobilization of incident resources.

DIRECTOR - The ICS title for individuals responsible for supervision of a Branch.

DISPATCH - The implementation of a command decision to move resources from one place to another.

DISPATCH CENTER - A facility from which resources are directly assigned to an incident.

DIVISION - That organization level having responsibility for operation within a defined geographic area or with functional responsibility. The Division level is organizationally between the Task Force/Team and the Branch. (See also "Group")

DOCUMENTATION UNIT - Functional unit within the Planning Section responsible for collecting, recording and safeguarding all documents relevant to the incident.

EMERGENCY MEDICAL TECHNICIAN (EMT) - A health-

care specialist with particular skills and knowledge in pre-hospital emergency medicine.

EMERGENCY OPERATIONS CENTER (EOC) - A pre-designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

FACILITIES UNIT - Functional unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, et

FIELD OPERATIONS GUIDE (FOG) - A pocket-size manual of instructions on the application of the Incident Command System.

FINANCE SECTION - The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit and Cost Unit.

FOOD UNIT - Functional unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

FUNCTION - In ICS, function refers to the five major activities in the ICS, i.e., Command, Operations, Planning, Logistics and Finance. The term function is also used when describing the activity involved, e.g., "the planning function."

GENERAL STAFF - The group of incident management personnel comprised of: Incident Commander, Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance Section Chief.

GEOGRAPHIC INFORMATION SYSTEM (GIS) - An electronic information system which provides a geo-referenced data base to support management decision making.

GROUND SUPPORT UNIT - Functional unit within the Support Branch of the Logistics Section responsible for fueling, maintaining and repairing vehicles, and the ground transportation of personnel and supplies.

GROUP - Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

HEALTH AND SAFETY PLAN (HASP) - Site specific document required by State and Federal OSHA regulations and specified in the Area Contingency Plan. The HASP shall at minimum address, include, or contain the following elements: health and safety hazard analysis for each site task or operation, comprehensive operations workplan, personnel training requirements, PPE selection criteria, site specific occupational medical monitoring requirements, air monitoring plan, site control measures, confined space entry procedures (if needed), pre-entry briefings (tailgate meetings, initial and as needed), pre-operations commencement health and safety conference for all incident participants and quality assurance of HASP effectiveness.

HELIBASE - A location within the general incident area for parking, fueling, maintenance, and loading of helicopters.

HELISPOT - A location where a helicopter can take off and land. Some helispots may be used for temporary loading

INCIDENT ACTION PLAN (IAP) - The Incident Action Plan, which is initially prepared at the first meeting, contains general control objectives reflecting the overall incident strategy, and specific action plans for the next operational period. When complete, the Incident Action Plans will have a number of attachments.

INCIDENT AREA - Legal geographical area of the incident to include affected area and traffic route to corresponding storage and disposal sites.

INCIDENT BASE See BASE.

INCIDENT COMMANDER (IC) - The individual responsible for the management of all incident operations.

INCIDENT COMMAND POST (ICP) - That location at which the primary command functions are executed and usually collocated with incident base.

INCIDENT COMMAND SYSTEM (ICS) - A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

INCIDENT COMMUNICATION CENTER - The location of the Communications Unit and the Message Center.

INCIDENT OBJECTIVES - Statements of guidance and direction necessary for the selection of appropriate strategies, and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

INCIDENT SITUATION DISPLAY - The Situation Unit is responsible for maintaining a display of status boards which communicate critical incident information vital to establishing an effective command and control environment.

INFORMATION OFFICER (IO) - A member of the Command Staff responsible for interfacing with the public and media or with other agencies requiring information on the incident. There is only one Information Officer per incident. The Information Officer may have assistants.

INITIAL ACTION - The actions taken by resources which are the first to arrive at an incident.

INITIAL RESPONSE - Resources initially committed to an incident.

JOINT INFORMATION CENTER (JIC) - A facility established within or near Incident Command Post where the Information Officer and staff can coordinate and provide information on the incident to the public, media and other agencies. The JIC is normally staffed with representation from the OSC, State IC and RP.

JURISDICTION - The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at a incident can be political/geographical (e.g., city, county, state or federal boundary lines), or functional (e.g., police department, health department, etc.). (See Multi-Jurisdiction).

JURISDICTIONAL AGENCY - The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

LANDING ZONE See Helispot.

LEADER - The ICS title for an individual responsible for a Task Force/Strike Team, or functional Unit.

LIAISON OFFICER (LO) - A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

LOGISTICS SECTION - The Section responsible for providing facilities, services and materials for the incident.

MANAGERS - Individuals within ICS organizational units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

MEDICAL UNIT - Functional unit within the Service Branch of the Logistics Section responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment for personnel.

MESSAGE CENTER - The message center is part of the Communications Center and collocated with. It receives, records, and routes information about resources reporting to the incident, resource status, and administration and tactical traffic.

MULTI-AGENCY COORDINATION GROUP (MAC) - Cohesive group of all affected agencies established to aid in the overall response, facilitate briefings and share issues during a response.

MULTI-AGENCY COORDINATION SYSTEM (MACS) - The combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination of assisting agency resources and support to agency emergency operations.

MULTI-AGENCY COORDINATION GROUP COORDINATOR - Serves as facilitator to organize and accomplish goals of the MAC Group.

MULTI-AGENCY INCIDENT - An incident where one or more agencies assist a jurisdictional agency or agencies. May be single or unified command.

MULTI-JURISDICTION INCIDENT - An incident requiring

action from multiple agencies that have a statutory responsibility for incident mitigation. In ICS, these incidents will be managed under Unified Command.

NOAA WEATHER STATION - A mobile weather data collection and forecasting facility (including personnel) provided by the National Oceanic and Atmospheric Administration which can be utilized within the incident area.

NATURAL RESOURCE DAMAGE ASSESSMENT (NRDA) - The process of identifying and quantifying the resource impacts and evaluating the value of impacted resources for the purpose of restoration.

OFFICER - The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Information.

ON-SCENE COORDINATOR (OSC) - The predesignated federal On-Scene Coordinator operating under the authority of the National Contingency Plan (NCP).

OPERATIONAL PERIOD - The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be various lengths, usually not over 24 hours.

OPERATIONS SECTION - Responsible for all operations directly applicable to the primary mission. Directs the preparation of unit operational plans, requests or releases resources, makes expedient changes to the Incident Action Plan as necessary and reports such to the Incident Commander. Includes the Recovery and Protection Branch, Emergency Response Branch, Air Operations Branch, and Wildlife Branch.

OUT-OF-SERVICE RESOURCES - Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

PLANNING MEETING - A meeting, held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations and for service and support planning.

PLANNING SECTION - Responsible for the collection, evaluation, and dissemination of tactical information related to the incident, and for the preparation and documentation of Action Plans. The section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. Includes the Situation, Resource, Documentation, and Demobilization Units, as well as Technical Specialists.

POLREP- Pollution report.

PROCUREMENT UNIT - Functional unit within the Finance Section responsible for financial matters involving vendor contracts.

QUALIFIED INDIVIDUAL (Q.I.) - The person authorized by the responsible party to act on their behalf, authorize expenditures, and obligate organization's resources.

RADIO CACHE - A cache may consist of a number of portable radios, a base station and in some cases a repeater stored in a predetermined location for dispatch to incidents.

RECORDERS - Individuals within ICS organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance Units.

REGIONAL RESPONSE TEAM (RRT) - The Federal response organization, consisting of representatives from selected Federal and State agencies, which acts as a regional body responsible for planning and preparedness before an oil spill occurs and for providing advice to the OSC in the event of a major or substantial spill.

REPORTING LOCATION - Any one of six facilities/locations where incident assigned resources may check-in. The locations are: Incident Command Post-Resources Unit, Base, Camp, Staging Area, Helibase or Division Supervisor for direct line assignments. (Check-in at one location only)

RESOURCES - All personnel and major items of equipment available, or potentially available, for assignment to incident tasks on which status is maintained.

RESOURCES UNIT - Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

R.P. - Responsible Party

SAFETY OFFICER (SO) - A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

SECTION - That organization level having functional responsibility for primary segments of incident operation such as: Operations, Planning, Logistics, Finance. The Section level is organizationally between Branch and Incident Commander.

SERVICE BRANCH - A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical and Food Units.

SINGLE RESOURCE - An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

SITE SAFETY PLAN - Legal document required by OSHA before entry into site, prepared by Safety Officer.

SITUATION UNIT - Functional unit within the Planning Section responsible for the collection, organization and

analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

SPAN OF CONTROL - The supervisory ratio of from three-to-seven individuals, with five-to-one being established as optimum.

STAGING AREA - That location where incident personnel and equipment are assigned awaiting tactical assignment.

STATE I.C. - State Incident Commander.

STRATEGY - The general plan or direction selected to accomplish incident objectives.

SUPERVISOR - The ICS title for individuals responsible for command of a Division or Group.

SUPPLY UNIT - Functional unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

SUPPORT BRANCH - A Branch within the Logistics Section responsible for providing personnel, equipment and supplies to support incident operations. Includes the Supply, Facilities and Transportation Units.

SUPPORTING MATERIALS - Refers to the several attachments that may be included with an Incident Action Plan (e.g., communication plan, map, safety plan, traffic plan, and medical plan).

TACTICAL DIRECTION - Direction given by the Operations Section Chief which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

TASK FORCE - A group of resources with common communications and a leader assembled for a specific mission.

TECHNICAL SPECIALISTS - Personnel with special skills that can be used anywhere within the ICS organization.

TEAM - Specified combinations of the same kind and type of resources, with common communications and a leader

TEMPORARY FLIGHT RESTRICTIONS (TFR) - Temporary airspace restrictions for non-emergency aircraft in the incident area. TFR's are established by the FAA to ensure aircraft safety and are normally limited to a five-nautical-mile radius and 2000 feet in altitude.





























TIME UNIT - Functional unit within the Finance Section responsible for recording time for incident personnel and hired equipment.

UNIFIED COMMAND (UC) - In ICS, Unified Command is a unified team effort which allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility or accountability.

UNIT - That organizational element having functional responsibility for a specific incident planning, logistic, or finance activity.

VESSEL SUPPORT UNIT - Functional unit within the Support Branch of the Logistics Section responsible for implementing the Vessel Routing Plan and coordinating transportation on the water and between shore resources

VOLUNTEER - Any individual accepted to perform services by the Lead Agency which has the authority to accept volunteer services. A volunteer is subject to the provisions of the authorizing statute.

ICS MAP DISPLAY SYMBOLOGY		
SUGGESTED FOR PLACEMENT ON BASE MAP		SUGGESTED FOR PLACEMENT ON OVERLAY
MINIMUM RECOMMENDED		BLUE
BLACK	 Highlighted Geographic	 Staging Area
	 Or	 Hospital/First Aid
	 Manmade Features	 Radio Communications
		 Telephone
BLACK	 Completed Dozer Line	BLUE
	 Completed Boom line	 Boom Deployed
	 Completed Pompom line	 OSRV
		 Skimmer
BLACK	10 Spill/Hazard Origin	RED
	AUG  (Identify Type of Hazard,	
	1430 e.g., Powerlines)	
BLUE	 Incident Command Post	
	 Incident Base	 Diving Bird
	 Camp (Identify by Name)	 Gull/Tern
	 Helispot (Location & Number)	 Shorebird
	 Helibase	 Wading Bird
		 Coral Reef
		 Fish
		 Nursery Area
		 Sea Otter
		 Seal
TO BE USED ON INCIDENT BRIEFING & ACTION PLAN MAPS (NO COLOR)*		

MEETINGS AND BRIEFINGS

The period of INITIAL RESPONSE AND ASSESSMENT occurs in all incidents. Short term responses (small in scope and/or duration, e.g. few resources working one operational period) can often be coordinated using only 201 Briefings.

Longer term, more complex responses will likely require a dedicated Planning Section Chief (PSC) who must arrange for transition into the OPERATIONAL PERIOD PLANNING CYCLE. Certain meetings, briefings, and information gathering during the Cycle lead to the Incident Action Plan (IAP) that guides operations of the next operational period. Only the meetings and events directly relevant to assembling the IAP are described. The IC/UC specifies the operational periods (e.g., 72 hour shifts, sunrise to sunset, 24 hour shifts).

The SPECIAL PURPOSE meetings are most applicable to larger incidents requiring an OPERATIONAL PERIOD PLANNING CYCLE, but may have utility during INITIAL RESPONSE AND ASSESSMENT. The UNIFIED COMMAND MEETING is described in some detail, other special purpose meetings are briefly noted.

INITIAL RESPONSE AND ASSESSMENT

INCIDENT BRIEFING (ICS 201). During the transfer of command process, an ICS 201 formatted briefing provides the incoming IC/UC with basic information regarding the incident situation and the resources allotted to the incident.

Most importantly it is the Incident Action Plan (IAP) for the initial response and remains in force and continues to develop until the response ends or the Planning Section generates the incident's first IAP. It is also suitable for briefing individuals newly assigned to Command and General Staff as well as needed assessment briefings for the staff.

When: New IC/UC; staff briefing as required

Briefer: Current IC/UC

Attendees: Prospective IC/UC; Command and General Staff as required

Agenda: Using ICS 201 as an outline, include:

1. Situation (note territory, exposures, safety concerns, etc. use map/charts).
2. Objectives and priorities.
3. Strategy(s) and tactics.
4. Current organization.
5. Resource assignments.
6. Resources enroute and/or ordered.
7. Facilities established.

OPERATIONAL PERIOD PLANNING CYCLE (Events most related to assembling IAP)

TACTICS MEETING. This 30 minute meeting creates the blue print for tactical deployment during the next operational period. In preparation for the Tactics Meeting, the IC/UC, PSC, and OPS review the current IAP and situation status information as provided through the Situation Unit to assess work progress against IAP objectives. The OPS/PSC will jointly develop primary and alternate strategies to meet objectives for consideration at the next PLANNING MEETING.

When: Prior to PLANNING MEETING

Facilitator: PSC

Attendees: IC/UC, PSC, OPS, LSC, RUL, SUL

Agenda:

1. Objectives for the next operational period (clearly stated and attainable with the resources available, yet flexible enough to allow OPS to choose tactics).
2. Strategies (primary and alternatives).
3. Prepare a draft of ICS for 215 to identify resources that should be ordered through Logistics. This process can be completed by OPS and RUL after the meeting adjourns, with RUL preparing a poster size 215 for the PLANNING MEETING.

PLANNING MEETING. This meeting develops incident objectives, strategies, and tactics and identifies resource needs for the next operational period. Depending on incident complexity, this meeting should last no longer than 45 minutes. It fine tunes objectives and priorities, identifies and solves problems, and defines work assignments and responsibilities on a completed ICS Form 215 (Operations Planning Worksheet). Meeting preparations include conducting a **TACTICAL MEETING**. Displays in the meeting room should include Objectives (ICS 202) for the next period, large sketch maps or charts clearly dated and timed, poster size Operational Planning Worksheet (ICS 215), current resource inventory prepared by Resource Unit, and current situation status displays prepared by Situation Unit. After the meeting, ICS 215 is used by Logistics Section Chief (LSC) to prepare the off-incident tactical and logistical resource orders, and used by PSC to develop IAP assignment lists.

When: After the UC and **TACTICAL MEETINGS**

Facilitator: PSC

Attendees: Determined by IC/UC, generally IC/UC, Command Staff, General Staff, AOps, RUL, SUL, and Technical Specialists as required.

Agenda:	Primary Responsibility
---------	------------------------

- | | |
|---|-----------------|
| 1. State incident objectives-Policy issues. | IC/UC |
| 2. Briefing of situation, critical and sensitive areas, weather/sea forecast, resource status/availability. | |
| | PSC w/SUL, RUI |
| 3. State primary and alternative strategies to meet objectives. | OPS w/PSC, LSC |
| 4. Designate Branch, Division, Group boundaries and functions as appropriate, use maps and ICS 215. | |
| | OPS |
| 5. Specify tactics for each Division, note limitations. | |
| | OPS, SUL assis |
| 6. Specify resources needed by Divisions/Groups. | |
| | OPS, w/PSC, LSC |
| 7. Specify operations facilities and reporting locations-p on map. | OPS, LSC assis |
| 8. Develop resources, support, and overhead order (orders). | PSC, LSC |
| 9. Consider support: communications, traffic, safety, medical, etc. | LSC, PSC assis |
| 10. Contributing organization/agency considerations regarding work plan. | LO |
| 11. Safety considerations regarding work plan. | SO |
| 12. Media considerations regarding work plan. | IO |
| 13. Finalize, approve work plan for next operational period. | IC |

INCIDENT ACTION PLAN (IAP) PREPARATION. PLANNING MEETING attendees immediately prepare their assignments for the IAP to meet the PSC deadline for assembling the IAP components. The deadline will be early enough to permit timely IC/UC approval, and duplication of sufficient copies for the OPERATIONS BRIEFING and for overhead.

When: Immediately following PLANNING MEETING
PSC assigns deadline

Facilitator: PSC

Common Components: Responsible to Prepare

- | | |
|--|---------------------------------|
| 1. Incident Objectives (ICS 202). | Resources Unit |
| 2. Organization List/Chart (ICS 203 or 207). | Resources Unit |
| 3. Assignment List (ICS 204). | Resources Unit
Planning Unit |
| 4. Communication Plan (ICS 205). | Communications Unit |
| 5. Medical Plan (ICS 206). | Medical Unit |
| 6. Incident Map. | Situation Unit |

Optional Components (use as pertinent):

- | | |
|--------------------------------------|--------------------------------|
| 1. Air Operations Summary (ICS 220). | Air Operations Branch Director |
| 2. Traffic Plan. | Ground Support Unit |
| 3. Demobilization Plan. | Demobilization Unit |

OPERATIONS BRIEFING. This less than 30 minute meeting conveys the IAP for the oncoming shift to the response organization. After this meeting, off-going field supervisors should be interviewed by their chiefs and by OPS in order to further confirm or adjust the course of the new shift's IAP. Shifts in tactics may be made by the operations section supervisor in whose purview they are. Similarly, a supervisor may reallocate resources within the division to adapt to changing conditions.

When: About an hour prior to each shift

Facilitator: PSC

Attendees: IC/UC, Command Staff, General Staff, Branch Directors, Division/Group Supervisors, Task Force/Strike Team Leaders (if possible), Unit Leaders, others as appropriate.

Agenda:	Responsible to Present
1. Review of IC/UC Objectives, changes to IAP.	PSC
2. Current response actions and last shift's accomplishments.	OPS
3. Weather and sea conditions forecast.	SUL
4. Division/Group and air operations assignment.	OPS
5. Trajectory analysis.	SUL
6. Transport, communications, supply updates.	LSC
7. Safety message.	SO
8. Financial report.	FSC
9. Media report.	IO
10. Contributing organization/agency reports of concern.	LO
11. Incident Action Plan approval and motivational remarks.	IC/UC

SPECIAL PURPOSE

UNIFIED COMMAND MEETING. Provides UC officials with an opportunity to discuss and concur on important issues prior to joint incident action planning. The meeting should be brief, and important points documented. Prior to the meeting, parties should have an opportunity to review and prepare to address the agenda items. Planning meetings will use the results of this meeting to decide on tactical operations, establish resource requirements and determine availability, make assignments, establish a unified operations section, and establish combined planning, logistics, and finance sections as needed.

When: When UC is formed, prior to the first operational prior planning meeting

Facilitator: UC member

Attendees: Only IC's that will comprise UC

Agenda:

1. Jurisdictional priorities and objectives.
2. Present jurisdictional limitations, concerns restrictions.
3. Develop collective set of incident objective.
4. Establish and agree on acceptable priorities.
5. Adopt an overall strategies to accomplish objectives.
6. Agree on basic organization structure.
7. Designate the best qualified and acceptable Operations Section Chief.
8. Agree on General Staff personnel designations and planning, logistical, and finance agreements and procedures.
9. Agree on resource ordering procedures to follow.
10. Agree on cost-sharing procedures.
11. Agree on informational matters.
12. Designate one official to act as the Unified Command spokesperson.

OTHER SPECIAL PURPOSE MEETINGS

These meetings/briefings are held as required to improve operations.

COMMAND STAFF MEETING. Coordinate Command Staff functions, responsibilities, objectives. It is held before the TACTICAL MEETING. Command Staff (IC/UC, SO, LO, IO) attend.

COMMAND AND GENERAL STAFF Breakfast/Supper. An opportunity for the Command (IC/UC, SO, LO, IO) and General Staff (OPS, PSC, LSC, F/ASC) to gather under informal and relaxing conditions to share and update each other on developing issues.

BUSINESS MANAGEMENT MEETING. This under 30 minute meeting develops and updates the operating plan for finance and logistics support. The agenda could include: finance requirements and criteria imposed by contributing organizations, business operating plan for resource procurement and incident funding, cost analysis and financial summary data. Attendees include: F/ASC, Cost UL, LSC, Supply UL, DU. It is generally conducted before the PLANNING MEETING.

AGENCY REPRESENTATIVE MEETING. To update agency representatives and ensure that they can support IAP. Conducted by LO, attended by Agency Representatives. Most appropriately held after the **PLANNING MEETING** in order to announce plans for next operational period, yet allow for changes should the plan's expectations be unattainable by an agency.

PRESS CONFERENCE. To brief media and the public that the incident is being handled competently. Conducted by IO and usually featuring IC/UC with assistance of response organization members required to address a particular issue.

INCIDENT COMMAND SYSTEM FORMS INDEX		
ICS Form #	Form Title	Prepared By
201 _Δ	Incident Briefing	Initial Response IC
202 _Δ	Response Objectives*	Planning Section Chief
203 _Δ	Organization Assignment List*	Resources Unit Leader
204 _Δ	Division Assignment List*	Ops. Chief & Resources Unit
205	Incident Radio Comms Plan*	Comms Unit Leader
206	Medical Plan*	Medical Unit Leader
207	Organization Chart	Resources Unit Leader
208	Site Safety Plan	Safety Officer
OS-209 _✦	Incident Status Summary	Situation Unit Leader
210	Status Change Card	Communications Center
211	Check-in List	Resources Unit at multiple locations
213	General Message Form	Any message originator
214	Unit/Activity Log	All Positions
215	Operational Planning Worksheet	Operations Section Chief & Planning Section Chief
216	Radio Requirements Worksheet	Comms Unit Leader
217	Radio Frequency Assignment	Comms Unit Leader
218	Support Vehicle Inventory	Ground Support Unit Leader
219	Resource Status Card	Resources Unit Leader
220 _Δ	Air Operations Summary	Logistics Section Chief
221	Demobilization Checkout	Demobilization Unit Leader
OS-230 _◇	Daily Meeting Schedule	Situation Unit Leader
OS-231 _◇	Meeting Description	Situation Unit Leader
OS-232 _◇	Resources at Risk Source*	Situation Unit Leader
___ _◇	Initial Notification Sheet (ACP, ANNEX 1, TAB A)	Person receiving initial report of incident
___ _◇	Executive Summary	Planning Section Chief
___ _◇	General Plan	Planning Section Chief
___ _◇	ICS IAP Cover*	Situation Unit Leader

✦ Form is significantly changed from the original ICS version.

Δ ICS form has been slightly modified for oil spills, either version can be used.

◇ No ICS form equivalent. * Commonly used in written Incident Action Plans (IAP)

INCIDENT SITUATION DISPLAY

The collection and display of information about an incident and the nature and status of response operations is a critical aspect of establishing and maintaining a command and control environment, and promotes effective and efficient communications. Ideally, pre-designed status boards should be used for display to ensure that critical information is captured and presented in a clear and logical fashion.

Status boards that depict information that is of use to two or more Sections in an Incident Command Post should be grouped together in an area called the Incident Situation Display. Incident Situation Display should be viewed as the one place in an Incident Command Post where anyone can go, at any time, to learn about the nature and status of an incident and response operations.

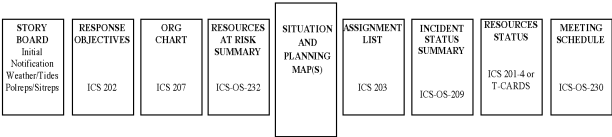
Status boards in the Incident Situation Display should be limited in number and should be displayed in an ordered fashion to ensure that they impart an integrated and coherent message concerning: (1) the incident (e.g., nature and location of source, status of source, type and quantity of material spilled or emitted, and the environmental conditions affecting the response); and (2) the nature and status of response operations to address the incident. The diagram presents an example of an Incident Situation Display layout that is consistent with a logical left to right viewing.

A Incident Situation Display should be established and maintained by the Situation and Resource Unit Leaders. It should be situated in a highly visible and easily accessible location, in close proximity to the Planning Section and 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 an Incident Situation Display is established and maintained by personnel in the Planning Section, it belongs to everyone in the ICS. To the extent the Incident Situation 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 information posted in the Incident Situation Display is accurate and up-to-date. It is likewise the responsibility of the status board monitors within the Situation Unit to seek out sources and establish paths and schedules for needed information.

As time allows, black-and-white, 8" by 10" versions of the status board information should be prepared. These documents should be time-stamped and distributed within the ICS and remotely, and copies should be made available at Incident Situation Display.

This is an **example** of Status Boards for Situation Display. For planning purposes only.



NATIONAL CONTINGENCY PLAN (NCP)

SUBPART D- OPERATIONAL PHASES FOR OIL REMOVAL

- PHASE I - DISCOVERY OR NOTIFICATION
- PHASE II - PRELIMINARY ASSESSMENT AND INITIATION OF ACTION
- PHASE III - CONTAINMENT, COUNTERMEASURES, CLEANUP AND DISPOSAL
- PHASE IV - DOCUMENTATION AND COST RECOVERY

RESPONSE OBJECTIVES:

- SAFETY OF LIFE AND HEALTH
- CONTROL THE SOURCE
- CONTAINMENT
- COMPLETE NOTIFICATIONS
- PROTECT SENSITIVE AREAS
- RECOVER PRODUCT
- REHABILITATE WILDLIFE/RESOURCES
- CLEAN IMPACTED AREAS
- COORDINATE RESPONSE ACTIONS
- DOCUMENT RESPONSE
- CUSTOMIZE RESPONSE ORGANIZATION
- THINK AHEAD: ANTICIPATE NEEDS
- COMMUNICATION FLOW:
 - INTERNAL
 - EXTERNAL