



HOLLY ENERGY PARTNERS

Logistics Section ICS Job Aid

4th Edition
April 2024

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CONTINGENCIES

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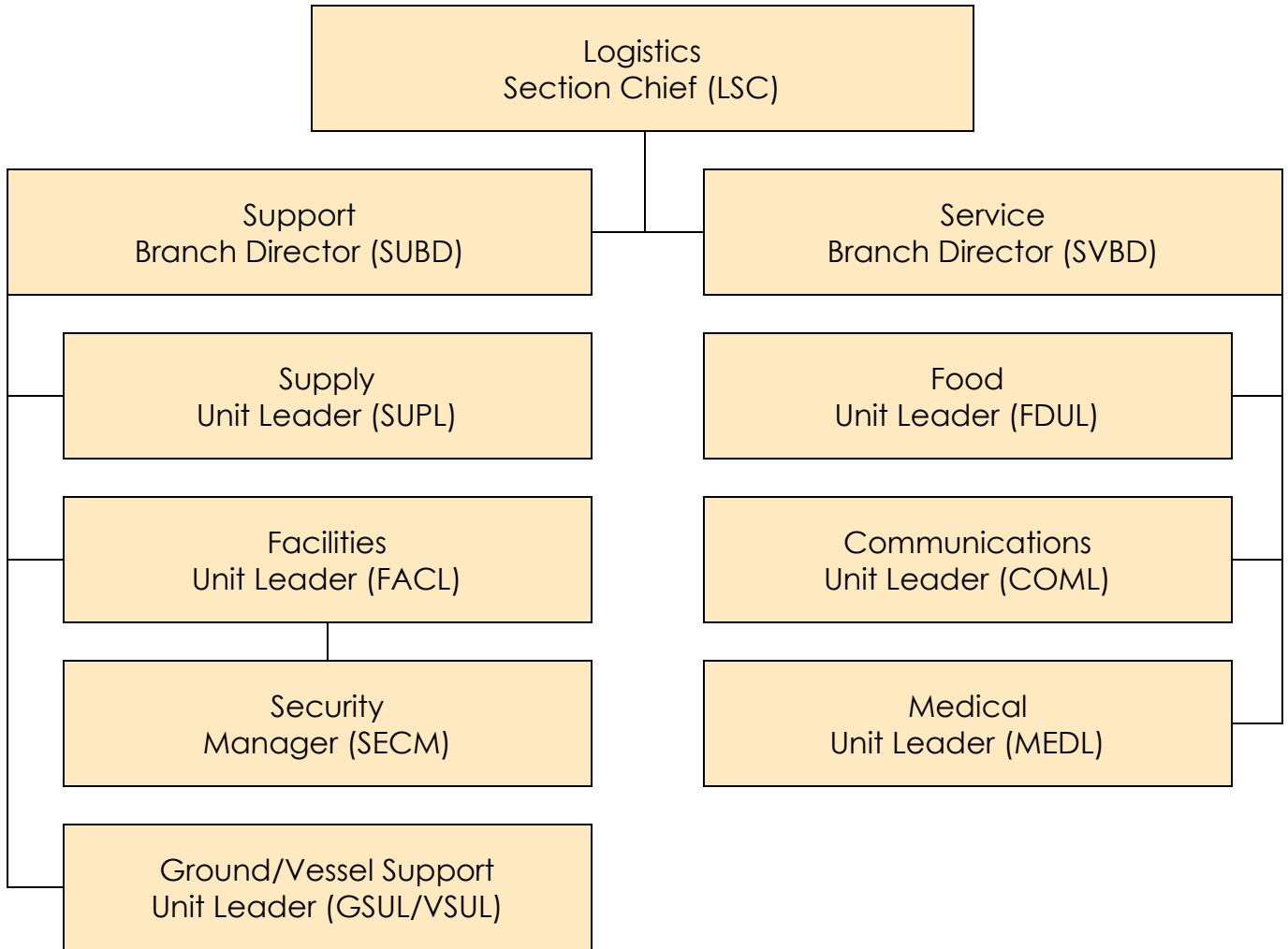
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ICS Organizational Chart



Overview

Logistics Section Chief (LSC): Responsible for providing facilities, services, personnel, and materials in support of the incident.

Support Branch Director (SUBD): Responsible for the development and implementation of logistical plans in support of the Incident Action Plan (IAP). Oversees the Supply, Facilities, and Ground/Vessel Support Units.

Supply Unit Leader (SPUL): Responsible for ordering, receiving, and distributing equipment (both tactical and non-tactical), personnel, and supplies in support of the incident.

Facilities Unit Leader (FACL): Responsible for the setup, maintenance, and demobilization of incident facilities, in particular the Incident Command Post (ICP).

Security Manager (SECM): Responsible for providing safeguards to protect personnel and property from loss or damage.

Ground/Vessel Support Unit Leader (GSUL/VSUL): Manages transportation resources and coordinates development and implementation of the Incident Traffic Plan and Vessel Routing Plan.

Service Branch Director (SVBD): Responsible for managing service-related activities at the incident, including the Food, Communications, and Medical Units.

Food Unit Leader (FDUL): Responsible for supplying the food needs for all incident personnel.

Communications Unit Leader (COML): Responsible for obtaining, distributing, and supporting the operation of telephone, radio, and electronic communications equipment and the data management infrastructure to support information flow.

Medical Unit Leader (MEDL): Responsible for developing the Medical Plan, providing medical care, and overseeing the health of response personnel.

Tasks & Responsibilities

- Check-in at the designated reception area in the Incident Command Post (ICP).

Note: Personnel Check-in List (ICS-211p) is typically used to facilitate the check-in process. This form includes entries relating to each individual's name, affiliation (agency/organization), telephone number, and email address, and may be expanded to include job qualifications, hotel/transportation arrangements, etc.

- Obtain incident credentials/badges during check-in, as warranted.
- Receive assignment instructions.
- Review and sign the Site Safety & Health Plan (ICS-208), indicating your awareness and understanding.

Note: As a member of the Command and General Staff, it is critical that you understand potential hazards and mitigation strategies associated with the incident. Although you may only be subject to a few of these hazards, knowledge can be the difference between zero accidents and preventable injuries.

- Gather background knowledge on the incident prior to starting your assignment. Obtain and review a copy of the Incident Briefing (ICS-201) forms, if available, which convey basic information regarding the incident and serve as the Incident Action Plan (IAP) during the early stages of the response.
- Establish a work location inside the Incident Command Post (ICP), in close proximity to the Finance Section.
- Acquire necessary work materials and supplies.
- Don the appropriate (color-coded) ICS position-specific vest for ease of identification in the Incident Command Post (ICP).

Note: The Logistics Section is typically represented by the color orange.

- Initiate a log of actions, decisions, events, and conversations, using Section/Unit Activity Log (ICS-214) (page 148) or Individual Activity Log (ICS-214a) (page 149).
- Review the Incident Management Handbook (IMH), ICS job aids, standard operating procedures (SOPs), company spill plans, regional/local emergency plans, and other relevant documentation.

Tasks & Responsibilities (Cont'd)

- Receive an initial briefing from the Incident Commander (IC) regarding:
 - incident situation, including magnitude and potential.
 - current ICS organizational structure.
 - estimate of the potential future size of the response organization.
 - agencies and jurisdictions involved in the incident.
 - incident priorities and objectives.
 - resources both on-scene and enroute.
 - incident facilities already established, if any.
 - incident facilities requiring setup, in priority order.
 - logistical functions to be accomplished, e.g., food, sanitation, security, medical, transportation, communications/message center, etc.
 - resource ordering authority.
 - length of the operational period.
 - meeting schedule, if established.
 - expected incident duration.

- Organize and assemble members of the Logistics Section. Clarify tasks, responsibilities, and expectations. Consider the following assignments, based on the magnitude and complexity of the incident:
 - Supply Unit Leader (SUPL).
 - Facilities Unit Leader (FACL).
 - Security Manager (SECM).
 - Ground/Vessel Support Unit Leader (GSUL/VSUL).
 - Food Unit Leader (FDUL).
 - Communications Unit Leader (COML).
 - Medical Unit Leader (MEDL).

Note: Staffing limitations or span-of-control considerations may dictate a Support Branch and Service Branch, each managed by a Director (SUBD/SVBD).

- Formalize procedures to receive and process requests for additional equipment, personnel, supplies, and services, using the appropriate requisitioning and ordering forms (ICS-213-RR) (page 150). Appoint a Supply Unit Leader (SUPL), as appropriate (pages 12-26).

- Identify candidate locations for the Incident Command Post (ICP). Consider hotels, community centers, conference facilities, HEP corporate/regional offices, etc. Outfit incident facilities with the proper equipment and supplies, plus arrange for necessary services, including housekeeping, catering, sanitation, maintenance, etc. Designate a Facilities Unit Leader (FACL), as appropriate (pages 27-40).

Tasks & Responsibilities (Cont'd)

- Determine lodging requirements for response personnel. Arrange overnight hotel/motel accommodations for members of the HEP Incident Management Team (IMT), as necessary, using Shelter/Accommodations Plan (ICS-308a) (page 38) for documentation purposes.
- Outline a Security Plan for incident operations. Assign law enforcement and/or contracted security guards at the respective incident facilities and establish a credentialing process, using color-coded badges with stamped control numbers or barcodes, for incident personnel. Nominate a person to occupy the role of Security Manager (SECM), as appropriate (pages 41-47).
- Manage the “motor pool” of dedicated ground transportation vehicles and “fleet” of marine vessels to ensure they are properly allocated and used in support of tactical operations. Coordinate transportation assignments/schedules and provide fueling, maintenance, and repair services, as appropriate. Assign a Ground/Vessel Support Unit Leader (GSUL/VSUL), as appropriate (pages 48-56).
- Supply the food consumption needs for all tactical responders and overhead personnel. Arrange/schedule meals and subsistence support, as necessary. Elect an individual to serve as Food Unit Leader (FDUL), as appropriate (pages 57-71).
- Assess incident communications requirements, potentially encompassing landline, cellular, and satellite telephones, handheld radios, wired/wireless computer networks, etc. Enlist the help of a Communications Unit Leader (COML), as appropriate (pages 72-80).
- Provide expertise on medical issues that may arise from incident response operations and serve as liaison with public health authorities. Delegate responsibilities to a Medical Unit Leader (MEDL), as appropriate (pages 81-88).
- Consider logistical obligations assumed by HEP in support of any community evacuations and/or other public protection measures. Work with organizations such as the American Red Cross to provide shelter, transportation, and meals for evacuees. Staff the Logistics Section with a Human Resources Advisor to manage issues relating to community impacts, as appropriate.
- Examine the need for 24-hour staffing.

Tasks & Responsibilities (Cont'd)

- Attend and participate in various meetings/briefings as part of the Operational Period Planning Cycle (pages 89-138).

Note: Attendance is typically required at the Incident Briefing, Command & General Staff Meeting, Tactics Meeting, Planning Meeting, and Operations Briefing.

- Take part in the Tactics Meeting. Advise on current service/support capabilities and estimate future resource demands and logistical requirements. Secure a copy of the completed Operational Planning Worksheet (ICS-215) (page 146) following the Tactics Meeting, hence confirm resource availability for planned and expected operations.
- Prepare service and support elements of the Incident Action Plan (IAP), including:
 - Incident Radio Communications Plan (ICS-205) (page 77).
 - Communications List (ICS-205a) (page 78).
 - Medical Plan (ICS-206) (page 86).
 - Incident Traffic Plan.
 - Vessel Routing Plan.
 - Incident Security Plan (pages 45-45).
- Contribute to discussions during both the Planning Meeting and Operations Briefing. Relate any supply, transportation, communications, medical, etc. issues regarding the proposed work plan.
- Convene a daily Business Management Meeting to review and update the financial/administrative operating plan.

Note: The Business Management Meeting provides an opportunity to review resource procurement guidelines, financial summaries, cost reports, incident funding, etc. Attendees potentially include the Logistics Section Chief (LSC), Supply Unit Leader (SUPL), Finance Section Chief (FSC), Cost Unit Leader (COST), and Procurement Unit Leader (PROC). The daily meeting should be held just prior to the Command & General Staff Meeting.

- Hold a daily "Family Meeting" with Logistics Section staff to provide an update on the incident situation, review Command's direction, and identify tasks for the current/upcoming operational period. Praise team members' actions, while recognizing noteworthy accomplishments. Schedule the meeting upon conclusion of the Command & General Staff Meeting.

Tasks & Responsibilities (Cont'd)

- Periodically brief the Incident Commander (IC) on any problems, recommendations, outstanding issues, follow-up requirements, etc.
- Audit demobilization plans to determine scheduling for the reduction of incident operations. Hence coordinate the release of "non-tactical" resources in conformance with the Demobilization Plan.
- Support demobilization efforts by:
 - making necessary travel and transportation arrangements for incident personnel and equipment.
 - restoring incident facilities to their original (pre-spill) condition.
 - ensuring the return of all equipment that was checked out during the response, such as radios, computers, cameras, and personal protective equipment (PPE).
 - properly disposing of surplus supplies.
 - submitting Logistics Section records to the Documentation Unit (DOCL).
- Complete a daily log of actions, decisions, events, and conversations, using either Section/Unit Activity Log (ICS-214) (page 148) or Individual Activity Log (ICS-214a) (page 149). File all completed log sheets with the Documentation Unit (DOCL).

ICS Forms & Reports

The Logistics Section Chief (LSC) is responsible for preparing the following ICS forms and reports:

Incident Radio Communications Plan (ICS-205)	Communications List (ICS-205a)	Medical Plan (ICS-206)	Resources Request (ICS-213-RR)
Section/Unit Activity Log (ICS-214)	Individual Activity Log (ICS-214a)	Support Vehicle Inventory (ICS-218)	Facility Needs Assessment Worksheet (ICS-235)
Resource Ordering Matrix/ Spreadsheet (ICS-261)	Transportation Plan (ICS-307)	Feeding Plan (ICS-308)	Shelter/ Accommodations Plan (ICS-308a)

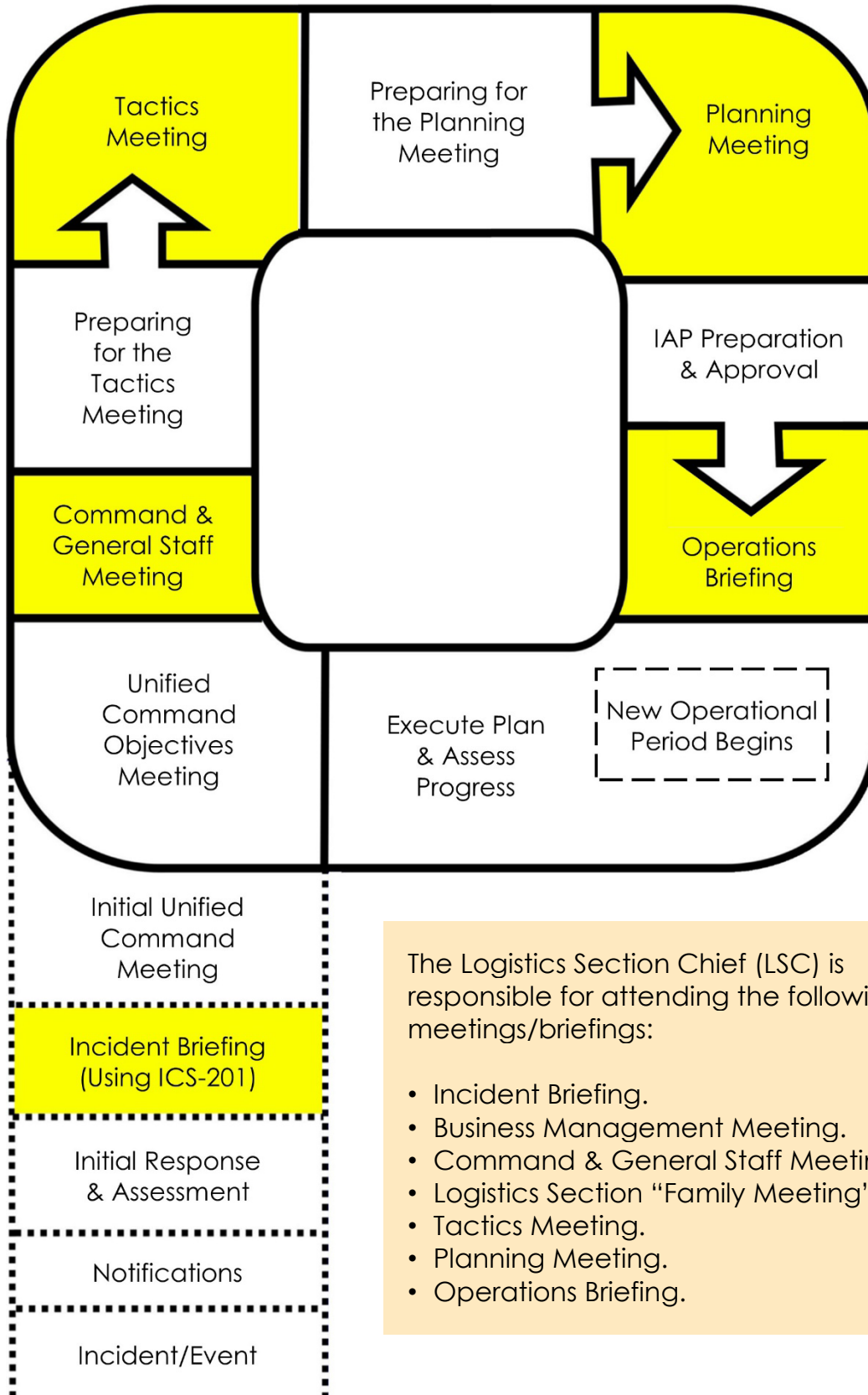
ICS Forms & Reports (Cont'd)

Incident
Security
Plan

Incident
Traffic
Plan

Vessel
Routing
Plan

Meetings & Briefings

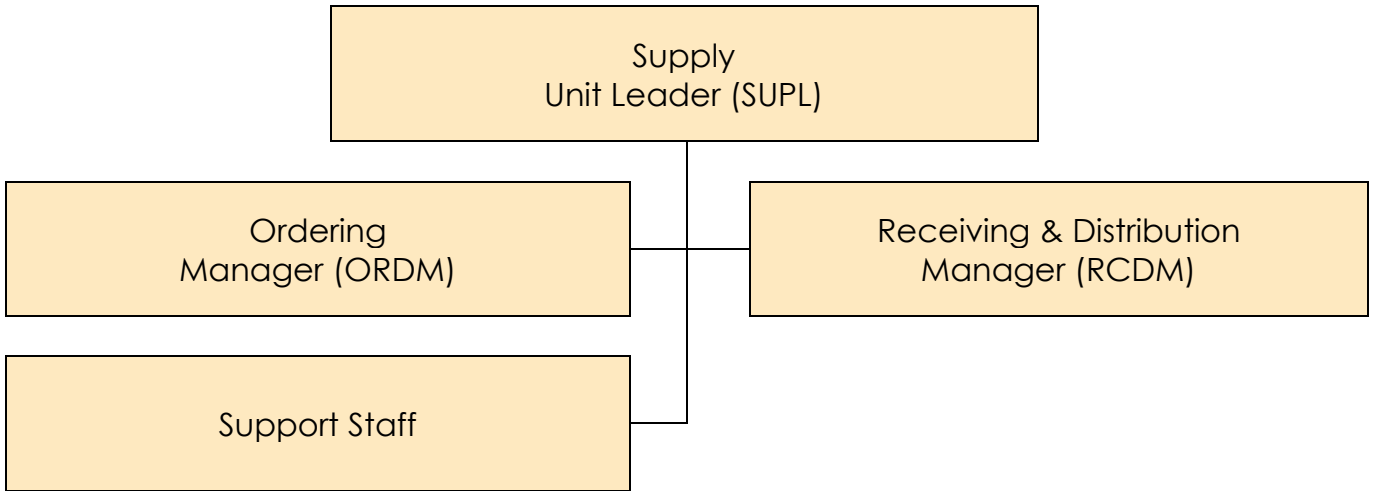


The Logistics Section Chief (LSC) is responsible for attending the following meetings/briefings:

- Incident Briefing.
- Business Management Meeting.
- Command & General Staff Meeting.
- Logistics Section “Family Meeting”.
- Tactics Meeting.
- Planning Meeting.
- Operations Briefing.

Supply Unit Leader (SUPL)

Unit Organization



Supply Unit Leader (SUPL)

Tasks & Responsibilities

- Assume responsibility for the acquisition and distribution of equipment, supplies, and services in support of the incident.
- Determine the type and amount of HEP-owned and contractor assets both on-hand and enroute, by consulting with on-scene company representatives, contractors, and emergency officials, while also referencing Resources Summary (ICS-201-4), if available, and Equipment/Personnel Check-in Lists (ICS-211).
- Confirm which Oil Spill Removal Organizations (OSROs) have been activated, if any, along with terms of engagement. Otherwise execute agreements with NRC Environmental Services, among others, to mobilize the necessary resources. Acquire/share contractor resource "picklists" with response managers.
- Obtain company-issued credit cards or purchasing cards (P-cards) to aid with the procurement of emergency resources. Ascertain maximum transaction and daily/monthly credit limits on supply purchases and professional services contracts. Assign a charge/accounting code for the incident.
- Secure (or develop) a roster of personnel who have resource ordering authority.
- Begin to order requested equipment, personnel, supplies, and services in support of Operations. Reference the OPA '90 Spill Response Plan, Area Contingency Plan (ACP), telephone directories (Yellow Pages), Chamber of Commerce business listings, internet search engines, company-approved vendor lists (AVLs), etc. for prospective contractors and suppliers.
- Prioritize the acquisition of "tactical" resources relating to source control, spill containment/recovery, and sensitive area/resource protection, which may include (depending on the scenario):
 - hard (skirted) boom.
 - small boats/flat-bottom skiffs.
 - vacuum trucks.
 - industrial vacuum loaders (vactors).
 - portable weir, disc, and/or drum skimmers.
 - transfer pumps, hoses, etc.
 - heavy equipment, e.g., front-end loaders, backhoes, dump trucks.
 - bulk storage fractionation (frac) tanks.
 - roll-off boxes (outfitted with liners).
 - portable/field-erect tanks (Fastanks).
 - absorbent materials (boom, pads, sweep, rolls, etc.).
 - pipeline repair sleeves/clamps.
 - Hazwoper-trained personnel.

Tasks & Responsibilities (Cont'd)

- Analyze logistical support requirements relating to:
 - food.
 - water (and ice).
 - sanitation, e.g., portable toilets, hand-washing stations, showers.
 - shelter, e.g., mobile office trailers, tents/canopies, cooling/heating stations.
 - communications.
 - transportation.
 - security.
 - personal protective clothing.
 - medical/first-aid supplies.
 - electricity/portable generators.
 - nighttime operations, e.g., light towers/plants.
 - equipment maintenance.
 - lodging.

- Formalize procedures to receive and process requests for equipment, personnel, supplies, and services (refer to the template on pages 18-19). Outline resource ordering parameters, authorities, and restrictions.

Note: As the response unfolds, a clearly defined time must be established when the Logistics Section assumes responsibility for all resource ordering, which will require close coordination with Operations and Planning staff. The establishment of a single location through which all incident orders are processed, e.g., Unified Ordering Point (UOP), is highly recommended.

- Use the appropriate requisitioning/ordering forms, preferably ICS-213-RR (page 20) or equivalent, to facilitate the resource procurement process.
- Assign an Ordering Manager(s) (ORDM) or “Buying Team” to receive and place orders, in response to large-scale or complex incidents. Consider dividing staff resource ordering responsibilities by discipline or category, e.g., equipment, personnel, supplies, facilities, etc.
- Publish (and circulate) a one-page flowchart (refer to the examples on pages 21-22) that visually depicts the ordering, procurement, receiving, and distribution process.
- Receive resource request forms (ICS-213-RR) from originators. Check for completeness. Confirm the appropriate entries are filled out relating to resource description, kind/type, qualifying specifications (e.g., size, horsepower, capacity, etc.), quantity, priority, desired delivery time, receiving location, etc.

Supply Unit Leader (SUPL)

Tasks & Responsibilities (Cont'd)

- Upon receipt of "tactical" resource requests, check with the Planning Section/Resources Unit (RESL) to ascertain whether the solicited resource may already be on-scene, awaiting deployment and uncommitted to a particular task. If available, pass along assignment instructions to the RESL and advise requestor of fulfillment.
- Otherwise, for "non-tactical" resources or "tactical" assets unavailable on-scene, request availability and price schedules from prospective contractors, suppliers, and vendors. Solicit multiple merchants to determine the most efficient and cost-effective source of procurement. Review contracts and rate sheets for acceptability, terms, and any special conditions.
- Forward contracts and rate sheets to the Finance Section/Procurement Unit (PROC) for in-depth review and analysis, prior to awarding contracts.
- Provide favored contractors and suppliers with documentation on approved rates and conditions, by issuing Purchase Orders (POs) (page 23). Ensure vendors are aware of authorization stipulations and restrictions.
- Assign a resource category designator and unique (sequential) tracking number, e.g., E-001 (Equipment Order Item #001), for each ordered item.

Note: Resource orders may be logically categorized as Equipment (E), Personnel (P), Supplies (S), or Facilities (F). Tracking numbers should be cross-referenced on Resources Request (ICS-213-RR) forms.

- Coordinate the delivery of equipment, materials, and supplies. Acquire physical addresses and driving directions for locations accepting deliveries, which may include the Incident Command Post (ICP), Staging Area, Central Supply Unit (CSU), specific operational worksites, etc.

Note: Land Use Agreements may need to be executed prior to the temporary occupation and interim storage of equipment and supplies at a particular location.

- Track ordered resources and provide ETAs. Promptly advise requesting parties of the expected arrival time, delivery location, and specific equipment or services promised.
- Notify the Planning Section/Resources Unit (RESL) as orders are placed. Pass along detailed resource information and ETA.

Supply Unit Leader (SUPL)

Tasks & Responsibilities (Cont'd)

- Place all resource orders in a timely manner, consolidating orders when possible. Cancel unfilled orders if the requesting party indicates the resource is no longer necessary. Suggest order cancellation (and alternatives) to the originator for unfillable orders. Identify and resolve any duplication of orders.
- Adopt an inventory and accountability system for tracking, shipping, and receiving. Log incoming, pending, and completed resource orders into a matrix or spreadsheet, using a format similar to ICS-261 (page 24).
- Maintain in-boxes (or folders) based on order status:
 - New Orders.
 - Pending Further Information.
 - Transportation.
 - In-Transit.
 - To Be Posted.
 - Standing Orders.
 - Completed.
- Establish a filing system for contracts, rate sheets, Purchase Orders (POs), resources request forms (ICS-213-RR), invoices, receipts, etc. File completed documentation in alphabetical order by vendor name. Scribe the resource order number on all receipts.
- Send copies of Purchase Orders (POs) to the Finance Section/Procurement Unit (PROC), along with a daily expense estimate or agreed fixed price. Forward invoices for payment.
- Submit copies of all requisitioning forms, contracts, Purchase Orders (POs), invoices, and other related documentation to the Documentation Unit (DOCL) for preservation.
- Maintain stocks of expendable/non-expendable supplies ready to be issued. Set up a Central Supply Unit (CSU), in the form of a shipping container, mobile trailer/van, warehouse, or garage, to provide response personnel with a "one-stop shop" for consumables, tools, and rental equipment, e.g., rakes, shovels, squeegees, absorbent materials, gear bags, personal protective equipment (PPE), rain gear, plywood, rope, chain, shackles, tents, drills, hammers, batteries, poly bags, drum liners, generators, compressors, etc. Enlist a Receiving & Distribution Manager (RCDM) to orchestrate the receipt and distribution of supplies and materials, as appropriate.

Supply Unit Leader (SUPL)

Tasks & Responsibilities (Cont'd)

- Arrange for inspections of equipment, vehicles, boats, machinery, etc. prior to use/deployment. Oversee service and repair, in coordination with the Ground/Vessel Support Unit (GSUL/VSUL), as appropriate.
- Perform periodic, random audits of ICS-213-RR documentation. Check all resource orders against records of resources received at the incident.
- Institute field inventory procedures at the respective Staging Areas and check-in stations, using check-in forms (ICS-211), receipt/distribution tickets, inventory spreadsheets, etc., in unison with the Planning Section/Resources Unit (RESL).
- Periodically consult with on-scene company representatives and contractors to identify shortfalls in equipment and supplies on-hand.
- Project future resource demands and service/support requirements for planned and expected operations, in coordination with the Logistics Section Chief (LSC).
- Alert the Logistics Section Chief (LSC) of any changes in resource availability which may affect incident operations.
- Contribute to discussions at the daily Business Management Meeting, as appropriate.

Note: The Business Management Meeting provides an opportunity to review resource procurement guidelines, financial summaries, cost reports, incident funding, etc. Attendees potentially include the Logistics Section Chief (LSC), Supply Unit Leader (SUPL), Finance Section Chief (FSC), Cost Unit Leader (COST), and Procurement Unit Leader (PROC). The daily meeting should be held just prior to the Command & General Staff Meeting.

- Participate in the Operations Briefing, upon request.
- Assist the Planning Section/Resources Unit (RESL) track resources upon implementation of the Incident Demobilization Plan.
- Periodically brief the Logistics Section Chief (LSC) on any problems, recommendations, outstanding issues, follow-up requirements, etc.
- Complete a daily log of actions, decisions, events, and conversations, using either Section/Unit Activity Log (ICS-214) (page 148) or Individual Activity Log (ICS-214a) (page 149). File all completed log sheets with the Documentation Unit (DOCL).

Resource Ordering Process (example)

Described below is the "Resource Ordering Process" for the [INSERT NAME] Incident as agreed upon at the Business Management Meeting held on [INSERT DATE] between the LSC and FSC.

The following procedures will be adhered to:

- (a) SPUL has a purchase card and \$25,000.00 warranted for supply purchases and \$3,000.00 authority for services.
- (b) PROC has unlimited purchase authority and will be on-site for the duration of the incident.
- (c) All orders over \$100,000.00 must be approved by the IC prior to obligation.
- (d) SPUL is responsible for all personnel orders and equipment/supply purchases within warrant capability.
- (e) PROC is responsible for all others, including Basic Ordering Agreement (BOA).
- (f) SPUL and PROC shall maintain "order documentation" at a single location, filed by ICS-213-RR number and cross-referenced by "Order Number".
- (g) A single DCN (Document Control Number) Log shall be used by the SPUL and PROC.
- (h) All orders shall be tracked on a Resource Tracking Matrix (ICS-261) by the SPUL and PROC.
- (i) SPUL shall receive all orders and notify requestors of status. SPUL shall maintain close contact with the RESL to keep updates on resources checked-in.
- (j) PROC is responsible for all incident accountable property tracking.

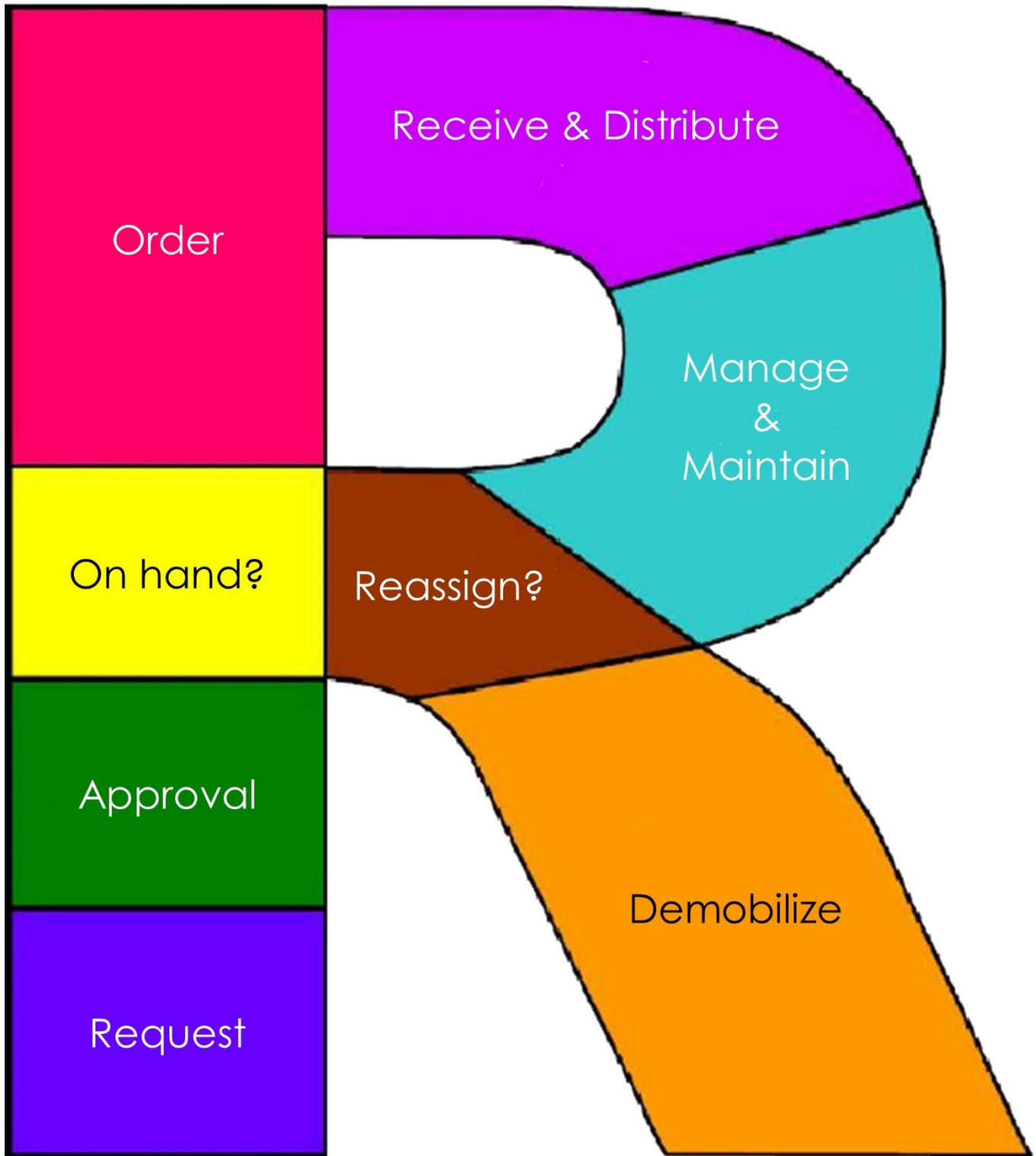
Resource Ordering Process (example) (Cont'd)

- (k) SPUL and PROC shall coordinate with the RESL and TIME/COST for resource demobilization based on the Incident Demobilization Plan.
- (l) ICS-213-RR processing procedures:
 - (i) LSC/SPUL reviews for accuracy, determines funding, validates need, etc.
 - (ii) LSC signs all ICS-213-RR forms.
 - (iii) For items that fall within parameters of "a" above, the SPUL takes all action necessary, provides copy of all documents to the COST and PROC.
 - (iv) PROC takes all action on items covered in "b" above.
 - (v) If request is denied or canceled, requestor is provided written explanation and the Resource Tracking Matrix (ICS-261) is updated to reflect it.
- (m) FSC will assign one member to perform audits of random sample ICS-213-RR file documentation at least every third day. Results shall be reported to the LSC and FSC.

Resources Request (ICS-213-RR)

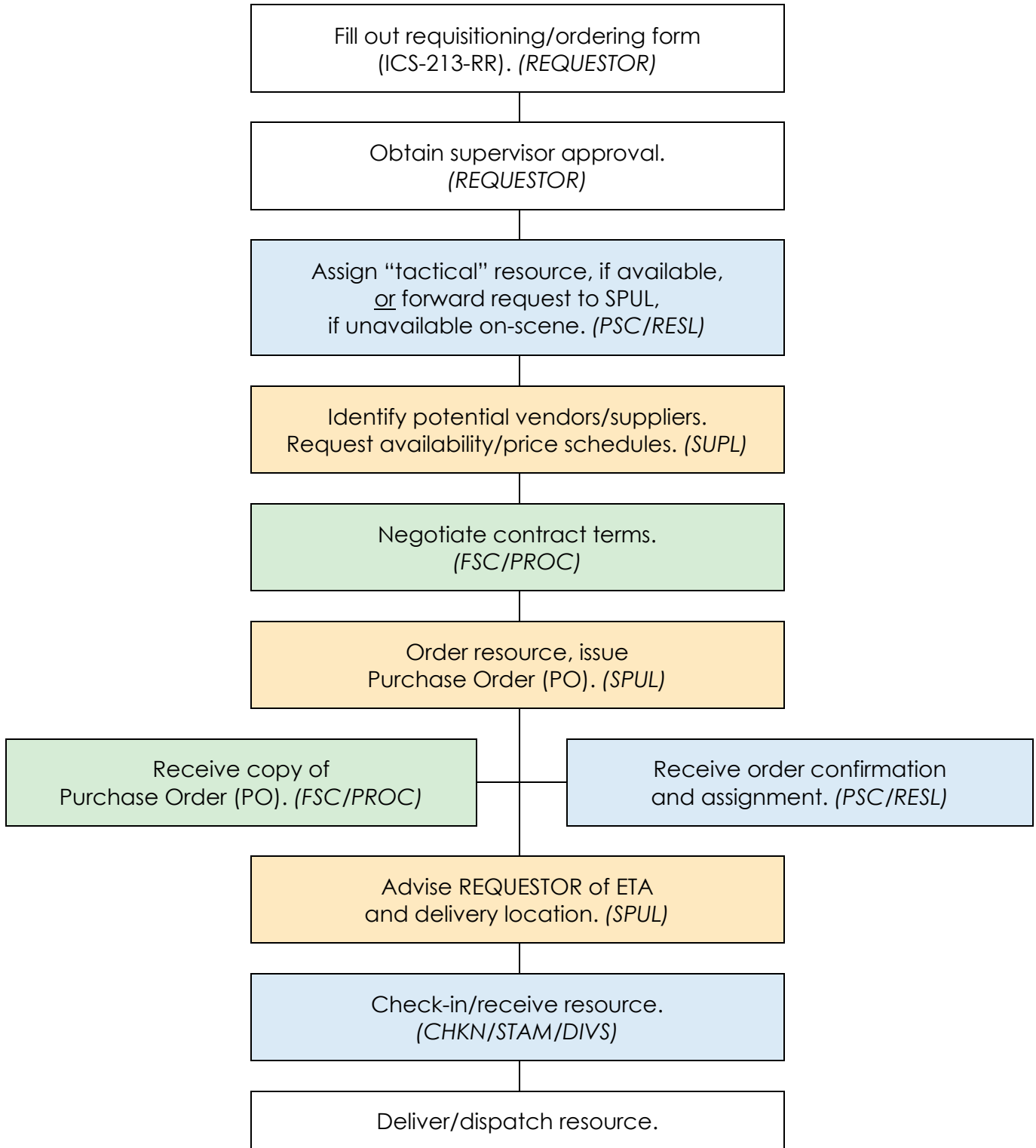
Incident Name:		Preparation Date/Time:				Resources Request #:			
Requester completes the entries below, including resource description, type/kind, quantity, delivery location, reporting date/time, priority (urgent/routine/low), and suggested source(s) of supply:									
Resource Description	Type/Kind	Quantity	Delivery Loc.	Reporting Date/Time	Priority	Tracking #	ETA	Cost	
Suggested Source(s) of Supply (use additional forms when requesting different sources of supply):									
Requestor's Name/Position:			Telephone #:		Date/Time:		Supervisor Approval:		Date/Time:
Planning Section (Resources Unit) completes the following entries regarding the on-site availability of requested resources:									
Is the request for tactical equipment or personnel resources? <input type="checkbox"/> Yes <input type="checkbox"/> No					Resources Unit Signature: <input type="checkbox"/> Yes <input type="checkbox"/> No				
If yes, is the resource currently available (unassigned)? <input type="checkbox"/> Yes <input type="checkbox"/> No					Date/Time:				
Logistics (Supply Unit)/Finance (Procurement Unit) completes the following entries, including purchase order # and name of vendor:									
Requisition/Purchase Order (PO) #:			Ordering Manager:			Logistics Section Signature:		Date/Time:	
Name of Supplier/Vendor:			Supplier/Vendor Telephone/Email:			Finance Section Signature:		Date/Time:	
Remarks/Comments:									

Resource "R"



Supply Unit Leader (SUPL)

Resource Ordering Flowchart



Supply Unit Leader (SUPL)

Purchase Order (PO)

Purchase Order (PO) #:	Date:	Requisitioned By:		
Issued To:		Ship To:		
Shipping Method:	Shipping Terms:	Delivery Date/Time:		
Description	Quantity	Unit	Unit Price	Total
<i>Note: The Purchase Order (PO) # must appear on all invoices, packaging, etc. Please notify us immediately if you are unable to complete this order by the date/time specified.</i>			Subtotal	
			Sales Tax	
			Shipping & Handling	
			Total	
Authorized By:	ICS Position/Assignment:	Date/Time:		

Resource Ordering Matrix/Spreadsheet (ICS-261)

Incident Name:															Location:																																										
In-Service Date	Acquisition Method	Item Name & Model #	Serial #	Actual Cost	ICS-213-RR Request #	Issued To (Name)	Issued To (Location)	Issue Date	Date Returned To Supply Unit	Current Disposition	Final Disposition Date																																														

Supply Unit Leader (SUPL)

ICS Forms & Reports

The Supply Unit Leader (SUPL) is responsible for preparing the following ICS forms and reports:

Resources
Request
(ICS-213-RR)

Section/Unit
Activity Log
(ICS-214)

Individual
Activity Log
(ICS-214a)

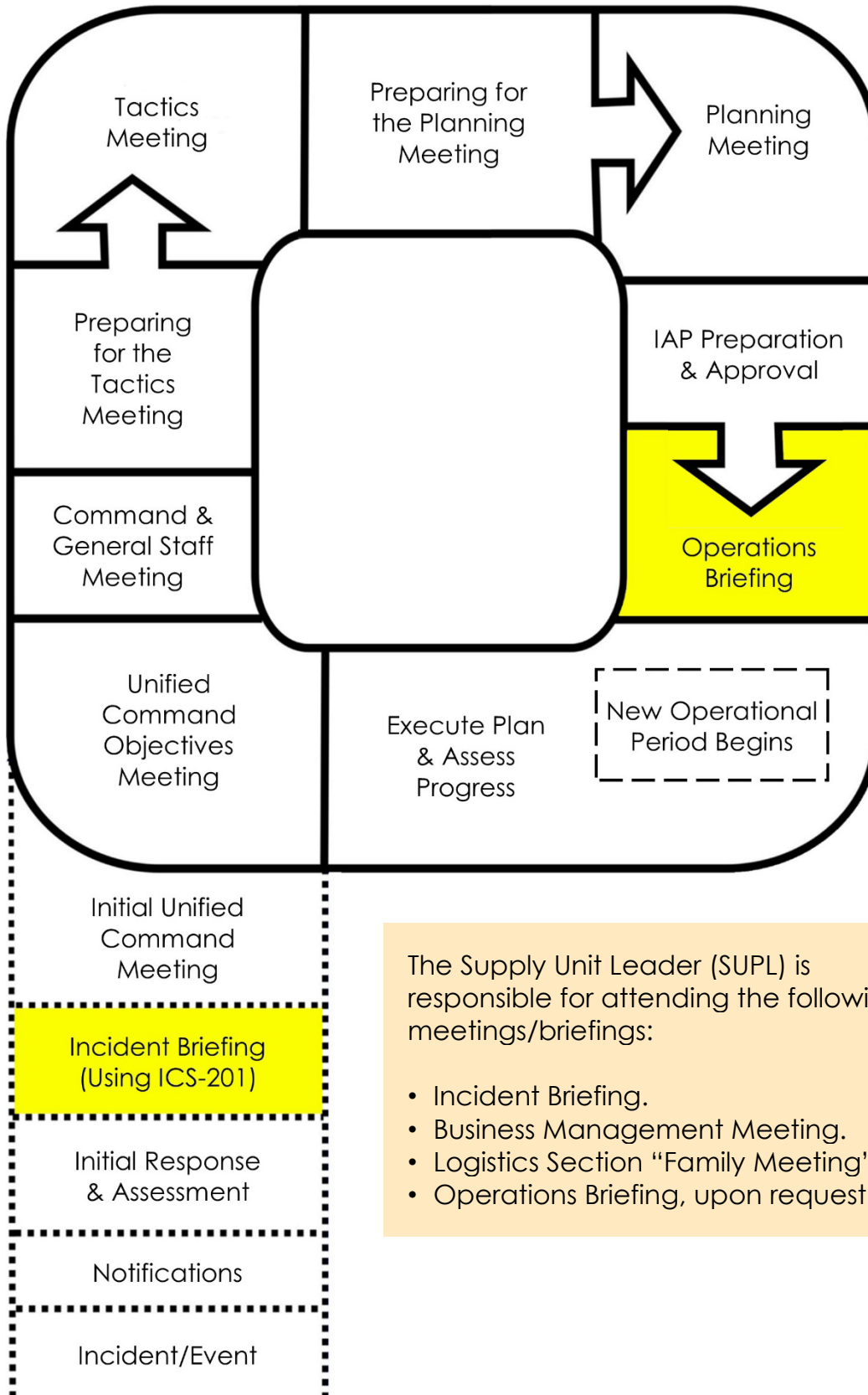
Resource
Ordering
Matrix/
Spreadsheet
(ICS-261)

Resource
Ordering
Flowchart

Purchase
Orders (POs)

Supply Unit Leader (SUPL)

Meetings & Briefings

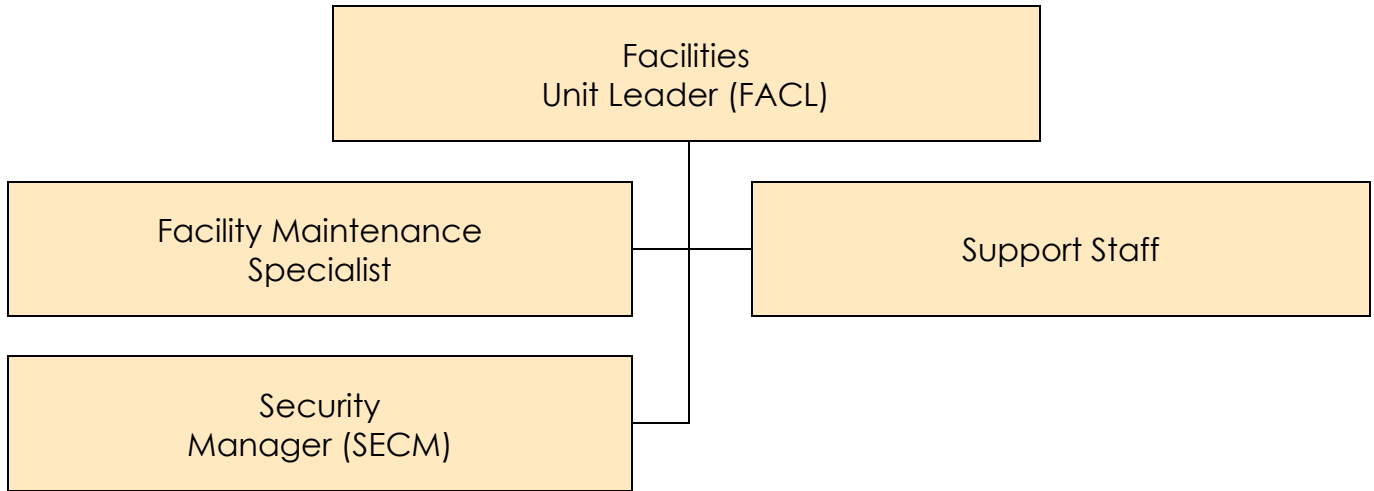


The Supply Unit Leader (SUPL) is responsible for attending the following meetings/briefings:

- Incident Briefing.
- Business Management Meeting.
- Logistics Section "Family Meeting".
- Operations Briefing, upon request.

Facilities Unit Leader (FACL)

Unit Organization



Tasks & Responsibilities

- Activate the necessary incident support facilities, which (per the ICS definition) may include:
 - Incident Command Post (ICP).
 - Staging Area.
 - Base/Camp.
 - Joint Information Center (JIC).
 - Helibase/Helispot.

Note: Staging Areas are wholly managed by the Operations Section. Bases and Camps are commonplace for wildland fire incidents; however, these types of facilities are rarely integrated into oil spill responses. Helibases/Helisports, if established, are typically managed by the Air Operations Branch (AOBD), under the direction of the Operations Section Chief (OSC). Therefore, the primary responsibility of the Facilities Unit (FACL) relates to setup of the Incident Command Post (ICP) and (potentially) Joint Information Center (JIC).

- Determine an optimal location for the Forward Command Post, capable of meeting the demands of the initial response. Communicate the location of the Forward Command Post to arriving HEP team members, contractors, local emergency responders, agency representatives, etc.

Note: The Forward Command Post may be initially set up inside a vehicle, mobile command trailer, or fixed structure. Temporary locations potentially include company facilities, local Emergency Operations Centers (EOCs), fire stations, public works offices, armories, etc. The location should be based on the nature and scope of the incident, while also considering proximity to the spill site, accessibility, wind direction, safety, security, and communications.

- Acquire a mobile command post in support of emergency operations, as appropriate. Arrange for hook-up to an electrical supply line or portable generator, in conformance with local codes.

Note: Mobile command trailers are typically outfitted with meeting rooms, workstations, display monitors, radios, phones, and cellular/satellite internet, providing the Incident Commander (IC)/Unified Command (UC) with the necessary tools and resources to effectively manage an incident. Mobile command units may be readily available via municipal fire/law enforcement agencies and emergency response contractors for strategic use during the initial, unfolding hours of an oil spill response.

Tasks & Responsibilities (Cont'd)

- Reference the OPA '90 Spill Response Plan, Area Contingency Plan (ACP), and local emergency plans to identify candidate facilities/buildings capable of supporting Incident Command Post (ICP) functions, based on the anticipated level of staffing and organization. Consider hotels, community centers, conference facilities, convention halls, GSA leased spaces, etc. Refrain from using facilities that would impact or otherwise hinder municipal services or essential government functions.
- Search for a venue close to the spill site, with convenient access to airports, major streets/highways, hotels, restaurants, rental car agencies, public transportation, etc.
- Inspect candidate facilities for suitability. Evaluate 24-hour accessibility, ratio of office versus warehouse space, adequate wall space (for maps, status boards, and other hanging displays), lighting, parking, safety, security, and environmental concerns.

Note: Space on a separate floor should ideally be secured if buildings are occupied by multiple tenants.

- Discuss facility location, layout, trade-offs, and lease terms with the Incident Commander (IC)/Unified Command (UC) prior to selection.
- Assist the Finance Section/Procurement Unit (PROC) with the negotiation of lease terms and conditions. Address length of lease (minimum 30/60 days), notice of cancelation/termination (15 days), options to extend, cost of utilities, 24/7 availability of maintenance, etc.
- Conduct a thorough facility inspection prior to occupation. Document conditions and any pre-existing damages through photographs.
- Confirm responsibility for any potential building/facility improvements with the leaseholder. Consider additional electrical, HVAC, and computer network wiring needs.

Note: Buildings must be suitable for the anticipated electrical load, with a sufficient number of outlets/circuits capable of serving multiple computer workstations, printers, photocopiers, refrigerators, microwaves, coffee pots, hot/cold water coolers, space heaters, etc. Air conditioning and/or heating, equipped with climate-controlled thermostats (preferably with timers and locks), are a necessity.

Tasks & Responsibilities (Cont'd)

- Prepare a space layout of the Incident Command Post (ICP), with input from the Incident Commander (IC)/Unified Command (UC) and respective Section Chiefs. Arrange the physical space to create efficient workspaces for each of the ICS functions and allow for presentation of a highly-visible Situation Display (refer to page 35 for an example ICP layout).
- Establish the Incident Command Post (ICP) layout based on the:
 - anticipated number of company, agency, and contractor personnel.
 - size, shape, and number of available rooms.
 - location of functional communications systems.
- If possible, locate the Incident Command Post (ICP) in one open room or space, where tables, desks, cubicles, and partitions can be set up to designate the respective ICS sections.
- Designate an office or conference room, separate from main activities in the Incident Command Post (ICP), for situational briefings, planning meetings, media briefings, etc.
- Situate the check-in station for arriving personnel just outside the main entrance of the Incident Command Post (ICP). Make Personnel Check-in Lists (ICS-211p) available. Ensure the Planning Section/Resources Unit (RESL) staffs the sign-in desk with a Check-in Recorder (CHKN).
- Examine whether the Joint Information Center (JIC) should be established in a location separate from the Incident Command Post (ICP), by consulting with Public Information Officers (PIOs) from HEP and the various responding agencies, as appropriate.
- Set aside an audiovisual (AV) room, outfitted with projectors and televisions, for training purposes, as appropriate.
- Establish quiet work areas, allowing the respective functional units to efficiently and effectively conduct business. Minimize noise disturbance from congregations of people and equipment, e.g., generators, machinery, apparatus, etc.
- Examine sanitation requirements, which should encompass single-cubicle or multi-cubicle toilets, with separation for the sexes. Make arrangements to have toilets serviced twice daily.

Tasks & Responsibilities (Cont'd)

- Designate an area for serving and/or preparing meals and foodstuffs for Incident Command Post (ICP) staff. Check on the availability/suitability of vending machines.

Note: If this is not feasible, some means to feed staff outside the ICP must be arranged. At the very least, hot and cold beverages and snack foods should be available inside the ICP. An adequate supply of drinking water should be available on-site, including a back-up supply (bottled water), for consumption by ICP staff.

- Outfit the Incident Command Post (ICP) with the proper equipment and administrative supplies, including tables, chairs, computer terminals, printers, photocopiers, telephones, easels (with flip charts), dry-erase status boards (with multi-color markers), video projection displays, extension cords, wall clocks, cell phone charging stations, etc. (refer to the checklist on page 36).
- Solicit feedback from the respective Section Chiefs, Branch Directors, and Unit Leaders regarding specific supply and material needs, using Facility Needs Assessment Worksheet (ICS-235) (page 37).
- Establish purchasing agreements, in coordination with the Finance Section/Procurement Unit (PROC), with local rental companies to acquire office furniture, photocopiers, computers, printers, fax machines, etc.
- Enlist qualified movers to unload furniture and equipment from trucks. Rent forklifts and other support equipment, as necessary.
- Set up hard-wire telephone and computer networks, in collaboration with the Communications Unit Leader (COML), if assigned.

Note: Multiple handsets, incoming and outgoing lines, and switchboards may be required to handle information flow during an incident. Speaker phones should be available in meeting rooms to facilitate conference calls. Fax machines may also be required for the transmittal of hard copy information. Computer hardware with adequate data storage space, printing/emailing capabilities, internet access, and priority usage must be available in the ICP. Support personnel should also be available to assist with troubleshooting and the management of electronic data.

Tasks & Responsibilities (Cont'd)

- Prepare and hang large, color-coded signs identifying each ICS function. Circulate floorplans of the facility, appropriately labeled with room layouts, directions, etc.

Note: ICS sections/units should be clearly signed to facilitate ease of navigation and allow for frequent and clear communication amongst members of the Command and General Staff.

- Arrange for necessary services, including housekeeping, catering, sanitation, maintenance, security, insect/pest extermination, etc., as appropriate.
- Walk through the facility with housekeeping/janitorial personnel. Agree on cleaning duties, carpet vacuuming/steam cleaning, window/door polishing, trash pickup, service days/times, provision of supplies, e.g., trash can liners, bathroom soap/tissues, air fresheners, paper towels, etc.
- Assist the Safety Officer (SOFR) with inspection of the facility. Check for fire extinguishers, fire alarm pull stations, smoke alarms, sprinkler systems, nearby hydrants, illuminated exit signs, posted evacuation diagrams, main electrical/gas/water shutoffs, carbon monoxide detectors, adequate lighting, stair handrails, elevator permits, hazardous materials (asbestos), etc.
- Conduct a physical security survey, hence determine access control requirements for all building entrances/exits. Address alarm systems/protocols, key control, and the necessity of deadbolts, crash bars, locked storage, etc.
- Determine locations for the supply room, mail room, break areas, etc.
- Establish a Message Center and courier services. Set up in/out and inter-office mail baskets.
- Check with the U.S. Postal Service (USPS) and other carriers regarding pickup/delivery times and locations.
- Distribute parking passes and assign parking spaces, as necessary. Employ shuttle bus services for remote parking lots.
- Provide snow removal for parking lots, pedestrian walkways, building entrances, etc., as necessary.
- Arrange for trash pickup. Acquire large dumpsters, as necessary.

Tasks & Responsibilities (Cont'd)

- Check on recyclers in the area. Confirm whether they will pick up at the facility at no cost.
- Obtain local telephone directories, along with street maps, from the local Chamber of Commerce and State Department of Transportation/Highways.
- Check on the availability and cost of cable TV, otherwise consider rental of a satellite dish.

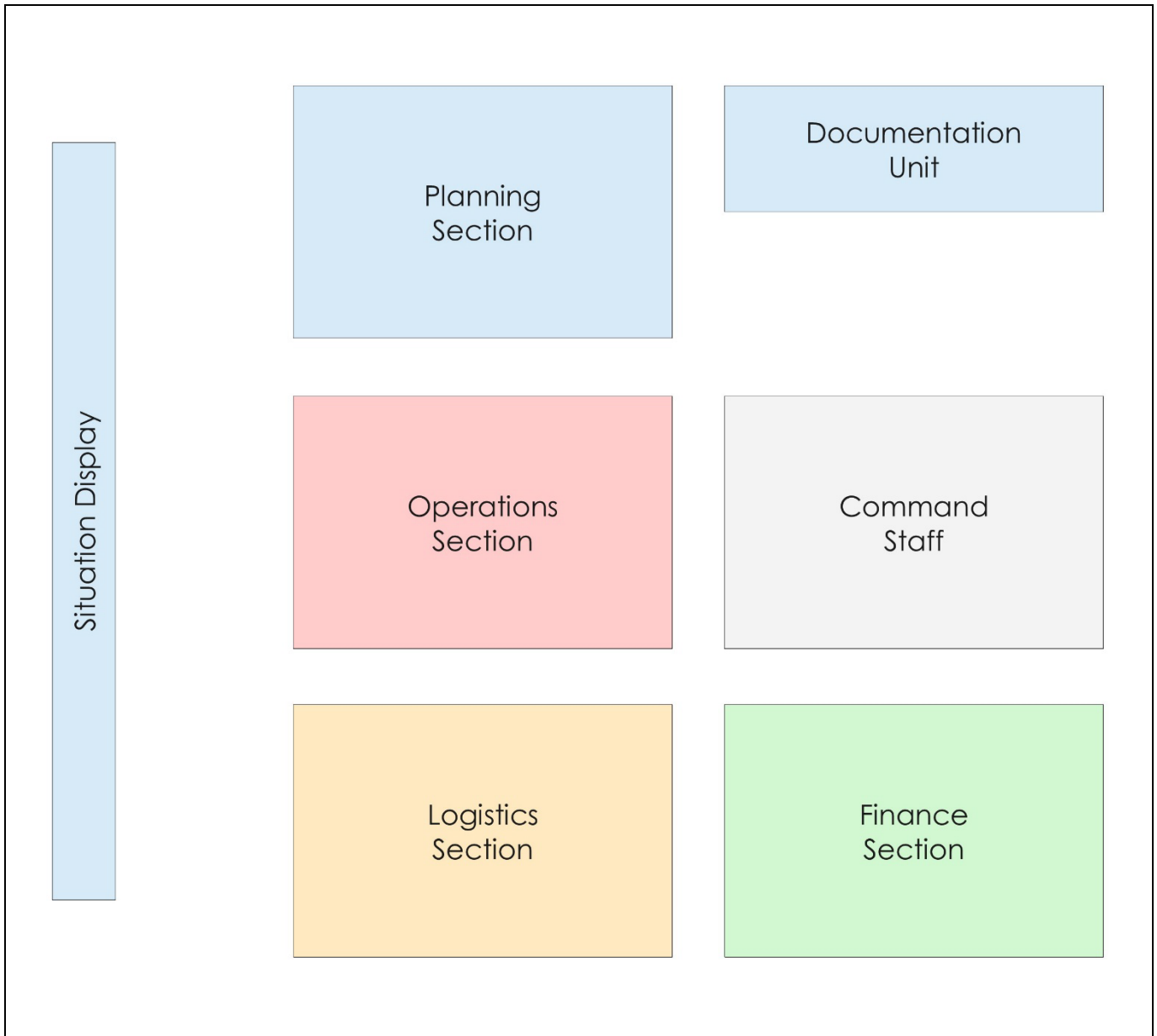
Note: An adequate number of televisions and AM/FM radios should be available in the Joint Information Center (JIC) to monitor news media coverage of the incident.

- Designate a formal name for the Incident Command Post, consistent with the name of the incident, e.g., Tank 101 Incident ICP, Smith Creek Incident ICP.
- Draft a formal Incident Command Post (ICP) Relocation Plan, prior to moving the ICP to a different venue, to minimize impact on emergency operations. Incorporate such details as:
 - objectives for relocating the ICP.
 - directions and map to the new location.
 - parking information.
 - feeding routine.
 - floorplan, illustrating all key ICS functions.
 - facility security.
 - list of ICP telephone numbers.
 - phased move-in approach.
- Periodically assess the adequacy of the Incident Command Post (ICP) to meet the demands of the response.
- Support the response with establishment of a Crisis Command Center at the HEP regional office (in Artesia, Salt Lake City, or Tulsa) and/or Dallas corporate office.
- Determine lodging requirements for response personnel. Arrange overnight hotel/motel accommodations for members of the HEP Incident Management Team (IMT), as necessary, using Shelter/Accommodations Plan (ICS-308a) (page 38) for documentation purposes.
- Inspect all incident facilities for damage and potential claims prior to demobilization.

Tasks & Responsibilities (Cont'd)

- Periodically brief the Logistics Section Chief (LSC) on any problems, recommendations, outstanding issues, follow-up requirements, etc.
- Complete a daily log of actions, decisions, events, and conversations, using either Section/Unit Activity Log (ICS-214) (page 148) or Individual Activity Log (ICS-214a) (page 149). File all completed log sheets with the Documentation Unit (DOCL).

Incident Command Post (ICP) Floorplan (example)



Incident Command Post (ICP) Supply Checklist

- Work Tables.
- Conference Tables.
- Chairs.
- Telephones.
- Speaker Phones.
- Fax Machines.
- Printers.
- Chart Printers.
- Video Projectors.
- Projection Screens.
- Photocopiers.
- Televisions, with necessary audiovisual connection cables.
- Digital/Video Cameras.
- Radios.
- Power Strips/Surge Protectors.
- Extension Cords.
- Cell Phone Charging Stations.
- Easels, with flip charts and markers.
- Dry-Erase Boards, with multi-color markers.
- Paper Shredders.
- Wall Clocks.
- T-Card Racks.
- ICS Position-Specific Vests.

Facility Needs Assessment Worksheet (ICS-235)

Operational Period (end):	Paper Shredders (#)																				Preparation Date/Time:
	Photocopiers (#)																				
	Video Projectors (#)																				
	Chart Printers (#)																				
	Printers (#)																				
	Computer Workstations (#)																				
	Power Outlets (#)																				
	Fax Machines (#)																				
	Speaker Phones (#)																				
	Telephones (#)																				
	Operational Period (start):	Chairs (#)																			
Conference Tables (#)																					
Work Tables (#)																					
Restrooms (#)																					
Climate Control (y/n)																					
Parking Spaces (#)																					
Laydown Area (sf)																					
Meeting Space (sf)																					
Wall Space (sf)																					
Workspace (sf)																					
Expected Personnel (#)																					
Incident Name:		Requirements		REQ	REQ	REQ	REQ	REQ	REQ	REQ	REQ	REQ	REQ	REQ	REQ	REQ	REQ	REQ	REQ	REQ	REQ
		Location	Function	Unified Command	Safety	Public Information	Liaison	Agency Reps	Operations Section	Planning Section	Logistics Section	Finance Section	Common Areas	JIC	Staging						
		ICP																			
		"																			
		"																			
		"																			
		"																			
		"																			
		"																			
		"																			
		"																			
		JIC																			
		Staging																			
	Total																				

Shelter/Accommodations Plan (ICS-308a)

Incident Name:	Operational Period (start):				Operational Period (end):			
	Hotel/Camp Name	Address/Location	Telephone #	Daily Rate	Check-in	Check-out	# of Rooms	
Prepared By (LSC/FACL):	ICS Position/Assignment:				Preparation Date/Time:			

ICS Forms & Reports

The Facilities Unit Leader (FACL) is responsible for preparing the following ICS forms and reports:

Resources Request
(ICS-213-RR)

Section/Unit Activity Log
(ICS-214)

Individual Activity Log
(ICS-214a)

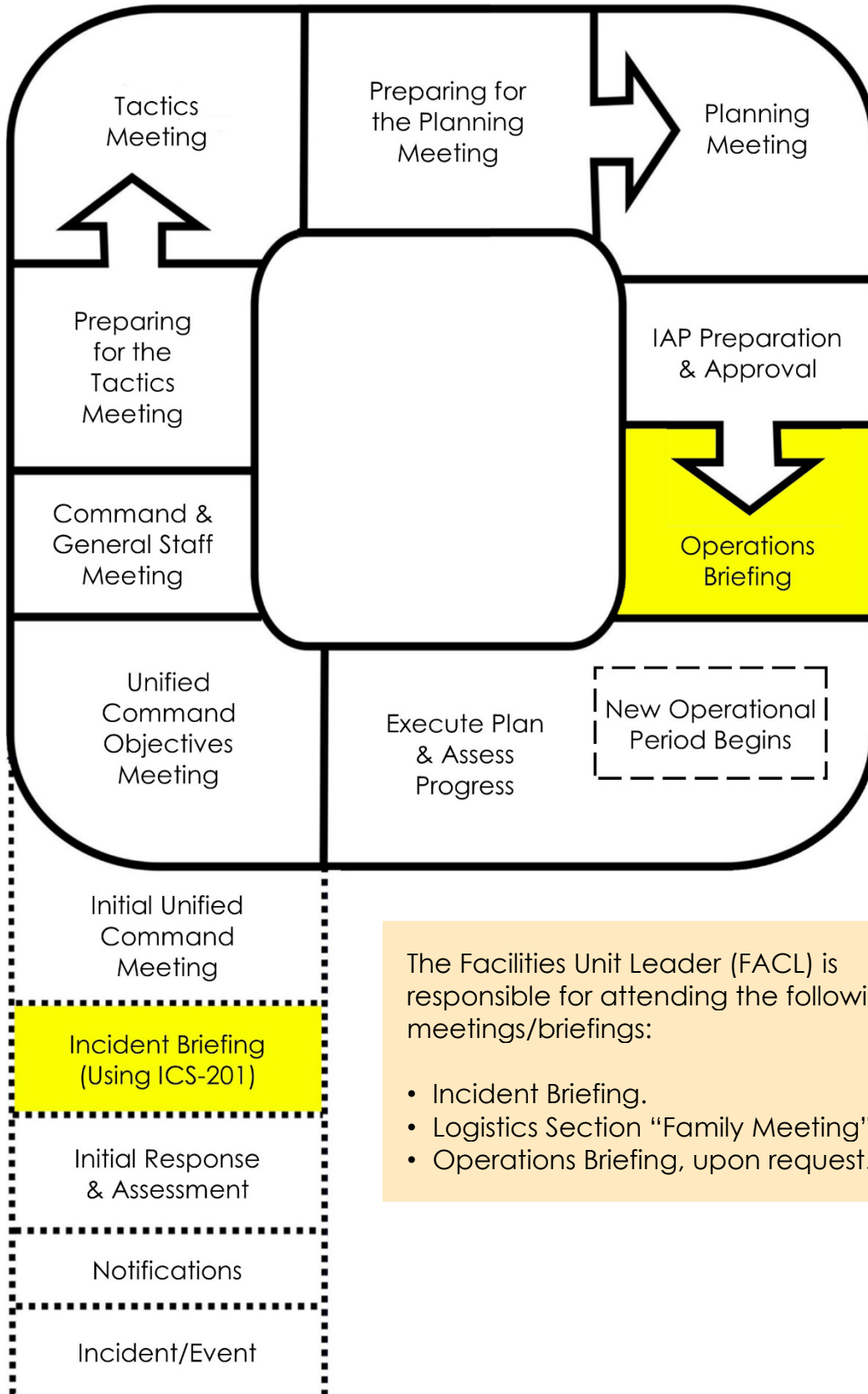
Facility Needs Assessment Worksheet
(ICS-235)

Shelter/ Accommodations Plan
(ICS-308a)

Incident Command Post (ICP) Layout

Incident Command Post (ICP) Relocation Plan

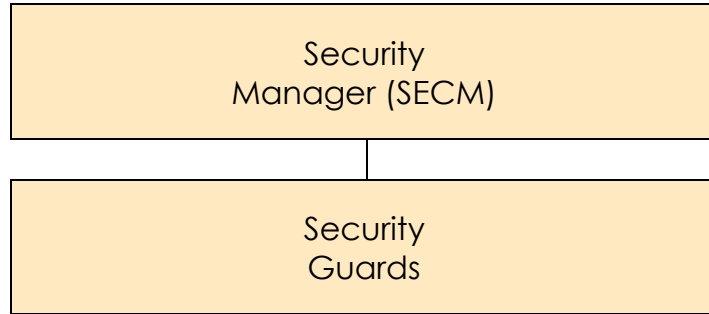
Meetings & Briefings



The Facilities Unit Leader (FACL) is responsible for attending the following meetings/briefings:

- Incident Briefing.
- Logistics Section "Family Meeting".
- Operations Briefing, upon request.

Security Organization



Tasks & Responsibilities

- Address security-related matters associated with incident facilities and operations, through preparation of the Incident Security Plan (refer to the template on pages 45-46).
- Adopt enhanced security protocols and access control measures, e.g., temporary fencing, bollards, jersey barriers, badges, escorts, etc., at affected/nearby company facilities and installations, as appropriate. Refer to the applicable Facility Security Plan (FSP) for specific guidance.
- Enlist law enforcement officials and/or contracted security guards to control site access and regulate traffic flow, through road/lane closures, navigational restrictions, etc., in the immediate vicinity of the incident.
- Work with the U.S. Coast Guard (USCG), U.S. Army Corps of Engineers (USACE), U.S. Bureau of Reclamation (USBR), local officials, etc. to establish waterborne safety zones in close proximity to the spill plume and along contaminated shorelines/riverbanks, based on the scenario.
- Install temporary barricades, orange safety fencing, warning signs, etc. within public spaces and along contaminated shorelines/riverbanks, in a measure to restrict public access into hazardous environments and minimize any interference with response operations.
- Post security officers at vehicle and pedestrian entrances/exits to the respective incident facilities and operational work sites, including the Incident Command Post (ICP), Staging Area, Joint Information Center (JIC), boat ramps, warehouse/storage areas, wildlife triage/rehabilitation centers, interim waste storage areas, equipment decontamination stations, dining facilities, helipads, etc., to both safeguard response personnel and protect equipment from theft, vandalism, etc.

Note: Operational worksites should be restricted to one primary and secondary entrance, if possible.

- Establish a roving patrol to look for suspicious activities and/or persons loitering near the Incident Command Post (ICP), Staging Area, remote worksites, etc., as necessary.
- Consider sources of security personnel, e.g., private/contracted security services, local law enforcement (or reserves), retired state police officers, federal security officers, game wardens, park rangers, etc.

Tasks & Responsibilities (Cont'd)

- Assess the need for around-the-clock security requirements.
- Evaluate whether security guards should be outfitted with firearms, billy clubs, saps, mace, or other such weapons or devices. Determine whether security guards have the authority to make arrests or detain individuals.
- Provide security guards with handheld radios and cell phones to facilitate communications.
- Remind security guards to conduct themselves in a cordial and professional manner at all times while on duty.

Note: Security guards should be proactive, courteous, and professional, plus be able to knowledgeably direct arriving personnel to their assigned workstations or designated reception area.

- Prepare a list that identifies the names of personnel authorized to enter the Incident Command Post (ICP). Identify an individual to approve entry for all other persons. Know who's supposed to be in the Incident Command Post (ICP) and who isn't.
- Institute a credentialing process, using color-coded, photo-identification badges with stamped control numbers or barcodes, for incident personnel. Maintain an in/out log of personnel by badge number.
- Arrange escorts to facilitate access for news media representatives, elected officials, VIPs, visitors, etc. into controlled areas.
- Log in/out all vehicles at the Incident Command Post (ICP), Staging Area, etc. and issue vehicle passes. Check manifests, as appropriate.
- Establish remote parking, staging, and holding areas for incoming visitors, news media representatives, vendors, equipment owners, etc.
- Keep the peace, prevent assaults, and settle disputes through coordination with the Unified Command (UC).
- Document all complaints and suspicious occurrences. Submit written reports of criminal acts and noteworthy incidents.

Tasks & Responsibilities (Cont'd)

- Record daily activities, observations, task assignments, significant events, security incidents, hazardous situations, unusual activity, etc. on a Security Event Log. Submit logs at the end of each shift.
- Adjust the Incident Security Plan for personnel and equipment changes and releases.
- Periodically brief the Logistics Section Chief (LSC) and/or Facilities Unit Leader (FACL) on any problems, recommendations, outstanding issues, follow-up requirements, etc.
- Complete a daily log of actions, decisions, events, and conversations, using either Section/Unit Activity Log (ICS-214) (page 148) or Individual Activity Log (ICS-214a) (page 149). File all completed log sheets with the Documentation Unit (DOCL).

Incident Security Plan

Incident Name:	Operational Period (start):	Operational Period (end):
Facility/Site Name:		
Physical Address:	GPS Coordinates:	
Telephone #:		
Type of Facility: <input type="checkbox"/> Incident Command Post <input type="checkbox"/> Staging Area <input type="checkbox"/> Waste Storage Area <input type="checkbox"/> Decon Station <input type="checkbox"/> Joint Information Center <input type="checkbox"/> Wildlife Triage Center <input type="checkbox"/> Helipad <input type="checkbox"/> Operational Worksite <input type="checkbox"/> Other:		
Hours: <input type="checkbox"/> Day <input type="checkbox"/> Night <input type="checkbox"/> 24-hours <input type="checkbox"/> Other:		
Security Personnel: <input type="checkbox"/> Private <input type="checkbox"/> Local <input type="checkbox"/> State <input type="checkbox"/> Federal		
Traffic Control: <input type="checkbox"/> Yes <input type="checkbox"/> No		

Incident Security Plan (Cont'd)

Access Control: <input type="checkbox"/> Personnel <input type="checkbox"/> Barricades <input type="checkbox"/> Other:		
Access Restrictions: <input type="checkbox"/> Badges <input type="checkbox"/> ID Cards <input type="checkbox"/> Check-in List <input type="checkbox"/> Other:		
Assets Protected: <input type="checkbox"/> Personnel <input type="checkbox"/> Equipment <input type="checkbox"/> Storage <input type="checkbox"/> Other:		
Agency-implemented Safety/Security Zones: <input type="checkbox"/> USCG <input type="checkbox"/> USEPA <input type="checkbox"/> FAA <input type="checkbox"/> USFWS <input type="checkbox"/> Other:		
Prepared By (LSC/SECM):	ICS Position/Assignment:	Preparation Date/Time:

ICS Forms & Reports

The Security Manager (SECM) is responsible for preparing the following ICS forms and reports:

Resources
Request
(ICS-213-RR)

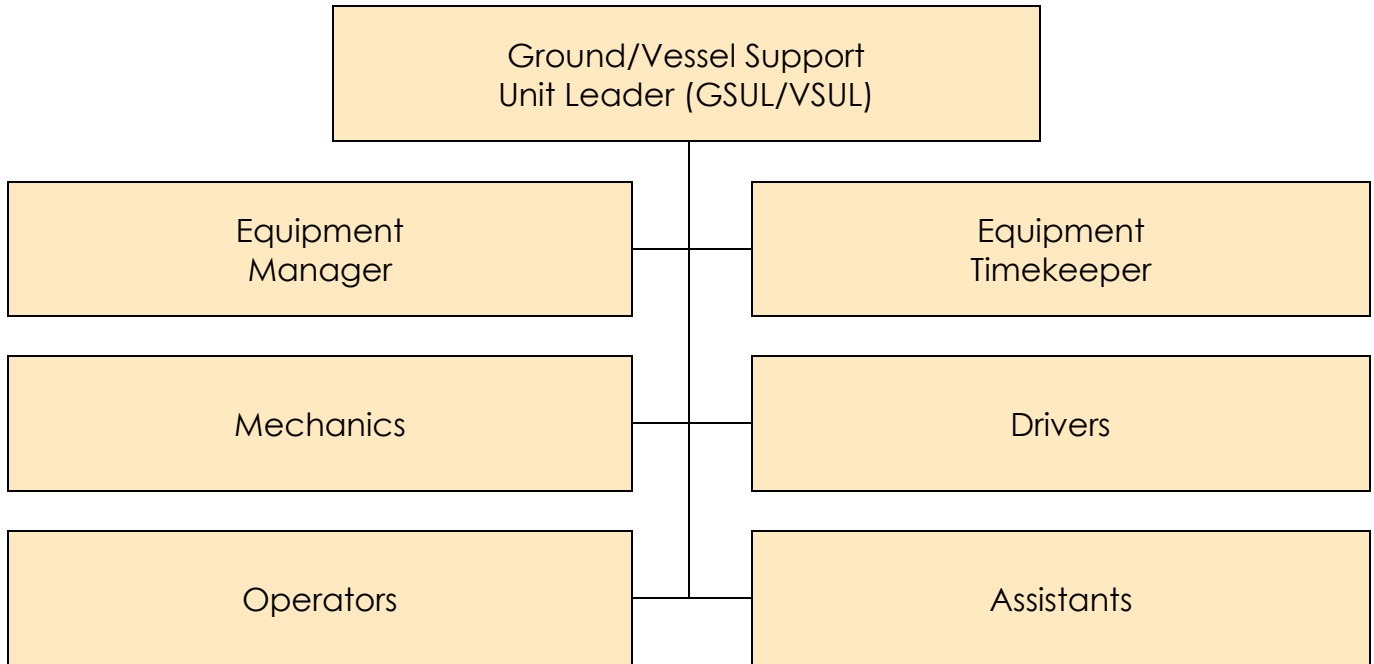
Section/Unit
Activity Log
(ICS-214)

Individual
Activity Log
(ICS-214a)

Incident
Security
Plan

Security
Event Log

Unit Organization



Tasks & Responsibilities

- Manage ground transportation vehicles and marine vessels associated with the incident, in coordination with the Operations Section.

Note: Ground transportation vehicles may include pickup trucks, supply trailers, vacuum/tank trucks, roll-off trucks, frac trailers, buses, multi-passenger vans, rental cars, utility vehicles (UTVs), snowmobiles, etc. Examples of marine vessels include crew boats, support boats, flat-bottom skiffs, shallow-water barge systems, etc.

- Ensure ground transportation and waterborne assets are properly allocated and used in support of both tactical and support operations. Coordinate assignments with Operations Section personnel.
- Prepare (and implement) the Incident Traffic Plan to safely and effectively route both community and incident-related vehicular traffic in the vicinity of the spill site, in coordination with public safety officials, local emergency managers, etc.
- Draft a Vessel Routing Plan to facilitate commercial and/or recreational navigation through any affected waterbodies, in coordination with the U.S. Coast Guard (USCG), U.S. Army Corps of Engineers (USACE), U.S. Bureau of Reclamation (USBR), local officials, etc., as appropriate. Consider issuing a Local Notice to Mariners (LNM).
- Acquire street maps, topographical maps, nautical charts, etc. of the affected environment. Distribute maps/charts to vehicle drivers and boat operators.
- Specify routes to reporting locations for resources dispatched to the incident.
- Post driving directions to/between the respective incident facilities, including the Incident Command Post (ICP), Staging Area, boat ramps, deployment sites, operational worksites, medical first-aid stations, temporary waste storage areas, equipment decontamination stations, etc.
- Display temporary signage to properly direct incoming resources to the Incident Command Post (ICP), Staging Area, operational worksites, etc.
- Evaluate traffic volumes, road surface types, weight restrictions, illumination, and water depths, along with vehicle/boat characteristics, e.g., size, weight, turning radius, 4-wheel drive, all-terrain, horsepower, draft, etc., as transportation plans are conceived.

Tasks & Responsibilities (Cont'd)

- Ensure transportation routes avoid significant disruption to the local community, by minimizing vehicular traffic through residential neighborhoods or near any schools, hospitals, nursing homes, etc.
- Coordinate dust abatement on any unimproved/dirt roads in the vicinity of the spill site. Employ street sweepers and water tenders with spray bars if dust is problematic.
- Provide adequate vehicular parking at the Incident Command Post (ICP), Staging Area, and other incident facilities, in coordination with the Facilities Unit (FACL).
- Publicize the Traffic Plan and Vessel Routing Plan, through incorporation into the Incident Action Plan (IAP), as appropriate. Complement the written narrative with finished map products developed by the Planning Section/Situation Unit (SITL).
- Maintain a “motor pool” of dedicated ground/marine transportation assets, e.g., buses, multi-passenger vans, pickup trucks, all-terrain vehicles (ATVs), crew boats, etc., to shuttle response personnel in a large-scale incident.
- Use Support Vehicle Inventory (ICS-218) (page 53) to register and track the fleet of transportation and support vehicles assigned to the incident, in coordination with the Planning Section/Resources Unit (RESL). Notify the RESL of any changes in assignments and/or status, using ICS-210.
- Equip vehicles and boats with GPS tracking devices, e.g., transponders, in support of situational awareness, personnel accountability, and strategic decision-making, as appropriate.
- Review Assignment Lists (ICS-204) (page 147) to identify operational resources requiring incident-provided transportation. Coordinate transportation schedules for strike teams, task forces, and single resources assigned to Divisions and Groups, using Transportation Plan (ICS-307) (page 54) for documentation purposes.
- Establish centralized crew and equipment drop-off and pick-up points, not only for time efficiencies, but also for cost containment purposes.
- Identify vehicle and equipment leasing/rental agencies capable of providing passenger vans/cars, pickup trucks, buses, loaders, forklifts, etc. that may be used in support of the response.

Tasks & Responsibilities (Cont'd)

- Recruit drivers and equipment operators from a temporary agency or labor force, as necessary. Adopt guidelines in accordance with Federal Motor Carrier Safety Regulations.
- Coordinate the delivery of equipment, materials, supplies, food stocks, potable water, etc. to Staging Areas, deployment sites, operational work sites, etc.
- Draft and implement plans to facilitate transportation of any injured persons to incident first-aid stations and nearby clinics, hospitals, or medical centers, in consultation with the Medical Unit (MEDL) and Safety Officer (SOFR).
- Work with the Communications Unit (COML) to coordinate installation of any remote repeater systems which may require off-road vehicles, e.g., 4WD pickup trucks, all-terrain vehicles (ATVs), snowmobiles, etc.
- Ensure the proper shipping and handling of hazardous materials, recovered oil/water mixtures, and generated wastes, together with Operations personnel and Environmental Unit (ENVL). Address placarding (and other warning labels), waybill documentation, driver qualifications, threshold levels, etc.
- Arrange for the refueling of vehicles and boats, plus support equipment, e.g., generators, light towers, etc.
- Conduct periodic inspections to ensure all vehicles, boats, and associated support resources are in good working condition, without any obvious deficiencies.
- Provide maintenance and repair services for vehicles, boats, support equipment, etc. Requisition spare parts, as necessary.
- Document fuel consumption, mileage, and other costs. Forward all fueling, maintenance, parts, and supply cost records to the Finance Section/Cost Unit (COST).
- Maintain usage information on all rented/leased equipment.
- Identify under-utilized and excess transportation-related assets. Generate a prioritized list of candidate resources potentially ready for demobilization (ideally high-dollar resources first).

Tasks & Responsibilities (Cont'd)

- Inspect resources upon demobilization. Ensure vehicles and marine vessels are in good/safe working condition and fully decontaminated. Refer any compensation claims associated with damaged vehicles and marine vessels to the Finance Section/Claims Unit (COMP).
- Periodically brief the Logistics Section Chief (LSC) on any problems, recommendations, outstanding issues, follow-up requirements, etc.
- Complete a daily log of actions, decisions, events, and conversations, using either Section/Unit Activity Log (ICS-214) (page 148) or Individual Activity Log (ICS-214a) (page 149). File all completed log sheets with the Documentation Unit (DOCL).

Support Vehicle Inventory (ICS-218)

1. Incident Name:			2. Incident Number:			3. Date/Time Prepared: Date: _____ Time: _____		4. Vehicle/Equipment Category:					
5. Vehicle/Equipment Information												Incident Start Date and Time	Incident Release Date and Time
Order Request Number	Incident ID No.	Vehicle or Equipment Classification	Vehicle or Equipment Make	Category/Kind/Type, Capacity, or Size	Vehicle or Equipment Features	Agency or Owner	Operator Name or Contact	Vehicle License or ID No.	Incident Assignment	Incident Start Date and Time	Incident Release Date and Time		
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____													

Transportation Plan (ICS-307)

Incident Name:		Operational Period (start):				Operational Period (end):			
Division, Group, Strike Team, Task Force, Single Resource	# of Persons	Method of Transportation	Pick-up Location	Drop-off Location	Departure Time	Return Time	Estimated Travel Time		
Prepared By (LSC/GSUL/VSUL):		ICS Position/Assignment:				Preparation Date/Time:			

ICS Forms & Reports

The Ground/Vessel Support Unit Leader (GSUL/VSUL) is responsible for preparing the following ICS forms and reports:

Resources
Request
(ICS-213-RR)

Section/Unit
Activity Log
(ICS-214)

Individual
Activity Log
(ICS-214a)

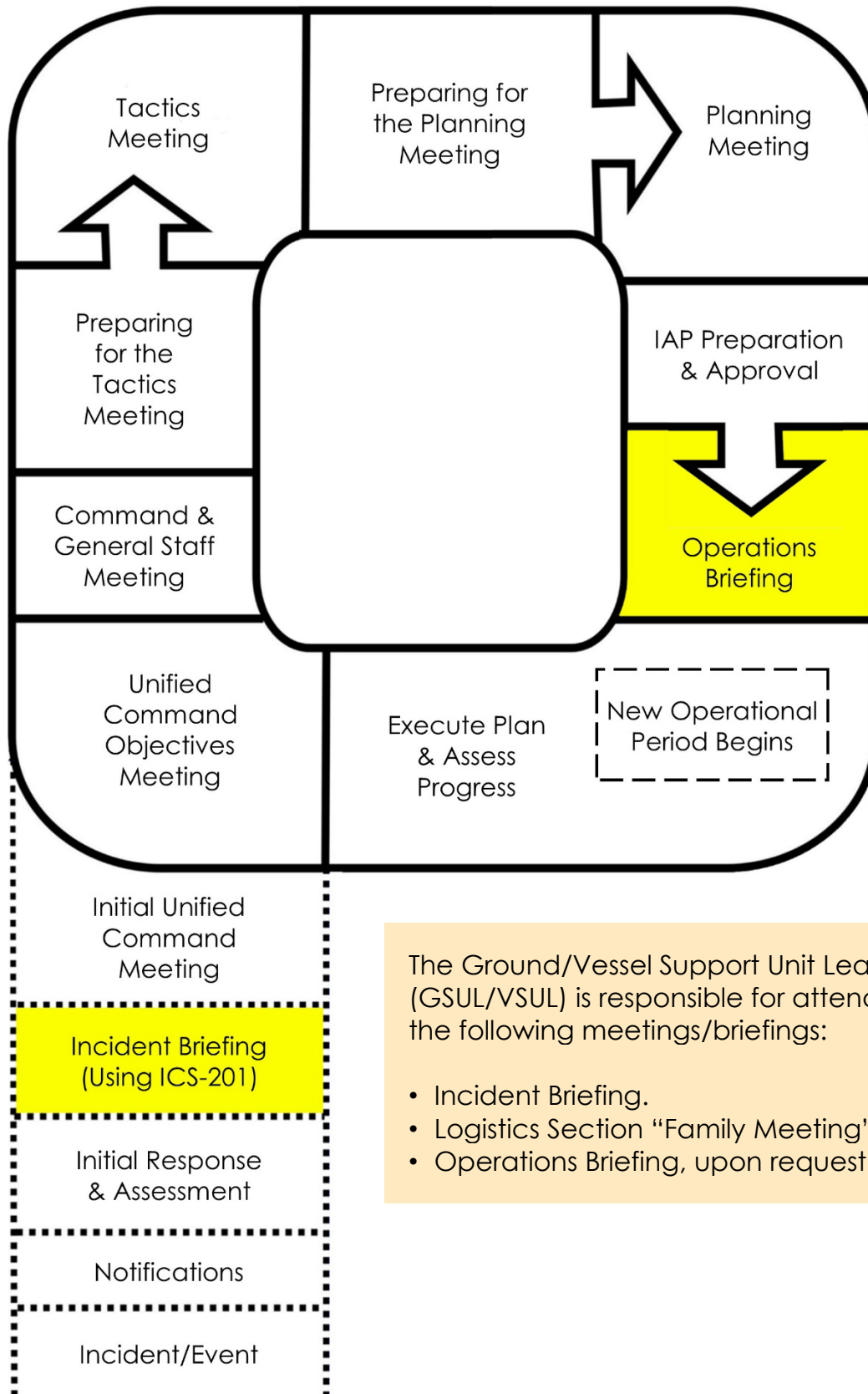
Support
Vehicle
Inventory
(ICS-218)

Transportation
Plan
(ICS-307)

Incident
Traffic
Plan

Vessel
Routing
Plan

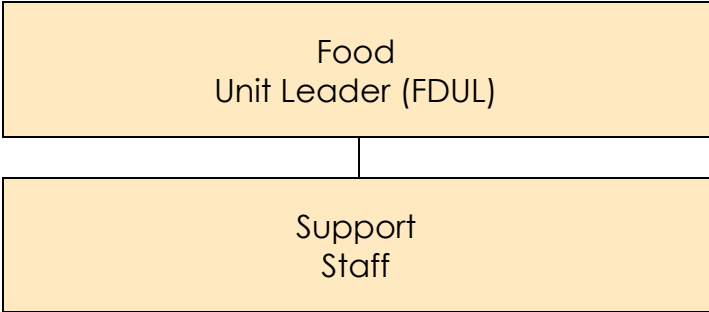
Meetings & Briefings



The Ground/Vessel Support Unit Leader (GSUL/VSUL) is responsible for attending the following meetings/briefings:

- Incident Briefing.
- Logistics Section "Family Meeting".
- Operations Briefing, upon request.

Unit Organization



Tasks & Responsibilities

- Determine the optimal method(s) for feeding incident personnel.
- Prepare the Feeding Plan (ICS-308) (page 62) to coordinate the provision of food and potable drinking water to personnel involved in operations or support of the incident response.
- Consult with the Planning Section/Resources Unit (RESL) to determine the number, assignment, and locations of persons to be fed.
- Offer a variety of protein (or mix of protein and carbohydrate) snacks to response personnel within the initial two (2) to three (3) hours of the response.

Note: Snacks such as protein bars, fruit and nut bars, mixed nuts, trail mix, pretzels, beef jerky, and dried/fresh fruit (apples, bananas, watermelon, berries, etc.) serve as excellent sources of energy, while also helping to reduce instances of hypoglycemia (low blood sugar).

- Employ local restaurants, food trucks, and professional caterers in support of feeding requirements for incident personnel. Reference the OPA '90 Spill Response Plan, Area Contingency Plan (ACP), local emergency plans, telephone directories (Yellow Pages), Chamber of Commerce business listings, internet search engines, company-approved vendor lists (AVLs), etc. to identify potential vendors.

Note: Some type of meal will be necessary within the first four (4) hours of the initial response. While the first meal offering may simply consist of hamburgers, sandwiches, pizza, etc. from a fast-food establishment, subsequent meals should focus on nutritional balance. If the incident requires more than eight (8) hours on-scene, there will be a need to provide breakfast, lunch, and dinner.

- Coordinate meal count, meal scheduling, and food handling requirements with food caterers.
- Recommend meals for balanced nutrition, considering variety, hot versus cold food preparation, serving portions, etc. (pages 63-66). Include a variety of offerings to meet the demands of those with special dietary needs (vegetarian, vegan, gluten-free), food allergies, and religious beliefs.

Note: The recommended adult daily intake is 2,000 to 2,500 calories. However, due to higher levels of exertion, responders engaged in tactical operations should consume between 3,500 and 4,000 calories per day.

Tasks & Responsibilities (Cont'd)

- Consider meals consisting of sack/box lunches, hot cans, MREs, individually-packaged foods, etc. for those individuals unable to leave tactical field assignments. Date food packaging to communicate freshness.

Note: Meals for field personnel should typically not include dairy products (milk, eggs, cheese, yogurt, butter/margarine, etc.), mayonnaise, salad dressings, creamed dishes, fish/shellfish, or meats that quickly spoil.

- Support on-site food consumption by designating a feeding/dining area, housed in a fixed or temporary building or underneath a canopy/tent. Design the feeding area to accommodate the majority of response personnel from a single shift.
- Determine space requirements and utility demands, e.g., electricity, water, natural gas, propane, etc., in support of kitchen and feeding areas.
- Outfit designated feeding areas with tables, chairs, trash receptacles, etc.
- Establish a centralized kitchen/food production site to prepare meals. Provide refrigeration units for meal ingredient food storage.

Note: Schools and universities may be a useful resource for preparing and distributing food, such as sack/box lunches, as they are already health department-certified and accustomed to making large quantities of food. Mobile kitchens and food trucks may also be practical to accommodate personnel deployed to remote work locations.

- Arrange the locations of decontamination stations, hand-washing sinks/troughs, and portable toilets in close proximity to feeding areas.
- Obtain necessary supplies and consumables, including sanitized food containers, water canisters, thermal ice chests, food thermometers/probes, heat lamps, coffee makers, paper plates, plastic utensils/cups, napkins, condiments, utility knives, soap, anti-bacterial washing cream, bleach, dishwashing detergent, sponges, latex gloves, sandwich bags, aluminum foil, plastic food wrap, toothpicks, garbage bags, drum liners, etc.
- Assess hours of operation and around-the-clock feeding requirements.

Tasks & Responsibilities (Cont'd)

- Make a 24-hour service bar available at the Incident Command Post (ICP). Stock the service bar with fresh-brewed coffee, hot chocolate, tea bags (regular and decaffeinated), cold soft drinks, iced tea (regular and decaffeinated), bottled water, milk, fresh fruit, high-protein snack varieties, etc.
- Keep a sufficient inventory of supplemental food on-hand, consisting of extra snacks, fruit, and condiments, stored in appropriate dry/cold storage containers, facilities, and/or reefer vans prior to distribution.
- Provide ready access to potable drinking water supplies (and packaged ice) at the Incident Command Post (ICP), Staging Area, and respective operational worksites. Ensure drinking water is fresh and pure, suitably cool, and in sufficient amounts, taking into account the air temperature, humidity, and nature of work performed.

Note: Hydration will need to be provided within the first hour of an incident. Field crews should consume 32 ounces of fluids per hour to maintain proper hydration levels. A proper balance of water to sports drinks (high in electrolytes, such as sodium and potassium) of 3:1 is recommended. Energy drinks should be avoided if workers are engaged in stressful situations. Packaged ice (2 pounds per person per day) may also be necessary in support of responders working in warm/humid climates.

- Conceive plans to facilitate the proper and timely distribution of food and potable drinking water to field personnel working in remote locations, via trucks, box vans, utility vehicles (UTVs), boats, etc. Establish multiple drop points, based on geographic coverage of the incident. Time food delivery to ensure field responders are ready to go at the start of the operational period.
- Secure any necessary permits relating to food service. Implement sanitation guidelines for food preparation and communicate to food-handling personnel. Ensure compliance with local public health requirements and standards.
- Advise the Safety Officer (SOFR) and Medical Unit (MEDL) to report any illnesses that could be related to food service.
- Evaluate garbage disposal requirements; hence develop a schedule for the removal of refuse, gray water, grease, hazardous materials, etc. Oversee and encourage recycling.
- Develop a program for pest and dust abatement in dining and food storage areas.

Tasks & Responsibilities (Cont'd)

- Monitor food service to determine if any improvements may be needed in food handling, cooking, preparation, or storage. Seek feedback from incident personnel on the adequacy of food service.
- Conduct periodic inspections to ensure quality control standards are in place.
- Maintain an inventory log to account for the receipt, storage, and distribution of food stocks and related supplies.
- Account for contractors, agency representatives, consultants, etc. who take advantage of incident-supplied food services. Make the Finance Section/Procurement Unit (PROC) aware of any qualifying adjustments to per diem rates.
- Review and approve invoices and evaluations from food caterers and suppliers. Disburse copies to the Finance Section/Procurement Unit (PROC).
- Complete final inventory of foodstuffs to be donated to approved source(s) at the end of the incident.
- Periodically brief the Logistics Section Chief (LSC) on any problems, recommendations, outstanding issues, follow-up requirements, etc.
- Complete a daily log of actions, decisions, events, and conversations, using either Section/Unit Activity Log (ICS-214) (page 148) or Individual Activity Log (ICS-214a) (page 149). File all completed log sheets with the Documentation Unit (DOCL).

Standard Breakfast Menu Items

Eggs: Scrambled, fried, hard-boiled, or omelets, with a standard portion size of 2 fresh eggs (3 when scrambled) or 6 oz. of liquid eggs.

Meat: Ham, bacon, sausage, steak, or pork chops, with a standard portion size of 4 oz. (raw, uncooked weight).

Bread & Equivalent Starches: Wheat, white, or 7-grain bread, biscuits, muffins, croissants, bagels, donuts, pancakes, French toast, or waffles, with a standard portion size equal to 3 (1 to 1-1/2 oz.) slices.

Potatoes: Hash browns or skillet potatoes, with a standard portion size of 6 oz.

Hot Cereal: Oatmeal or grits, with a standard portion size of 6 oz.

Dry Cereal: Varieties of flaked, toasted, or baked cold cereals and granola, with a standard portion size of 2 individual serving boxes, each 3/4 oz. each.

Fresh (or Canned) Fruit: Oranges, tangerines, apples, bananas, grapes, pears, peaches, plums, nectarines, grapefruit, or melons, with a standard portion size of 5-1/2 oz.

Milk: White (whole, 2%, skim) and chocolate, with a standard portion size of 1/2 pint.

Chilled 100% Fruit Juice: Orange, tomato, grape, apple, cranberry, or pineapple, with a standard portion size of 5-1/2 oz.

Additional Items: Butter/margarine, instant hot cereal, jelly/jam, peanut butter, salsa, hot peppers, salt, pepper, sugar, brown sugar, raisins (or other dried fruit), cream (or substitute), brewed coffee, tea, and hot chocolate.

Standard Box Lunch Menu Items

Sandwich Meats: Ham, corned beef, roast beef, turkey, pork, beef pastrami, salami, chicken, or bologna, with a standard portion size of 3-1/2 oz., combined with 1 to 1-1/2 oz. slices of bread, wrapped in plastic wrap or plastic bags.

Cheese: American, Cheddar, Swiss, Monterey Jack, or other natural cheese.

Fruit: Apple (size 100 count), orange (size 88 count), or other fresh fruit of comparable size.

Dried Fruit: Apricots, cherries, dates, mango, pineapple, pears, banana chips, peaches, prunes, or raisins, factory-wrapped or re-sealable individually wrapped, with a minimum nutritional value of 200 calories.

Snack Varieties: Candy bars, bagged candy, trail mix, cookies, brownies, granola bars, energy bars, fresh vegetables, potato chips, pretzels, shelled nuts, dried meats (sausage, pepperoni, jerky, etc.), or processed cheese, with a combined nutritional value of at least 600 calories (and high in complex carbohydrate content), 2 varieties per serving.

Condiments: Lettuce, tomato, pickle, and onion, together with mayonnaise, mustard, salt, and pepper, in individually factory-wrapped packets.

Additional Items: Paper napkin and pre-moistened towelette, 2 each.

Standard Dinner Menu Items

Meat (Beef): Steak (rib, loin, T-bone, sirloin, cubed, filet, pepper steak), roast (prime rib, sliced roast), short ribs (baked, broiled, barbecued), or ground beef (lasagna, meat loaf, meatballs in spaghetti sauce, ground beef patties), with a standard portion size of 10 oz. (boneless) or 14 oz. (bone-in).

Meat (Pork): Chops (loin-cut, spare-ribs, country-style ribs, barbecued), roast (sliced, tenderloin), ham (sliced), or sausage, with a standard portion size of 10 oz. (boneless) or 14 oz. (bone-in).

Meat (Lamb): Chops (grilled, barbecued) or roast (sliced), with a standard portion size of 10 oz. (boneless) or 14 oz. (bone-in).

Meat (Poultry): Sliced or whole pieces or parts (breast, thigh, leg), with a standard portion size of 8 oz. (boneless) or 14 oz. (bone-in).

Meat (Fish): Grilled, baked fillets, or steaks, with a standard portion size of 8 oz.

Meat (Processed): Pastrami, Polish/Italian sausage, or corned beef.

Non-meat Protein: BBQ beans, vegetarian patty, vegetarian hot dog, Tofu, beans, soybean product, bean burritos, peanut butter, cheese, tempeh, quinoa, or hummus, with a standard portion size of 4 oz.

Vegetables: Broccoli, cauliflower, asparagus, corn, peas, green beans, mixed vegetables, etc., with a standard portion size of 4 oz.

Potatoes: Baked, mashed, fried, boiled, scalloped, rice, stuffing, pasta, sweet potatoes, or yams, with a standard portion size of 6 oz.

Tossed Green Salad: Leafy vegetables (romaine, endive, iceberg, green leaf, red leaf, spinach, cabbage), salad toppings (kidney, garbanzo, or pinto beans, carrots, mushrooms, celery, cauliflower, green/red/bell peppers, broccoli, cheese, cottage cheese, beets, peas, tomatoes, eggs, cucumbers), dressings (regular and low/non-fat French, Ranch, Italian, vinaigrette, Thousand Island, Blue Cheese, etc.), and condiments (croutons, wheat nuts, sunflower seeds, crackers, taco chips, bread sticks, olives, pickles, or other fresh pickled or marinated vegetables), with a standard portion size of 4 oz.

Prepared Salad: Macaroni, carrot and raisin, potato, pea, gelatin, coleslaw, fruit, rice, or pasta salad, with a standard portion size of 4 oz.

Standard Dinner Menu Items (Cont'd)

Bread: White, French, garlic, rolls, cornbread, sourdough, tortilla, or pita pocket, with a standard portion size equal to 2 (1 to 1-1/2 oz.) slices.

Dessert: Cakes, cookies, pies, cobblers, puddings, pastries, or ice cream, with a standard portion size of 4 oz.

Tea: Black, herbal, green, and spiced.

Milk: White (whole, 2%, skim) and chocolate, with a standard portion size of 1/2 pint.

Food Quantity List (per 100 persons)

Item	Quantity
Apples	1 case
Applesauce	5 - 1-gallon cans
Bacon	35 lbs.
Bananas	2 cases
Beans (baked)	35 lbs.
Bean (frozen)	30 - 10-oz. bags
Beans (kidney) (canned)	10 lbs.
Butter	20 - 1-lb tubs
Cake	110 pieces (large)
Cantaloupe	2 cases
Carrots (raw)	10 lbs.
Celery	8 bunches
Cheese (sliced)	110 slices
Chicken (frozen)	75 lbs.
Cookies	30 dozen
Cooking Oil	2 gallons
Cool Whip	10 - 12-oz. tubs
Corn (whole kernel)	40 lbs. (canned)
Cottage Cheese	8 - 12-oz. tubs
Cranberry Sauce	10 lbs.
Creamer	200 individual packages
Croutons	6 boxes
Cucumbers	10 medium
Donuts	12 dozen
Eggs	25 to 35 dozen
French Fries (frozen)	25 lbs.
Fruit Juice (assorted)	20 - 46-oz. cans

Food Quantity List (per 100 persons) (Cont'd)

Item	Quantity
Granola Bars	20 boxes
Grapes	2 cases
Gravy Mix	60 packages
Green Peppers	10 medium
Gum	110 packages
Ham (diced)	10 lbs.
Ham (sliced)	30 lbs.
Hamburgers (patties)	220 patties
Hash Browns (frozen)	40 lbs.
Hot Chocolate Mix	10 cans
Ice	300-500 lbs.
Ice Cream	10 gallons
Jam/Jelly	10 jars
Lemonade Mix	4 cans
Lettuce	24 heads
Macaroni & Cheese (packages)	10 lbs.
Margarine	8 - 1-lb. tubs
Milk	12 gallons (or 200 pints)
Mushrooms	12 packages
Mustard	2 - 32-oz. jars
Onions (green)	8 bundles
Onions (yellow)	10 lbs.
Oranges	3 boxes
Pancake Mix	50 lbs.
Pastry	120 each
Peaches	8 - 10-lb. cans
Peanut Butter	10 jars

Food Quantity List (per 100 persons) (Cont'd)

Item	Quantity
Pies	30
Pineapple (sliced)	25 lbs.
Pork Chops	220 (if small), 110 (if large)
Potatoes (mashed)	3 - 40-oz. packages
Radishes	4 bundles
Rice-A-Roni	40 lbs.
Roast Beef	85 lbs.
Rolls (dinner)	220
Salad Dressing (variety)	25 - 12-oz. bottles
Salami	10 lbs.
Salt & Pepper	12 sets
Sausage Links	25 lbs.
Shrimp (frozen)	10 lbs.
Snack Pudding	5 cases
Sour Cream	11 lbs.
Sprouts (alfalfa)	6 bundles
Steak (rib or T-bone)	125 - 12-oz.
Steak Sauce	10 bottles
Stuffing Mix	24 boxes
Sugar	200 individual packages
Tabasco Sauce	10 bottles
Tater Tots (frozen)	40 lbs.
Tea	100 bags
Tomatoes	1 flat
Vegetables (mixed)	40 lbs.
Watermelon	10

ICS Forms & Reports

The Food Unit Leader (FDUL) is responsible for preparing the following ICS forms and reports:

Resources Request
(ICS-213-RR)

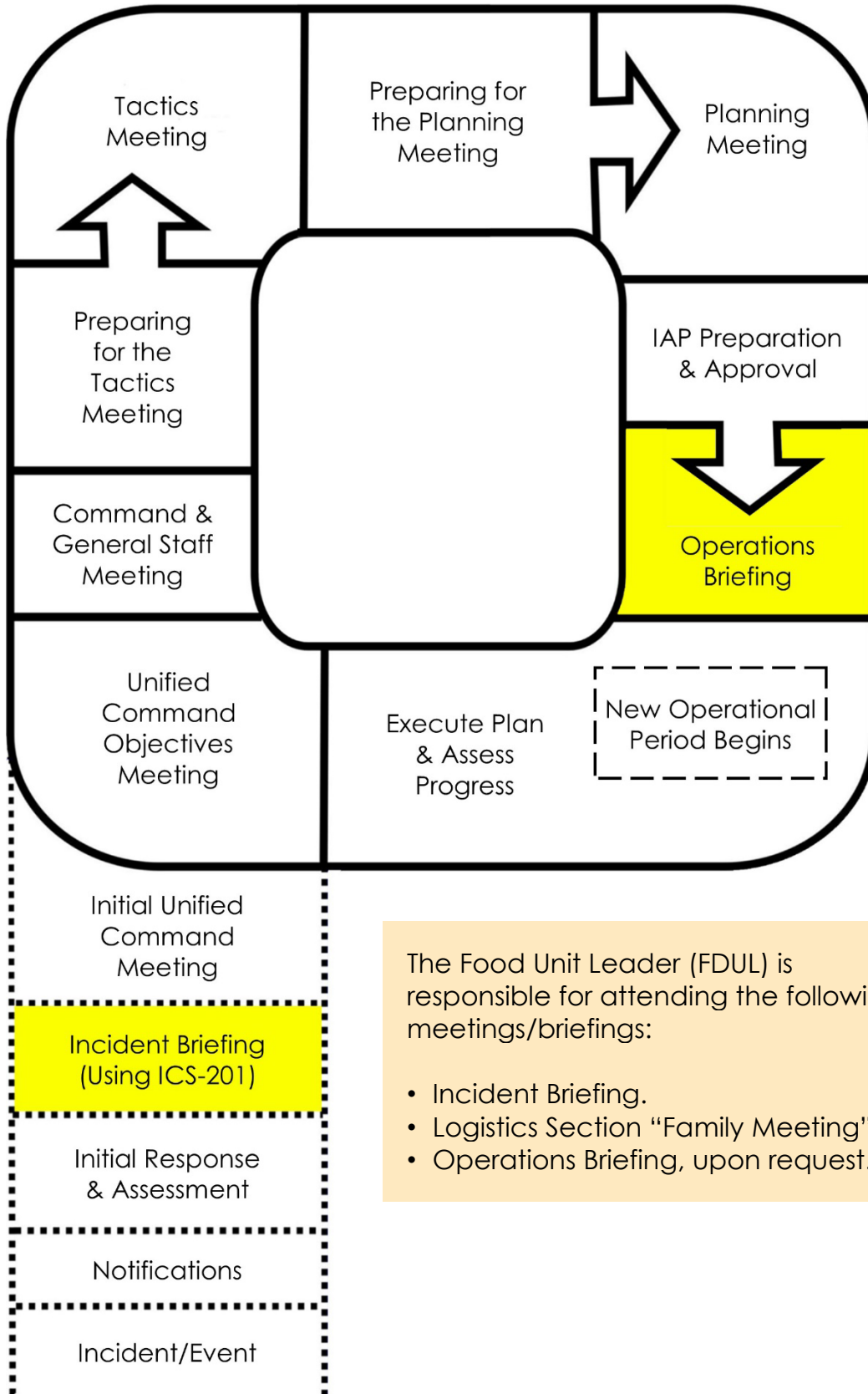
Section/Unit Activity Log
(ICS-214)

Individual Activity Log
(ICS-214a)

Feeding Plan
(ICS-308)

Food Inventory Log

Meetings & Briefings

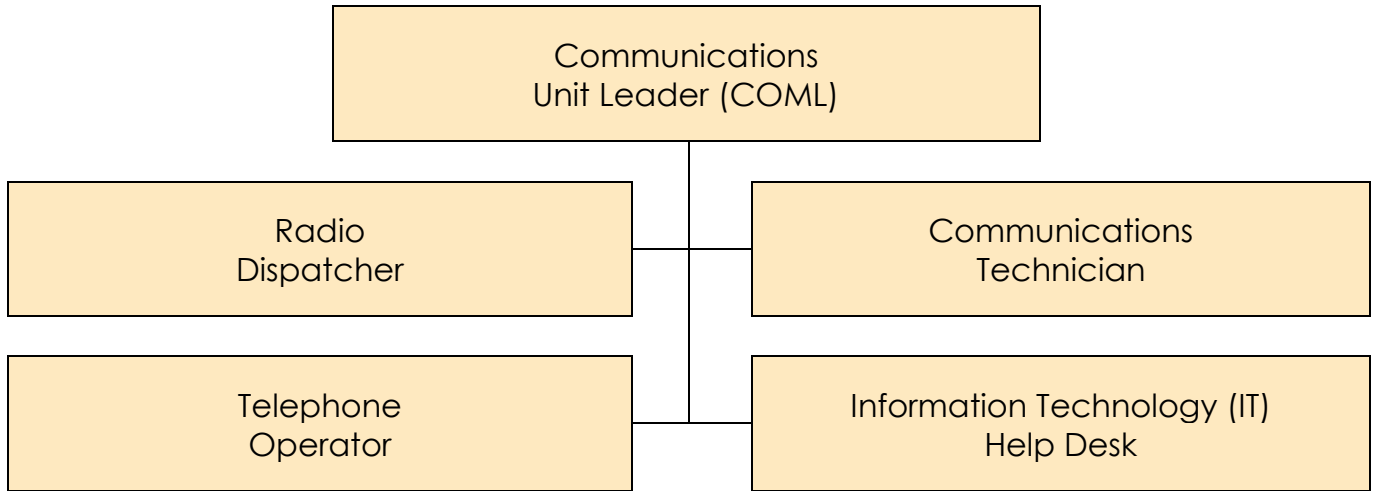


The Food Unit Leader (FDUL) is responsible for attending the following meetings/briefings:

- Incident Briefing.
- Logistics Section "Family Meeting".
- Operations Briefing, upon request.

Communications Unit Leader (COML)

Unit Organization



Tasks & Responsibilities

- Establish an intra-organizational network, capable of providing effective communications between all response personnel. Consider landline, cellular, and satellite telephones, handheld UHF/VHF radios, walkie-talkies, computer networks, email, printers, photocopiers, document scanners, fax machines, etc.
- Develop a plan to facilitate radio communications between the Incident Command Post (ICP), Staging Area, remote work sites, marine vessels, airborne assets (fixed-wing aircraft/helicopters), dispatch centers, Corporate Crisis Command Center, etc.
- Understand topographical features and identify the locations of nearby repeaters, cell towers, etc.
- Specify channels/frequencies for:
 - overall incident command.
 - tactical operations (linking spill managers with field responders).
 - logistical support functions (facilitating communications between the Incident Command Post (ICP) and Staging Area).
 - ground-to-air and air-to-air assets.
 - dispatch.
- Document radio frequency and channel assignments on Incident Radio Communications Plan (ICS-205) (page 77). Provide the Planning Section/Resources Unit (RESL) with a copy of the form for inclusion in the Incident Action Plan (IAP).
- Distribute radios to incident personnel, including response managers, field supervisors, safety technicians, vehicle drivers, boat operators, security guards, airplane/helicopter pilots, incident dispatchers, etc.
- Establish an accounting system for assigned radios. Inventory the type of equipment, make/model, serial number, and condition (operable versus inoperable).
- Track the distribution of communications equipment and computer hardware, including handheld radios, walkie-talkies, repeaters, cell phones, laptop computers, printers, external hard drives, projectors, etc., using Incident Property Tracking Worksheet (ICS-261).
- Ensure personnel use intrinsically-safe, explosion-proof radios in potentially hazardous environments.

Tasks & Responsibilities (Cont'd)

- Encourage response personnel to use a clear spoken message, based on common terminology (not codes), to avoid misunderstanding in complex and noisy situations.

Note: Radio communications, unless encrypted for secure transmission, are subject to electronic surveillance and monitoring by the public and news media. Individuals should be security-conscious before transmitting information by radio that may be considered media-sensitive, proprietary, or private. Good judgment is the only rule that applies; however, the Legal Officer and Public Information Officer (PIO) should be consulted for guidance in specific instances.

- Establish (and supervise) an Incident Communications Center (ICC) and/or Message Center, as necessary. Assign telephone operators, dispatchers, messengers, etc.

Note: When appropriately staffed, the ICC receives and distributes incident information, acting as a central switchboard and message center for the response. The role of the ICC is to filter incoming informational requests and reports, hence distribute them to the appropriate ICS section/unit.

- Set up telephone systems in the Incident Command Post (ICP). Determine specific organizational elements to be assigned telephone extensions, e.g., ICS sections/units, Joint Information Center (JIC), Message Center, Claims Center, Oiled Wildlife Hotline, etc.
- Determine the number of incoming trunk lines that are currently in service at the Incident Command Post (ICP), hence establish locations for the installation of additional telephone trunks and handsets, as necessary, along with the placement of fax machines.
- Compile telephone numbers, radio channels/frequencies, and email addresses for the entire ICS organization (listed by ICS function) on Communications List (ICS-205a) (page 78). Publish a copy of the communications directory in the Incident Action Plan (IAP).
- Make arrangements with AT&T, Sprint, T-Mobile, Verizon, or another wireless carrier to deploy mobile communications trailers, oftentimes referred to as Cell on Wheels (COWs) and Cell on Light Trucks (COLTs), to key areas to increase wireless network capabilities and improve signal strength for voice and data services encompassing emergency operations.

Tasks & Responsibilities (Cont'd)

- Acquire new/upgraded cellular devices capable of connecting to existing wireless networks, as necessary.
- Incorporate sales and network teams from wireless carriers as Subject Matter Experts (SMEs) on the response, as appropriate.
- Make wireless charging stations available at the Incident Command Post (ICP), Staging Area, and other designated facilities and operational worksites.
- Outfit the Incident Command Post (ICP) with a computer network, linking computer terminals with file servers, printers, and internet routers. Determine the optimal location for network file servers and the installation of cables and hubs. Install a local area network (LAN) with email access and standard office suite software. Consider wireless capabilities.
- Provide automated data processing and computer Information Technology (IT) services. Set up email user accounts, create databases, install collaboration technologies, and provide various software programs to meet the needs of the incident.
- Perform consistent hardware and network connectivity tests. Monitor and update user accounts, network printers, file servers, virus protection, remote access, and other issues that may affect performance. Troubleshoot hardware and software problems. Make regular system backups of critical data.
- Consider virtual technologies to facilitate communications and document-sharing between on-scene response managers and HEP regional/corporate office, using such software platforms as Cisco Webex, Microsoft Teams, Zoom, etc.
- Adopt non-HEP-related email accounts for members of the company's spill management team, e.g., fcostanza.logistics@maplestreetincident.com, jappleseed.finance@gmail.com, as appropriate.
- Provide technical information and expertise, as required, relating to the adequacy and capabilities of communications systems currently in use, geographic limitations on existing communications systems, and anticipated problems in the use of communications equipment.
- Ensure all communications equipment is secure and protected from theft and the elements.

Tasks & Responsibilities (Cont'd)

- Work with the Operations Section Chief (OSC) to ensure communications needs are being met.
- Brief management/overhead personnel and field supervisors on communications procedures and protocols, by attending the daily Operations Briefing(s).
- Periodically brief the Logistics Section Chief (LSC) on any problems, recommendations, outstanding issues, follow-up requirements, etc.
- Complete a daily log of actions, decisions, events, and conversations, using either Section/Unit Activity Log (ICS-214) (page 148) or Individual Activity Log (ICS-214a) (page 149). File all completed log sheets with the Documentation Unit (DOCL).

Incident Radio Communications Plan (ICS-205)

Incident Name:				Operational Period (start):						Operational Period (end):	
System/Cache	Channel	Function	Frequency	Assignment	Remarks						
Prepared By (LSC/COML):				ICS Position/Assignment:						Preparation Date/Time:	

Communications List (ICS-205a)

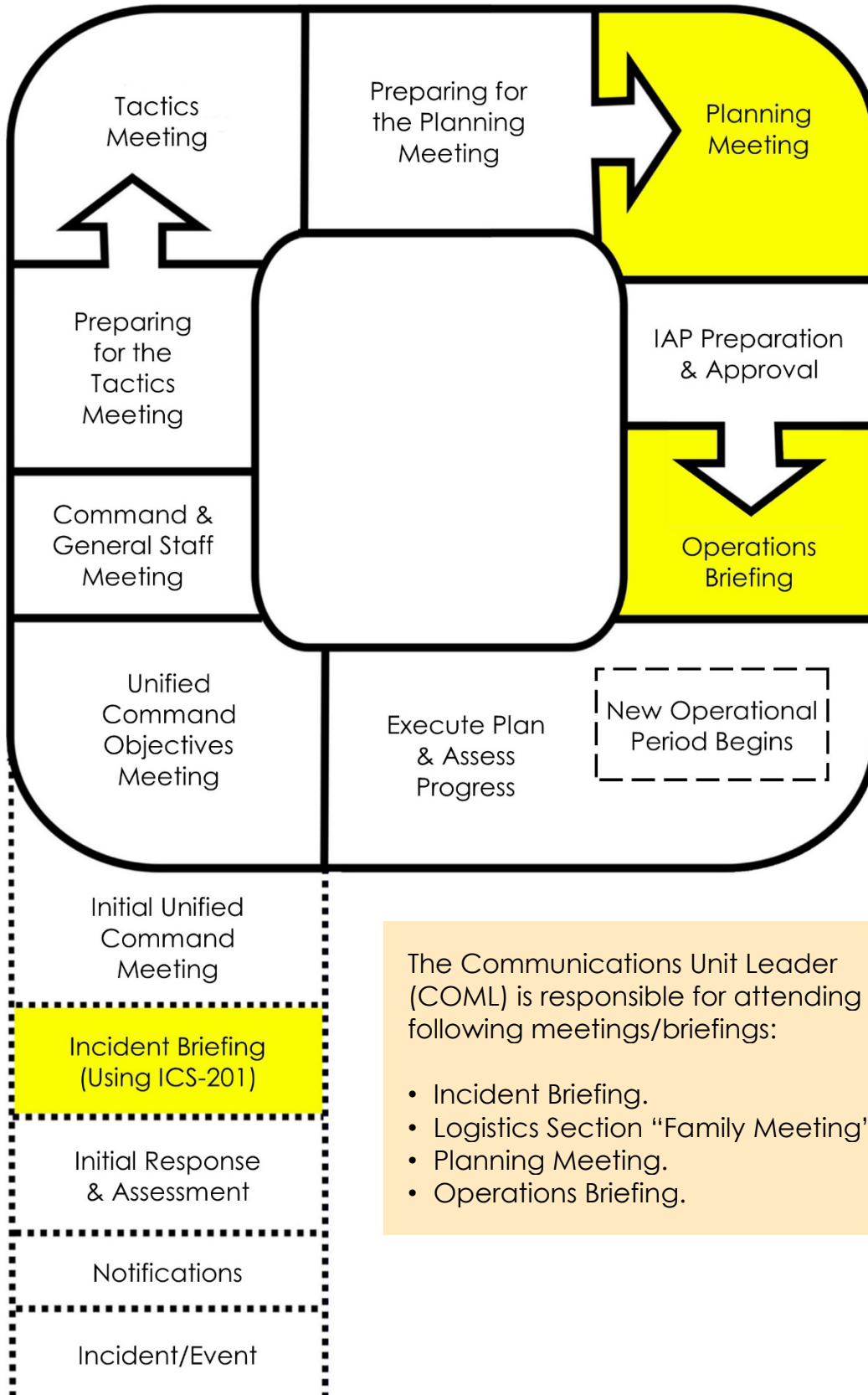
Incident Name:		Operational Period (start):			Operational Period (end):					
								Agency/Organization	Position/Assignment	Telephone #
Name										
Prepared By (LSC/COML):		ICS Position/Assignment:			Preparation Date/Time:					

ICS Forms & Reports

The Communications Unit Leader (COML) is responsible for preparing the following ICS forms and reports:

Incident Radio Communications Plan (ICS-205)	Communications List (ICS-205a)	Resources Request (ICS-213-RR)	Section/Unit Activity Log (ICS-214)
Individual Activity Log (ICS-214a)	Radio Inventory Log		

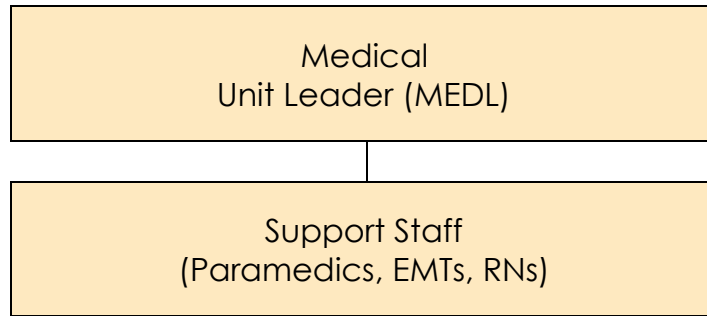
Meetings & Briefings



The Communications Unit Leader (COML) is responsible for attending the following meetings/briefings:

- Incident Briefing.
- Logistics Section "Family Meeting".
- Planning Meeting.
- Operations Briefing.

Unit Organization



Tasks & Responsibilities

- Coordinate the medical needs of the incident.
- Advise the local health department that a Medical Unit is being established in their jurisdiction. Provide information on the location and type of incident, contact telephone numbers, and any unique situations or special concerns, e.g., hazardous materials, airborne contaminants, etc.
- Staff the Medical Unit with licensed emergency care providers, e.g., paramedics, emergency medical technicians (EMTs), registered nurses (RNs), etc. Obtain current certification/licensure and training records.
- Prepare Medical Plan (ICS-206) (page 86), in coordination with the Safety Officer (SOFR). Submit the form for incorporation into the Incident Action Plan (IAP).

Note: Medical Plan (ICS-206) includes information on the availability of incident first-aid stations; ground and air ambulance providers; names, locations, and telephone numbers of nearby medical facilities, e.g., emergency clinics, hospitals, trauma and burn centers, etc.; and a brief summary of medical emergency procedures.

- Establish medical first-aid stations at various strategic locations in the field, considering travel times to a healthcare facility, number of workers per shift, and potential hazards to which workers may be exposed. Outfit first-aid stations with the necessary emergency medical supplies per the needs and complexity of the incident.

Note: Contents of first-aid kits should comply with both OSHA regulations and ANSI standards.

- Set up sheltered, climate-controlled tents or mobile medical trailers to receive and rehabilitate response personnel suffering from strenuous work activities and environmental conditions, e.g., heat stress, hypothermia, etc. Ensure chairs, beds, blankets, food, water, etc. are readily available.

Note: Each shelter should be optimally designed to accommodate 5 to 10 minor to moderately ill or injured patients at any given time.

Tasks & Responsibilities (Cont'd)

- Develop procedures for major medical emergency and non-emergency transport. Determine whether incident-primary medical response originates from local fire/EMS mutual aid service or private-sector.

Note: Transportation should be provided by licensed EMS agencies for emergency or life-threatening conditions. Non-emergent transports should be conducted by the most appropriate means as the situation dictates.

- Maintain dedicated ambulances, 4WD pickup trucks, utility vehicles (UTVs), boats, helicopters, etc. on standby status at the Staging Area to facilitate the timely response to on-site medical emergencies, as appropriate. Arrange for a deployment time of three (3) minutes or less.
- Outline preferred transportation routes for injured incident personnel.
- Provide medical emergency care providers with standing orders and protocols in response to personnel injuries and illnesses.
- Alert first responders of potential work exposures to ensure their safety.
- Contact local hospitals and clinics to confirm whether they have the capability to support medical emergencies relating to trauma, chemical exposures, burns, and other serious injuries.
- Obtain the names of licensed physicians to provide on-line, 24-hour medical direction and consultation.
- Compose an "Oil Spill Fact Sheet for Health Care Providers", enabling medical professionals to better respond to any health-related questions/concerns from the public regarding exposures to petroleum fumes, aromatic hydrocarbons, smoke, etc.
- Provide continuity of medical and rehabilitation care for incident personnel. Track patients as they move from origin to care facility to final disposition.
- Receive requests from response personnel for anti-inflammatory medications (aspirin, ibuprofen), acetaminophen (Tylenol), cold remedies, eye drops, topical ointments, etc. Seek advice from medical consultants if requests involve prescription medications.

Note: On-site treatment should generally be limited to the conservative use of authorized, over-the-counter (OTC) medications.

Tasks & Responsibilities (Cont'd)

- Retain copies of Safety Data Sheets (SDS) for specific emergency medical supplies, including alcohol wipes, antiseptic towelettes, triple antibiotic ointment, burn cream, disposable cold packs, hand sanitizer, eye wash, etc.
- Establish a medical surveillance program to systematically assess response personnel exposed or potentially exposed to occupational hazards. Monitor individuals for any adverse health effects, including excessive stress.
- Screen the medical histories of company employees to metabolic diseases, including diabetes, hematological (blood-related) diseases, renal (kidney) diseases, skin diseases, allergies, asthma, etc., to minimize potential aggravations related to dehydration, dusty/humid climates, temperature extremes, etc., as appropriate.
- Assemble and submit medical reports, as directed. Record injuries on the proper form, e.g., Incident Mishap (ICS-237).
- Arrange for biohazard handling and disposal procedures.
- Consult with the Safety Officer (SOFR), Operations Section Chief (OSC), industrial hygienists, and others on proper personnel protective measures for incident personnel.
- Advise the Safety Officer (SOFR) of any medical trends in reported illnesses or injuries.
- Inform the Claims Unit (COMP) of any injuries or illnesses requiring medical attention and request follow-up regarding patient status. Help obtain administrative documentation relating to injury compensation, including obtaining written authorizations, billing forms, witness statements, administrative medical documents, and reimbursement, as necessary.
- Implement procedures to protect medical records and Personally Identifiable Information (PII), in accordance with the Health Insurance Portability & Accountability Act (HIPAA).
- Coordinate mortuary affairs for incident personnel fatalities.
- Brief management personnel and field supervisors on emergency medical procedures and methods of communication, by attending the daily Operations Briefing(s).

Tasks & Responsibilities (Cont'd)

- Periodically brief the Logistics Section Chief (LSC) on any problems, recommendations, outstanding issues, follow-up requirements, etc.
- Complete a daily log of actions, decisions, events, and conversations, using either Section/Unit Activity Log (ICS-214) (page 148) or Individual Activity Log (ICS-214a) (page 149). File all completed log sheets with the Documentation Unit (DOCL).

Medical Unit Leader (MEDL)

Medical Plan (ICS-206)

Incident Name:	Operational Period (start):	Operational Period (end):		
Medical First-Aid Stations:				
Name	Location/Address	Telephone #/Radio	EMTs On-site (x)	
			<input type="checkbox"/> Yes <input type="checkbox"/> No	
			<input type="checkbox"/> Yes <input type="checkbox"/> No	
			<input type="checkbox"/> Yes <input type="checkbox"/> No	
Ambulance Services:				
Name	Location/Address	Telephone #/Radio	Level of Service (x)	
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS	
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS	
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS	
Hospitals/Emergency Clinics:				
Name	Location/Address	Telephone #	Travel Time	Facilities (x)
				<input type="checkbox"/> Burn Center <input type="checkbox"/> Trauma Center <input type="checkbox"/> Helipad
				<input type="checkbox"/> Burn Center <input type="checkbox"/> Trauma Center <input type="checkbox"/> Helipad
				<input type="checkbox"/> Burn Center <input type="checkbox"/> Trauma Center <input type="checkbox"/> Helipad
Summary of Medical Emergency Procedures:				
Prepared By (LSC/MEDL/SOFR):	ICS Position/Assignment:	Preparation Date/Time:		

ICS Forms & Reports

The Medical Unit Leader (MEDL) is responsible for preparing the following ICS forms and reports:

Medical
Plan
(ICS-206)

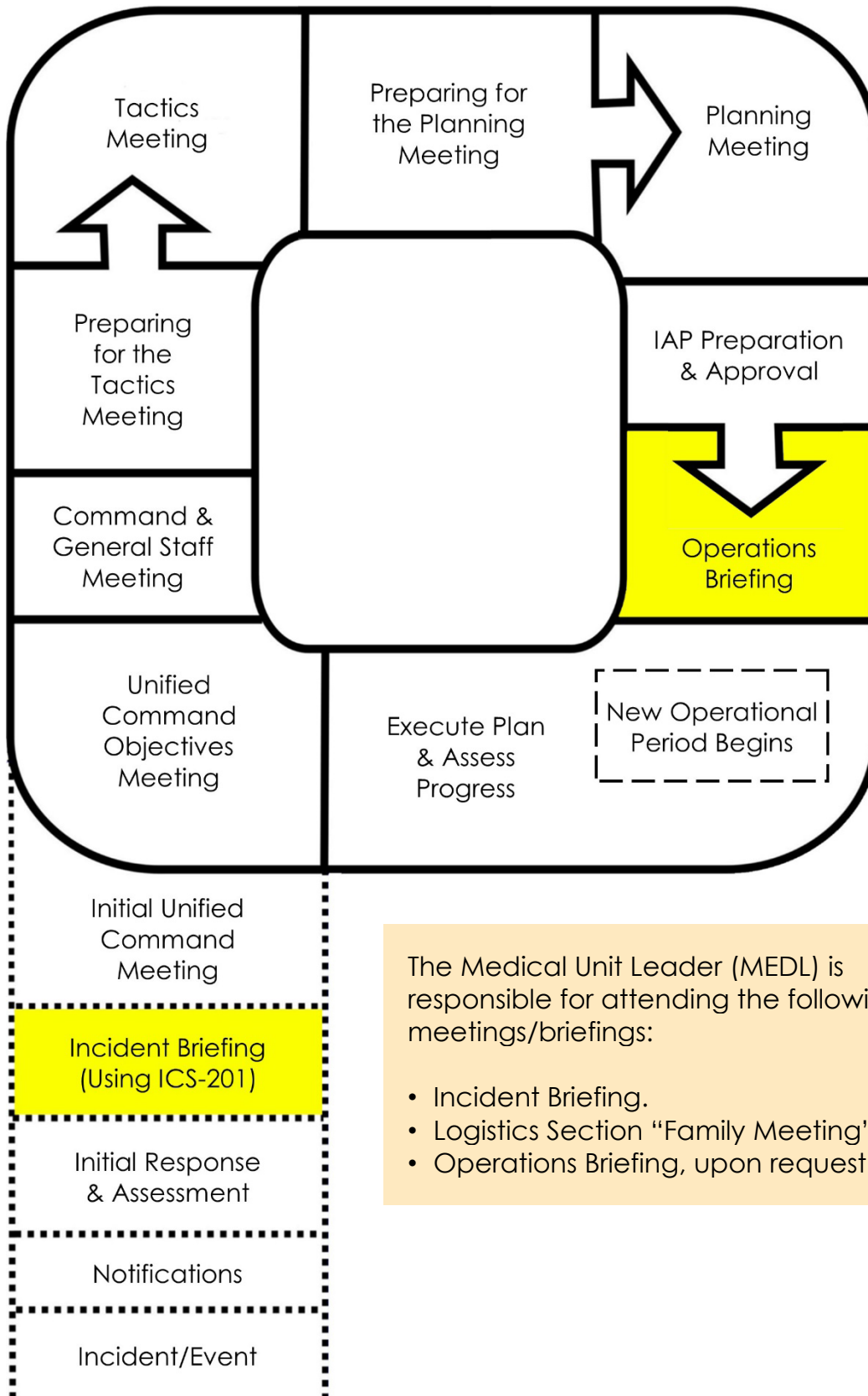
Resources
Request
(ICS-213-RR)

Section/Unit
Activity Log
(ICS-214)

Individual
Activity Log
(ICS-214a)

Incident
Mishap
(ICS-237)

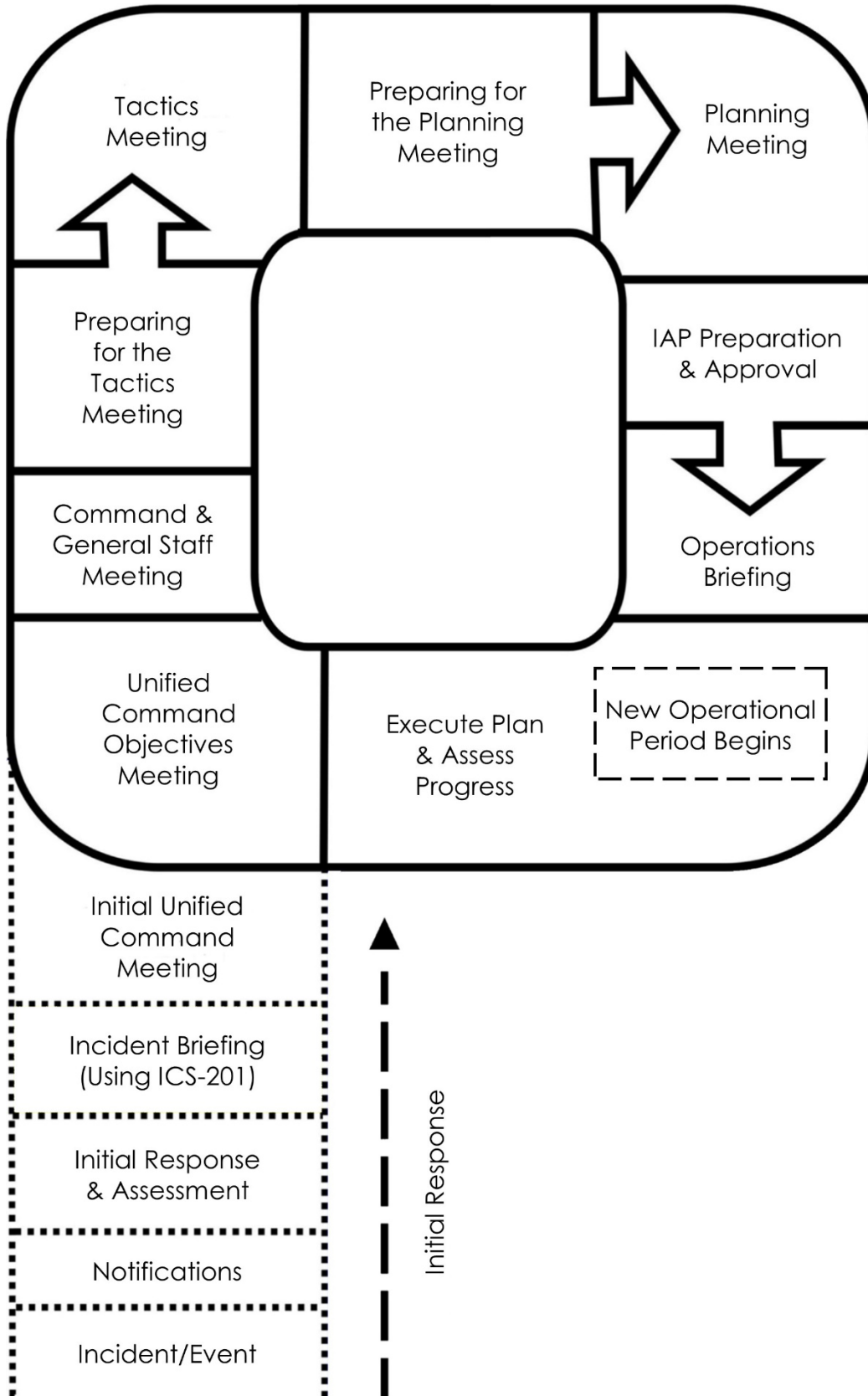
Meetings & Briefings



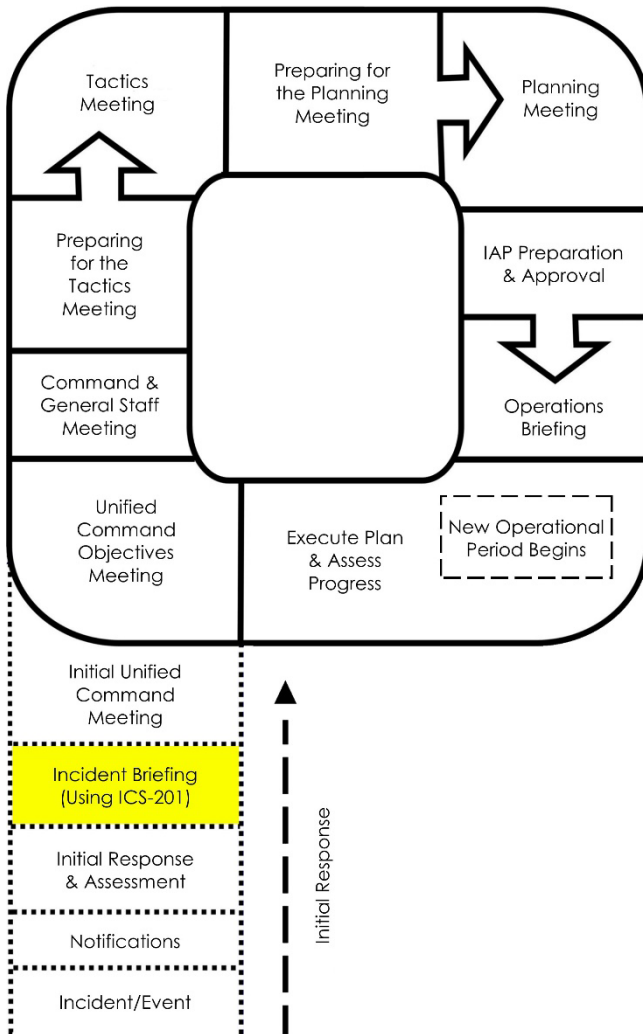
The Medical Unit Leader (MEDL) is responsible for attending the following meetings/briefings:

- Incident Briefing.
- Logistics Section "Family Meeting".
- Operations Briefing, upon request.

Planning "P"



Incident Briefing



Overview: The Incident Briefing provides incident management personnel, including Unified Command (UC) officials, with basic information regarding the incident situation and resources allocated to the response. It serves as an opportunity for members of the Command & General Staff to receive additional details regarding their assignment.

Schedule: The Incident Briefing originates during the transfer-of-command process, but may also be scheduled periodically to assess the status of current response activities or serve as an orientation for newly assigned individuals in the ICS organization.

Facilitator: Planning Section Chief (PSC).

Attendees:

- Federal OSC.
- State OSC.
- Local OSC.
- Incident Commander (RPIC).
- Safety Officer (SOFR).
- Public Information Officer (PIO).
- Liaison Officer (LOFR).
- Operations Section Chief (OSC).
- Branch Directors (OPBDs).
- Planning Section Chief (PSC).
- Logistics Section Chief (LSC).
- Finance Section Chief (FSC).
- Unit Leaders.
- Agency Representatives (AREPs).
- OSRO Representatives.
- Technical Specialists (THSPs).

Duration: Approximately 30 minutes.

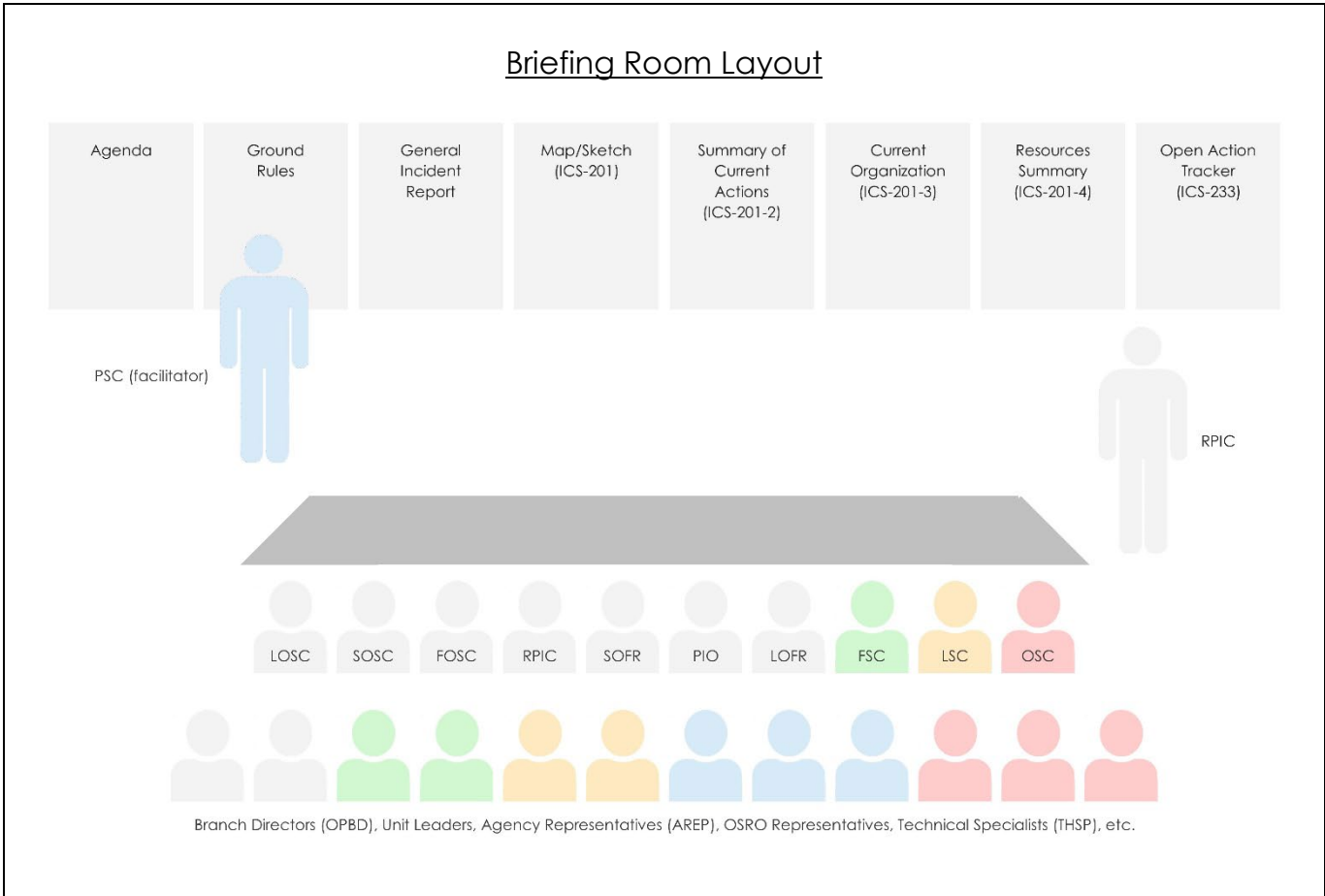
Incident Briefing (Cont'd)

Logistics Responsibilities:

- Receive additional details regarding assignment.
- Consider staffing requirements for the Logistics Section.
- Examine existing methods of communication, including radio frequency assignments.
- Detail procedural instructions for ordering resources, using the proper Resources Request (ICS-213-RR) forms for documentation purposes.

Incident Briefing (Cont'd)

The recommended room layout and seating arrangement for the Incident Briefing is illustrated below:



Incident Briefing (Cont'd)Agenda

The relatively informal briefing generally lacks an established agenda, with the exception of following the format of the Incident Briefing (ICS-201) forms.

1. Planning Section Chief (PSC): Bring the meeting to order, by stating "Good morning/afternoon. It's [time and date] and I'd like to call the Incident Briefing to order."
2. Planning Section Chief (PSC): Conduct roll call for the various ICS positions/functions listed on page 90.
3. Planning Section Chief (PSC): Announce ground rules, as follows:
 - Silence all electronic devices.
 - Respect the meeting agenda.
 - Be mindful of time.
 - Presenters front and center.
 - Limit interruptions and side conversations.
 - Table discussions unrelated to the meeting.
4. Planning Section Chief (PSC): Briefly review the agenda, noting the purpose of the meeting is to provide incident management personnel, including Unified Command (UC) officials, with basic information regarding the incident situation and resources allocated to the response.
5. Planning Section Chief (PSC): Confirm the Documentation Unit is taking meeting minutes and tracking action items that could potentially arise during the meeting, using Meeting Summary (ICS-231) and Open Action Tracker (ICS-233), respectively.
6. Planning Section Chief (PSC): Distribute hard-copy printouts, if available, of the completed Incident Briefing (ICS-201) forms to meeting attendees. Indicate these forms will be frequently referenced during the briefing to communicate incident details and highlight specific issues.
7. Planning Section Chief (PSC): Acknowledge the "formal name" of the incident, if established.

Incident Briefing (Cont'd)

Agenda (Cont'd)

8. Planning Section Chief (PSC): Invite the Responsible Party Incident Commander (RPIC) to the podium to deliver specifics and details regarding the incident.
9. Responsible Party Incident Commander (RPIC):
 - Provide a brief historical overview/analysis of the incident. Note the date, time, and origin of the discharge, along with the type and estimated volume of spilled product. Illustrate the incident perimeter and spill trajectory, using Map/Sketch (ICS-201-1). Refrain from speculating on the potential cause, if unknown.
 - Indicate whether there are any injuries/casualties associated with the incident. Address potential exposures, environmental vulnerabilities, road closures, etc.
 - Note corrective actions, e.g., source control, valve closure, spill containment, oil recovery, etc., taken in response to the scenario.
 - Review/analyze current and forecasted weather conditions.
 - Verify completed notifications (both internal and external), using Spill Notification Log as a reference.
 - Specify the locations of established incident facilities, including the Incident Command Post (ICP) and Staging Area, by referencing Map/Sketch (ICS-201-1).
 - Define incident objectives and priorities. Customize the “generalized” objectives on the Summary of Current Actions (ICS-201-2) form, by adding specifics as verbal tasking is provided to response managers and contractors.
 - Outline current and planned actions/tactics, using Summary of Current Actions (ICS-201-2) as a template. Acknowledge tasks expected to be completed before the start of the next operational period.

Incident Briefing (Cont'd)

Agenda (Cont'd)

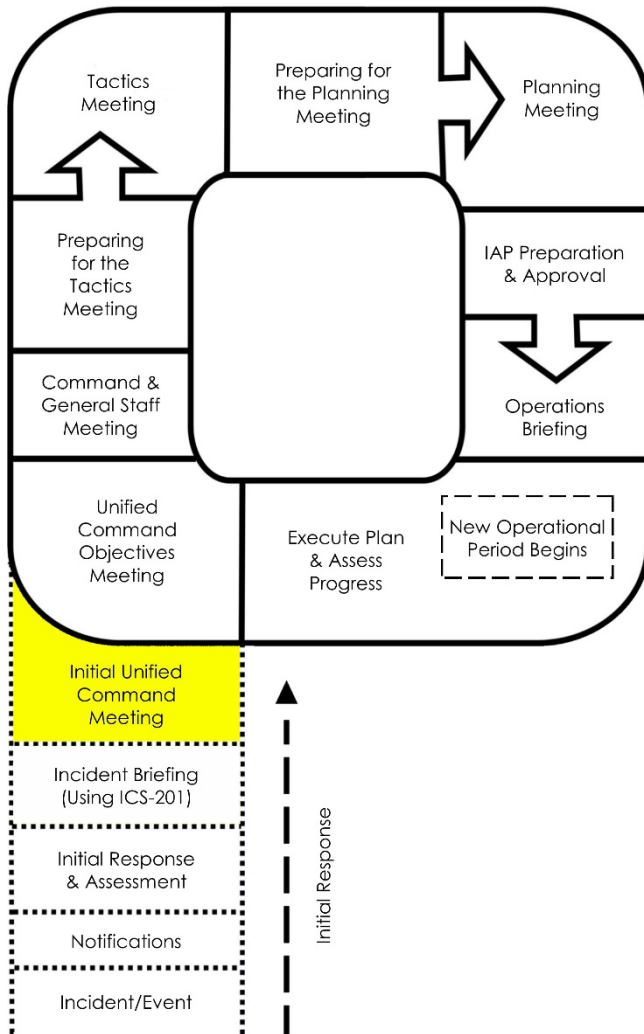
9. Responsible Party Incident Commander (RPIC) (Cont'd):
 - Review the current on-scene organizational structure and personnel assignments, by referencing Current Organization (ICS-201-3). Note establishment of any operational Branches/Divisions/Groups. Confirm adequate span-of-control is provided.
 - Note agencies and jurisdictions involved in the incident.
 - Document resource assignments and how they are being used in support of operational activities, with the aid of Resources Summary (ICS-201-4). Further note resources ordered and/or enroute.
 - Discuss methods of communication, including radio frequency/channel assignments, using Incident Radio Communications Plan (ICS-205) as a reference. Review/propose a communications schedule for supervisors and managers assigned to Operations functions.
 - Detail procedural instructions for requesting/ordering additional resources. Adopt the standardized Resources Request (ICS-213-RR) form to solicit equipment, supplies, and services.
 - Review safety considerations and concerns. Highlight any near-misses or injuries requiring medical attention, with help from the Safety Officer (SOFR).
 - Consider incident complexity, along with any political, news media, environmental, and economic influences/constraints.
 - Summarize the briefing with an overall assessment of the incident's potential. Reinforce objectives and priorities.
10. Planning Section Chief (PSC): Announce the duration of the "emergency/reactive" phase and schedule for transitioning into the "proactive" mode of the ICS Operational Period Planning Cycle, based on the magnitude/complexity of the incident and upon assuring sufficient Incident Management Team (IMT) staffing is available.

Incident Briefing (Cont'd)

Agenda (Cont'd)

11. Planning Section Chief (PSC): Facilitate an open, "round-robin"-style discussion to clarify objectives, priorities, assignments, specific job responsibilities, issues, concerns, and open actions/tasks, using Open Action Tracker (ICS-233).
12. Responsible Party Incident Commander (RPIC): Offer words of encouragement. Recognize sacrifices and contributions. Emphasize safety and teamwork.
13. Planning Section Chief (PSC): Adjourn briefing.

Initial Unified Command Meeting



Overview: The Initial Unified Command Meeting provides Unified Command (UC) officials with an opportunity to discuss and concur on important issues and formulate key decisions prior to joint incident action planning. This meeting typically sets the tone for the overall response.

Schedule: The Initial Unified Command Meeting is scheduled as agency representatives integrate into the Unified Command (UC) response organization, typically upon conclusion of the Incident Briefing.

Facilitator: Planning Section Chief (PSC).

Attendees:

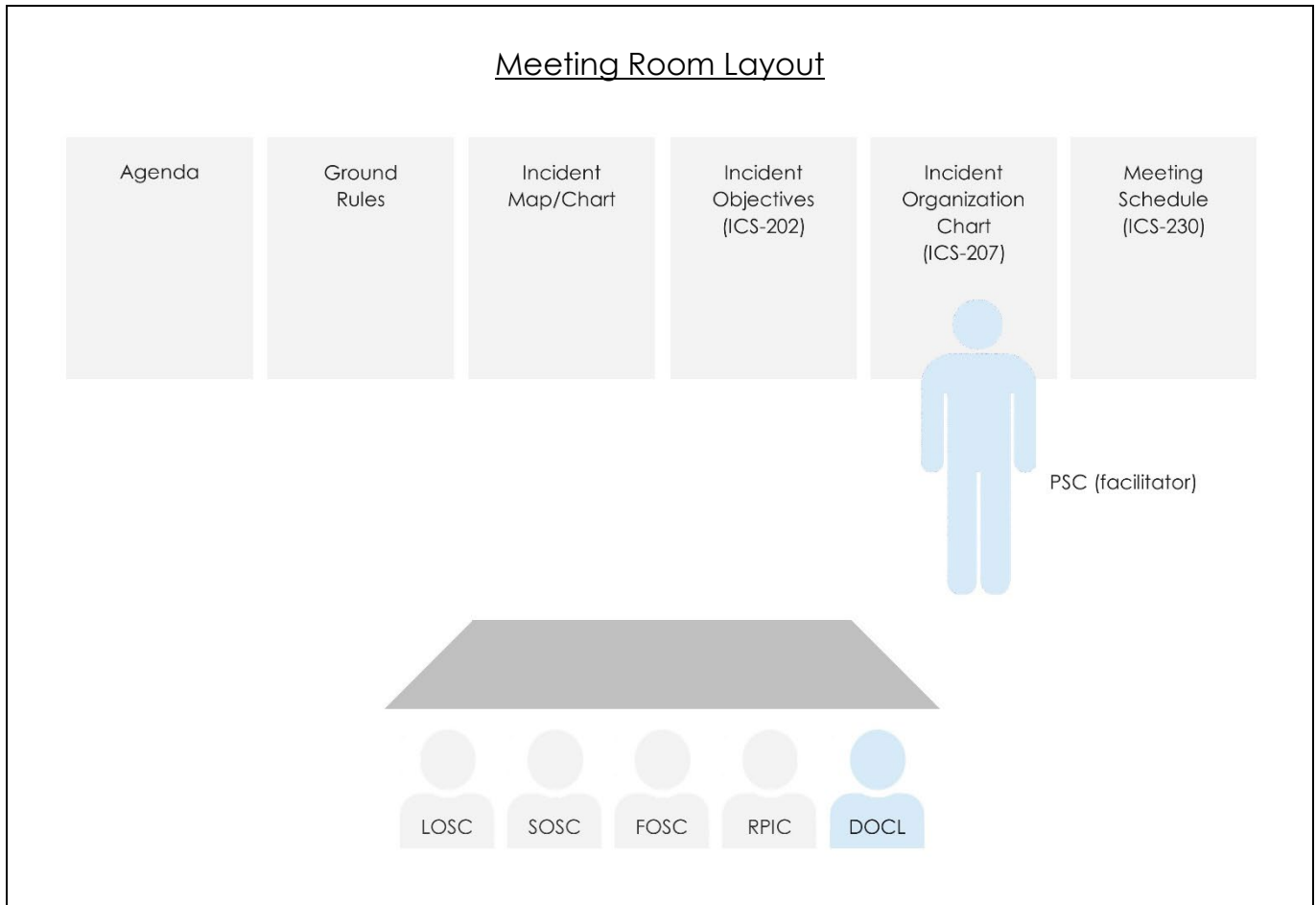
- Federal OSC.
- State OSC.
- Local OSC.
- Incident Commander (RPIC).
- Planning Section Chief (PSC).
- Documentation Unit Leader (DOCL).

Duration: Approximately 60 minutes.

Note: Members of the Logistics Section typically do not attend the Unified Command Objectives Meeting.

Initial Unified Command Meeting (Cont'd)

The recommended room layout and seating arrangement for the Initial Unified Command Meeting is illustrated below:



Initial Unified Command Meeting (Cont'd)

Agenda

1. Planning Section Chief (PSC): Bring the meeting to order, by stating “Good morning/afternoon. It’s [time and date] and I’d like to call the Initial Unified Command Meeting to order.”
2. Planning Section Chief (PSC): Conduct roll call for the various ICS positions/functions listed on page 97.
3. Planning Section Chief (PSC): Announce ground rules, as follows:
 - Silence all electronic devices.
 - Respect the meeting agenda.
 - Be mindful of time.
 - Presenters front and center.
 - Limit interruptions and side conversations.
 - Table discussions unrelated to the meeting.
4. Planning Section Chief (PSC): Briefly review the agenda, noting the purpose of the meeting is to provide Unified Command (UC) officials with an opportunity to discuss and concur on important issues and formulate key decisions prior to joint incident action planning.
5. Planning Section Chief (PSC): Confirm the Documentation Unit is taking meeting minutes and tracking action items that could potentially arise during the meeting, using Meeting Summary (ICS-231) and Open Action Tracker (ICS-233), respectively.
6. Planning Section Chief (PSC): Validate makeup of the newly formed Unified Command (UC), which may include representatives from leading federal, state, and local agencies, together with the Responsible Party (RP).
7. Unified Command (UC):
 - Confirm representatives in attendance have the proper Delegation of Authority from their respective agencies/organizations.
 - Clarify Unified Command (UC) roles and responsibilities. Discuss means of supporting the incident. Identify jurisdictional boundaries and focus.

Initial Unified Command Meeting (Cont'd)

Agenda (Cont'd)

7. Unified Command (UC) (Cont'd):

- Review/fine-tune incident objectives, specifically designed to provide focus to the response organization (refer to examples on pages 102-103).
- Establish/document potential limitations and constraints (refer to examples on page 104), using ICS-202a.
- Agree on response priorities (refer to examples on page 105). Document on Command Direction (ICS-202a).
- Determine specific informational thresholds for which Command requires immediate notification (refer to example critical information requirements on page 106). Use ICS-202b for documentation purposes.
- Outline a basic ICS organizational structure, using Incident Organization Chart (ICS-207) as a guide.
- Consider Command Staff assignments. Designate the lead organization/agency for the Safety Officer (SOFR), Public Information Officer (PIO), and Liaison Officer (LOFR).
- Nominate the best-qualified Operations Section Chief (OSC) and Deputy, based on makeup of the Unified Command (UC).
- Agree on key General Staff personnel assignments in the Planning, Logistics, and Finance Sections. Assign Section Chiefs, Deputies, Unit Leaders, and Technical Specialists (THSPs), as needed.
- Discuss the integration of assisting/cooperating agencies and organizations into the ICS organization.
- Compose a list of potential stakeholders, e.g., elected officials, emergency managers, scientific researchers, environmental organizations, special interest groups, community residents, local businesses, landowners, etc., which may be affected by the incident.

Initial Unified Command Meeting (Cont'd)

Agenda (Cont'd)

7. Unified Command (UC) (Cont'd):

- Suggest (and agree on) a “formal name” for the incident.
- Determine the length of the operational period (start/end times) and work shift hours. Draft a Meeting Schedule (ICS-230).
- Propose locations for the Incident Command Post (ICP) and other critical support facilities, e.g., Staging Areas.
- Set policies for interacting with the news media and disseminating incident-related information (both internally and externally). Assess the need to establish a Joint Information Center (JIC). Designate a sole individual to serve as spokesperson for the Unified Command (UC), hence commit to speak with “one voice” through the JIC, if established.
- Acknowledge sensitive information, intelligence, and operational security matters.
- Discuss resource ordering, cost accounting, and cost-sharing procedures.
- Summarize and document key decisions. Determine key action items and functional tasks to be assigned to members of the Command & General Staff, using Open Action Tracker (ICS-233) for recording purposes.

8. Planning Section Chief (PSC): Adjourn meeting.

Example Incident Objectives

Incident Management

- Manage a coordinated inter-agency response effort that reflects composition of the Unified Command (UC).
- Establish an Incident Management Team (IMT) capable of meeting the initial and long-term challenges required for incident mitigation.
- Inform the public, stakeholders, and news media of response activities.
- Implement a coordinated response with law enforcement and other responding agencies.
- Evaluate planned actions to determine potential impacts on social, political, and economic entities.
- Establish a Volunteer Management Program.
- Adhere to appropriate financial accounting practices.
- Establish resource request and ordering procedures.
- Establish an incident documentation system.
- Establish an information transfer process to facilitate communications with stakeholders and organizations.

Oil Spill

- Initiate actions to stop/control the release and minimize the total spill volume.
- Implement measures to isolate, contain, and stabilize the incident.
- Examine the fate, effects, and trajectories of oil/hazardous substances.
- Identify sensitive areas.
- Develop protection strategies.
- Conduct pre-impact shoreline debris removal.
- Contain, treat, and recover spilled materials.
- Conduct shoreline assessments and initiate cleanup efforts.

Safety

- Maximize the protection of public health and welfare.
- Provide for the safety and security of responders.
- Conduct an operational risk assessment; ensure controls are in place to protect responders and the public.

Example Incident Objectives (Cont'd)

Security

- Implement security awareness measures.
- Evaluate changes in incident effects and response conditions.
- Establish an Incident Security Plan, incorporating identification badges.
- Implement scene integrity and evidence preservation measures.
- Investigate the cause of the incident.
- Establish and continue enforcement of safety and security zones.
- Implement airspace closure and monitoring.

Environmental

- Identify and protect environmentally sensitive areas, including wetlands, wildlife habitats, historic properties, archeological sites, etc.
- Identify threatened/endangered species; prepare to rescue and rehabilitate injured wildlife.
- Investigate the potential for alternative response technologies, e.g., in-situ burning, bioremediation, etc., in support of response efforts.

Firefighting

- Commence firefighting operations to contain, extinguish, and overhaul fire.
- Coordinate and support firefighting activities.

Crisis Management

- Maintain business survival.
- Minimize response costs.
- Maintain public image.
- Minimize local economic and tourism impacts.
- Minimize third-party claims.
- Minimize natural resource damage assessments.
- Re-establish commercial operation as soon as possible.
- Minimize prospects of criminal prosecution.
- Meet certain reasonable stakeholder expectations (public, agency, interest group, and political).
- Consider insurance limitations.

Example Limitations & Constraints

- Adverse weather.
- Challenging terrain/topography.
- Limited specialized resources.
- Staffing shortfalls.
- Crew rest requirements.
- Conflicting jurisdictional oversight.
- Delegation of authority.
- Inter-agency communications.
- Costs.
- News media coverage.
- Public confidence/perception.
- Political influences.
- Affected population.
- Adverse environmental/economic impacts.
- Community evacuations.
- Security.
- Evidence preservation.
- Exclusion zones.
- Oil composition.
- PPE requirements.
- Availability of waste receiving areas.
- Command and General Staff composition.

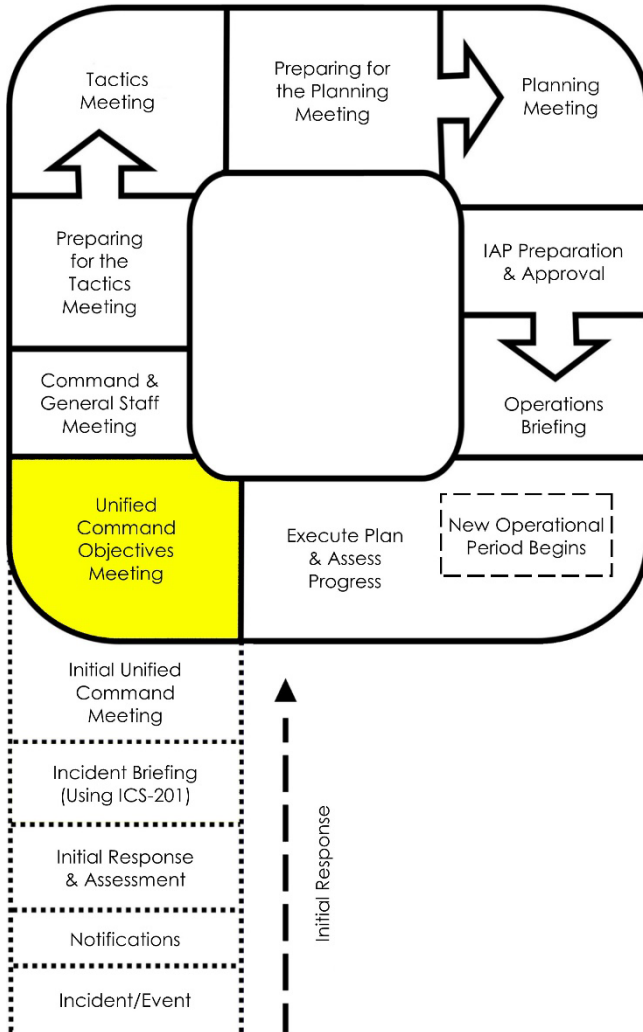
Example Response Priorities

- Responder safety.
- Public health.
- Air monitoring.
- Incident stabilization.
- Source control.
- Environmental/property protection.
- Wildlife rescue/rehabilitation.
- Security.
- Transportation infrastructure.
- Maritime commerce restoration.
- Medical support.
- Stakeholder outreach.
- Media relations.
- Communications.
- Information management.
- Situational awareness.
- Incident investigation.
- Evidence collection.

Example Critical Information Requirements (CIRs)

- Injuries and/or fatalities.
- Personnel accountability.
- Waterway/port closures.
- Damage to infrastructure or company facilities.
- Equipment malfunctions.
- Total volume of the spill or rate of discharge.
- Resources status.
- Operational asset tracking.
- Environmental impacts.
- Resources at risk.
- Oiled wildlife.
- Cultural/historical impacts.
- News media interests/concerns.
- Social media trends.
- Political interests/concerns.
- Stakeholder concerns.

Unified Command Objectives Meeting



Overview: The Unified Command Objectives Meeting provides Unified Command (UC) officials with an opportunity to assess progress, hence review, identify, and prioritize objectives for the next operational period. Decisions and directions from this meeting are communicated to the entire incident response organization during the subsequent Command & General Staff Meeting.

Schedule: The Unified Command Objectives Meeting is typically scheduled during the early morning hours at the onset of the operational period, prior to the Command & General Staff Meeting.

Facilitator: Planning Section Chief (PSC).

Attendees:

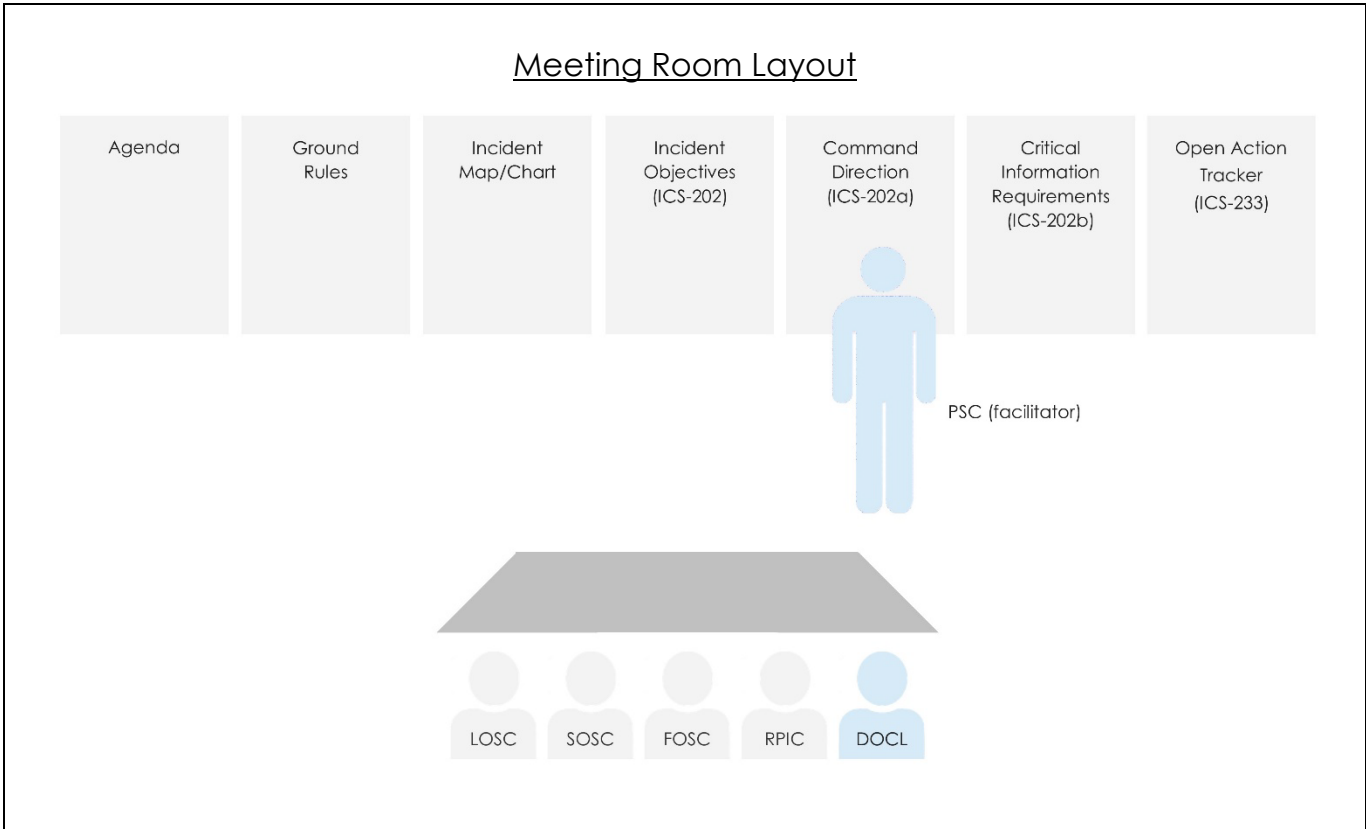
- Federal OSC.
- State OSC.
- Local OSC.
- Incident Commander (RPIC).
- Planning Section Chief (PSC).
- Documentation Unit Leader (DOCL).

Duration: 30 to 60 minutes.

Note: Members of the Logistics Section typically do not attend the Unified Command Objectives Meeting.

Unified Command Objectives Meeting (Cont'd)

The recommended room layout and seating arrangement for the Unified Command Objectives Meeting is illustrated below:



Unified Command Objectives Meeting (Cont'd)

Agenda

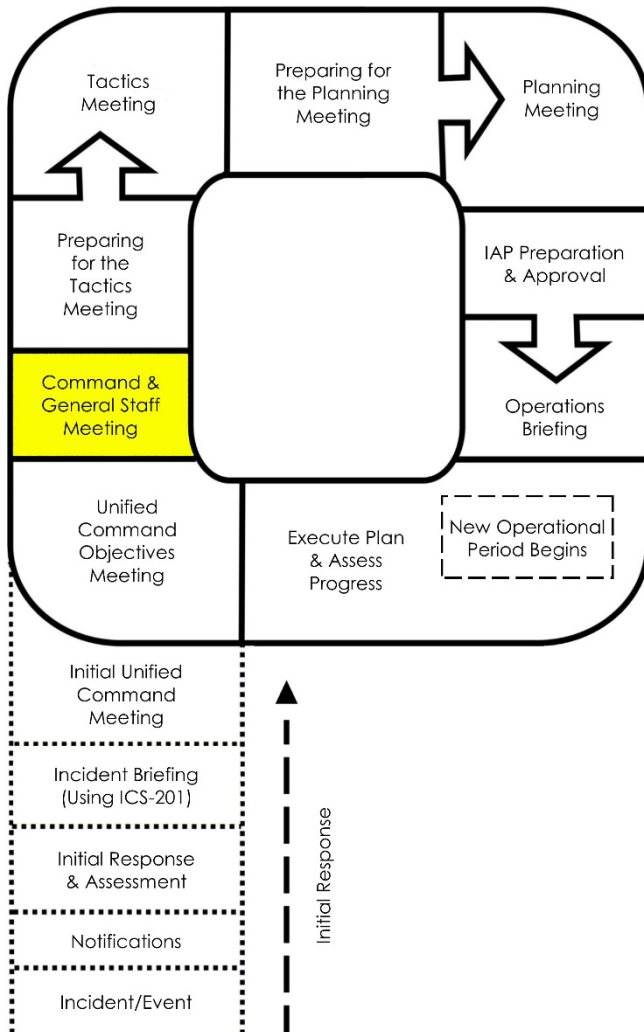
1. Planning Section Chief (PSC): Bring the meeting to order, by stating "Good morning/afternoon. It's [time and date] and I'd like to call the Unified Command Objectives Meeting to order."
2. Planning Section Chief (PSC): Conduct roll call for the various ICS positions/functions listed on page 107.
3. Planning Section Chief (PSC): Announce ground rules, as follows:
 - Silence all electronic devices.
 - Respect the meeting agenda.
 - Be mindful of time.
 - Presenters front and center.
 - Limit interruptions and side conversations.
 - Table discussions unrelated to the meeting.
4. Planning Section Chief (PSC): Briefly review the agenda, noting the purpose of the meeting is to with provide Unified Command (UC) officials with an opportunity to assess progress, hence review, identify, and prioritize objectives for the next operational period.
5. Planning Section Chief (PSC): Confirm the Documentation Unit is taking meeting minutes and tracking action items that could potentially arise during the meeting, using Meeting Summary (ICS-231) and Open Action Tracker (ICS-233), respectively.
6. Unified Command (UC):
 - Review/adjust incident objectives. Make any changes on ICS-202.
 - Validate previous decisions, priorities, and procedures, as documented on Command Direction (ICS-202a).
 - Analyze critical information requirements (CIRs) (ICS-202b), information flow, and time-critical expectations.
 - Assign or review/update tasks for members of the Command and General Staff, while referencing ICS-233.

Unified Command Objectives Meeting (Cont'd)

Agenda (Cont'd)

6. Unified Command (UC) (Cont'd):
 - Review any open actions from previous meetings.
 - Prepare for the Command & General Staff Meeting.
7. Planning Section Chief (PSC): Adjourn meeting.

Command & General Staff Meeting



Overview: The Command & General Staff Meeting (oftentimes referred to as the Strategy Meeting) provides an opportunity for Unified Command (UC) officials to meet with the core response organization to discuss the current situation, review incident objectives, set priorities, identify limitations and constraints, address organizational issues, clarify staff roles and responsibilities, and outline expectations. The information discussed in this meeting will set into motion the development of the Incident Action Plan (IAP).

Schedule: The Command & General Staff Meeting is typically scheduled during the mid-morning hours (in a 24-hour operational period), between the Unified Command Objectives Meeting and Tactics Meeting.

Facilitator: Planning Section Chief (PSC).

Attendees:

- Federal OSC.
- State OSC.
- Local OSC.
- Incident Commander (RPIC).
- Safety Officer (SOFR).
- Public Information Officer (PIO).
- Liaison Officer (LOFR).
- Operations Section Chief (OSC).
- Planning Section Chief (PSC).
- Situation Unit Leader (SITL).
- Documentation Unit Leader (DOCL).
- Logistics Section Chief (LSC).
- Finance Section Chief (FSC).

Duration: Approximately 30 minutes.

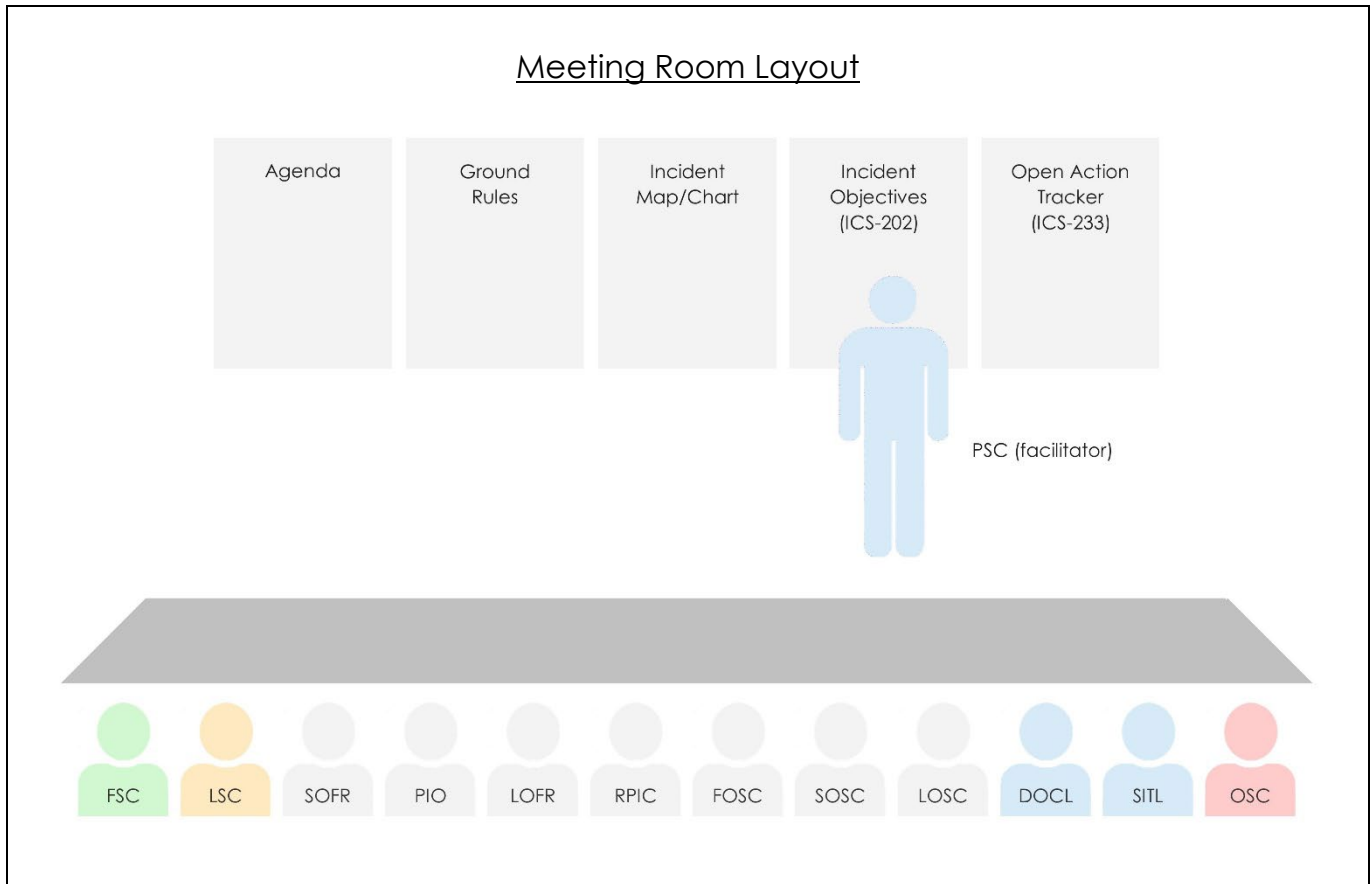
Command & General Staff Meeting (Cont'd)

Logistics Responsibilities:

- Receive Command Direction (priorities, objectives, limitations/constraints, key decisions, and critical information requirements, including immediate reporting thresholds) and tasking.
- Clarify the types and locations of incident facilities that will be required in support of operations.
- Identify any limitations relating to supply, transportation, food, communications, security, medical, etc. that may impact response operations.
- Address any problems with the internal resource request/ordering process, especially if there are unnecessary delays in getting resources to the incident.
- Communicate any staffing issues.

Command & General Staff Meeting (Cont'd)

The recommended room layout and seating arrangement for the Command & General Staff Meeting is illustrated below:



Command & General Staff Meeting (Cont'd)

Agenda

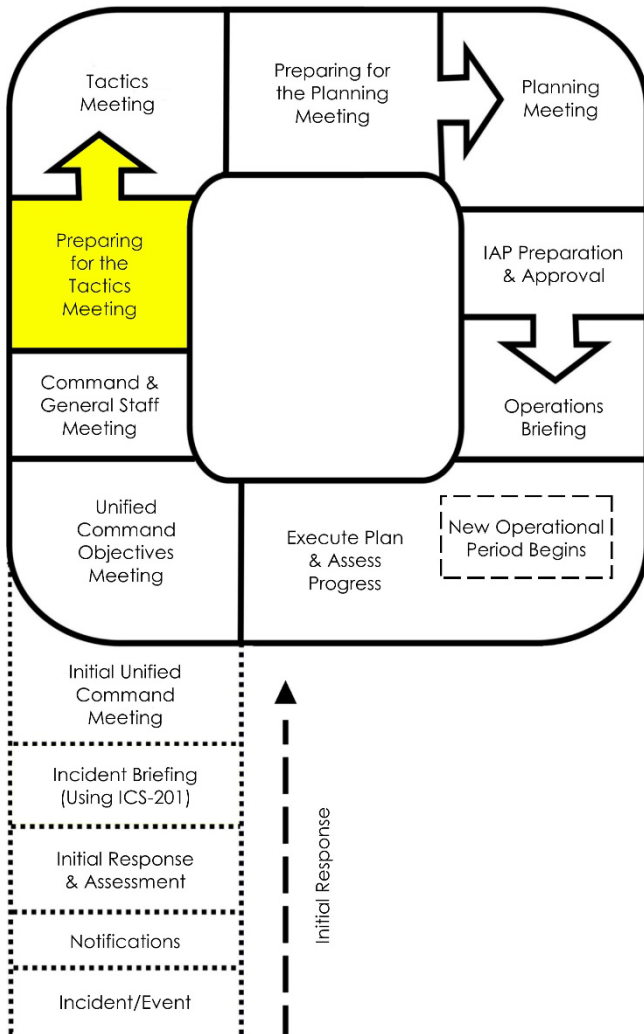
1. Planning Section Chief (PSC): Bring the meeting to order, by stating "Good morning/afternoon. It's [time and date] and I'd like to call the Command & General Staff Meeting to order."
2. Planning Section Chief (PSC): Conduct roll call for the various ICS positions/functions listed on page 111.
3. Planning Section Chief (PSC): Announce ground rules, as follows:
 - Silence all electronic devices.
 - Respect the meeting agenda.
 - Be mindful of time.
 - Presenters front and center.
 - Limit interruptions and side conversations.
 - Table discussions unrelated to the meeting.
4. Planning Section Chief (PSC): Briefly review the agenda, noting the purpose of the meeting is to provide an opportunity for Unified Command (UC) officials to meet with the core response organization to discuss the current situation, review incident objectives, set priorities, identify limitations and constraints, address organizational issues, clarify staff roles and responsibilities, and outline expectations.
5. Planning Section Chief (PSC): Confirm the Documentation Unit is taking meeting minutes and tracking action items that could potentially arise during the meeting, using Meeting Summary (ICS-231) and Open Action Tracker (ICS-233), respectively.
6. Situation Unit Leader (SITL): Provide a brief (less than 3-minute) synopsis of the current and projected incident situation. Highlight recent progress and accomplishments. Review the weather forecast. Use the Situation Map and Incident Status Summary (ICS-209) as references.
7. Safety Officer (SOFR): Issue a quick safety briefing. Highlight Command's focus on responder/public safety. Address procedures in response to any accidents/injuries.

Command & General Staff Meeting (Cont'd)

Agenda (Cont'd)

8. Unified Command (UC):
 - Review incident objectives for the upcoming operational period, as reflected on ICS-202.
 - Outline priorities, limitations, and constraints, along with key decisions and procedures, as recorded on Command Direction (ICS-202a).
 - Communicate critical information requirements (CIRs), information flow, and time-critical expectations (referring to ICS-202b).
 - Assign functional tasks to members of the Command & General Staff. Review any open action items, by referencing ICS-233.
 - Appoint individuals to prepare various elements of the Incident Action Plan (IAP).
 - Illustrate any staffing changes to the ICS organizational structure, using ICS-207. Address both daytime and nighttime shifts.
 - Announce the start time and duration of the next operational period, along with work shift hours.
 - Review the finalized Meeting Schedule (ICS-230). Clarify attendance requirements.
9. Planning Section Chief (PSC): Facilitate an open discussion to clarify priorities, objectives, assignments, specific job responsibilities, issues, concerns, and open actions/tasks.
10. Unified Command (UC): Present closing remarks. Offer words of encouragement, recognize sacrifices and contributions, and emphasize safety and teamwork.
11. Planning Section Chief (PSC): Adjourn meeting.

Preparing for the Tactics Meeting



Overview: During this phase of the Operational Period Planning Cycle, the Operations Section Chief (OSC) and Planning Section Chief (PSC) begin the work of preparing for the upcoming Tactics Meeting.

Logistics Responsibilities:

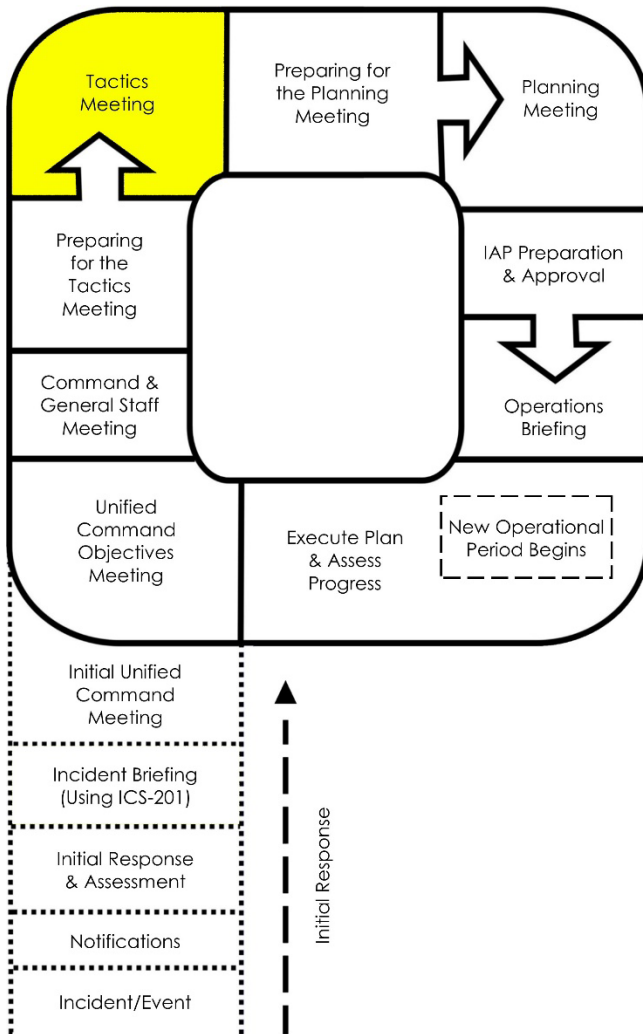
- Schedule a Business Management Meeting to review resource procurement guidelines, financial summaries, cost reports, incident funding, etc.
- Conduct a “Family Meeting” with Logistics Section staff. Review Command’s direction, along with work expectations for the current (and subsequent) operational periods.
- Meet with the Resources Unit (RESL) to determine the status/availability of tactical resources. Address whether any resources are consistently in short supply, out-of-service, and/or underutilized. Review the draft version of Operational Planning Worksheet (ICS-215).
- Obtain updated status and ETAs of ordered resources. Determine if the ordering process is keeping pace with requests. Assess whether any unfilled orders may be more than 72 hours old (hence potentially losing their value to the incident).

Preparing for the Tactics Meeting (Cont'd)

Logistics Responsibilities (Cont'd):

- Survey the availability of both tactical and non-tactical resources in the local/regional area, as this information will help support the Operations Section Chief (OSC) as resources are identified for the next operational period.
- Be prepared to discuss logistical support requirements relating to staffing, supply, communications, food, sanitation, transportation, facilities, security, medical, etc. at the upcoming Tactics Meeting.

Tactics Meeting



Overview: The Tactics Meeting creates the blueprint for tactical deployment during the next operational period and provides an opportunity for incident management personnel to fine-tune objectives, outline recommended strategies, and propose work assignments. The relatively informal meeting, which is typically regarded as the most critical meeting in the ICS planning process, is focused on development of a workable tactical plan that meets Unified Command's (UC's) objectives.

Schedule: The Tactics Meeting is typically scheduled during the late morning/early afternoon hours (in a 24-hour operational period), following the Command & General Staff Meeting and prior to the Planning Meeting.

Facilitator: Planning Section Chief (PSC).

Attendees:

- Safety Officer (SOFR).
- Operations Section Chief (OSC).
- Planning Section Chief (PSC).
- Situation Unit Leader (SITL).
- Resources Unit Leader (RESL).
- Documentation Unit Leader (DOCL).
- Environmental Unit Leader (ENVL).
- Logistics Section Chief (LSC).

Duration: Approximately 30 minutes.

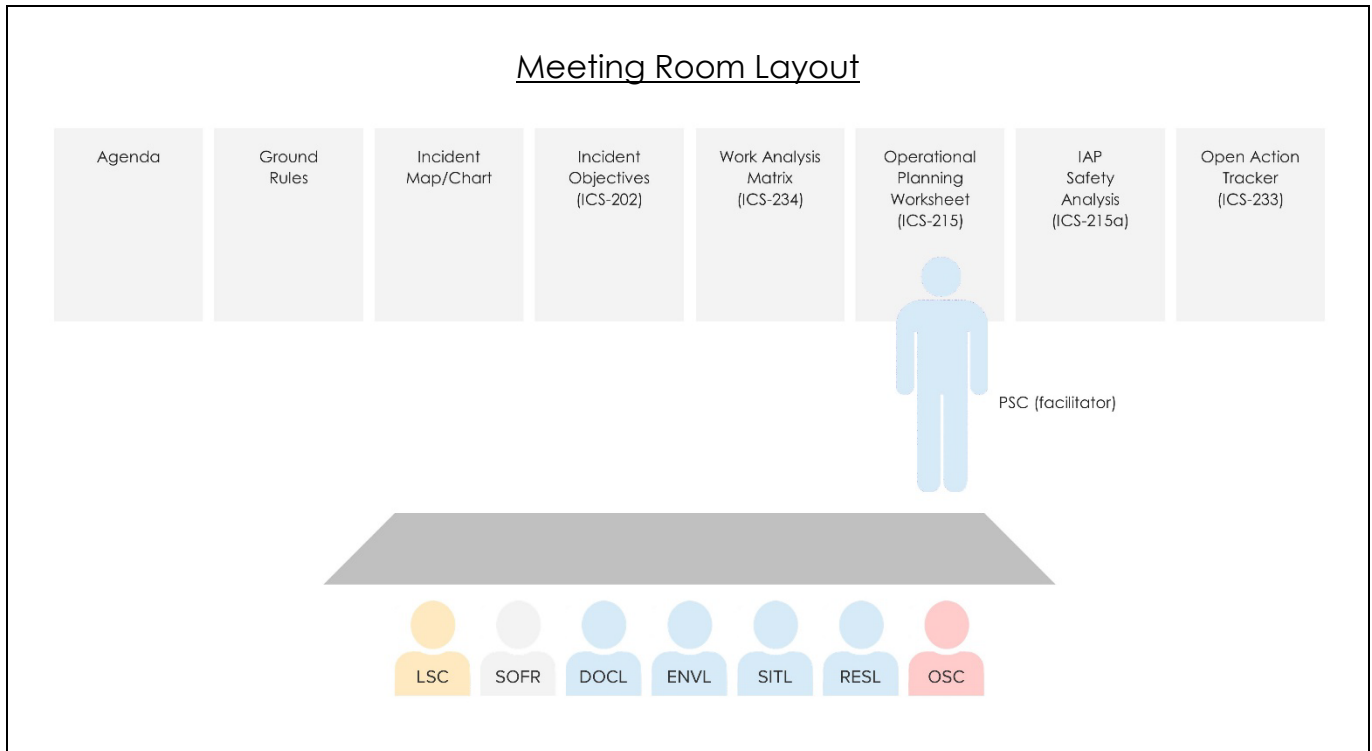
Tactics Meeting (Cont'd)

Logistics Responsibilities:

- Listen as strategies and tactics are proposed by the Operations Section Chief (OSC). Make note of any issues or concerns.
- Identify resource needs and reporting times/locations as a draft version of Operational Planning Worksheet (ICS-215) is reviewed/prepared.
- Discuss the availability of resources in support of planned and expected operations. Acknowledge whether the necessary resources may be acquired prior to the start of the next operational period. Identify potential resource shortfalls.
- Advise on current logistical support capabilities relating to staffing, supply, communications, food, sanitation, transportation, facilities, security, medical, etc.
- Confirm the proposed tactical plan is supportable from a logistical standpoint.

Tactics Meeting (Cont'd)

The recommended room layout and seating arrangement for the Tactics Meeting is illustrated below:



Tactics Meeting (Cont'd)

Agenda

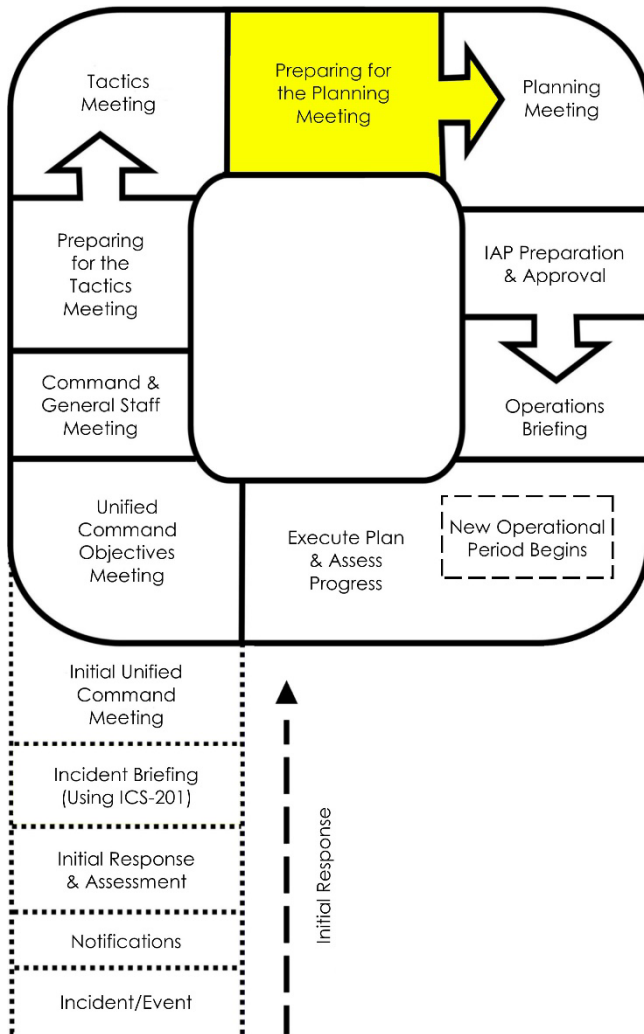
1. Planning Section Chief (PSC): Bring the meeting to order, by stating "Good morning/afternoon. It's [time and date] and I'd like to call the Tactics Meeting to order."
2. Planning Section Chief (PSC): Conduct roll call for the various ICS positions/functions listed on page 118.
3. Planning Section Chief (PSC): Announce ground rules, as follows:
 - Silence all electronic devices.
 - Respect the meeting agenda.
 - Be mindful of time.
 - Presenters front and center.
 - Limit interruptions and side conversations.
 - Table discussions unrelated to the meeting.
4. Planning Section Chief (PSC): Briefly review the agenda, noting the purpose of the meeting is to provide an opportunity for incident management personnel to fine-tune objectives, outline recommended strategies, and propose work assignments.
5. Planning Section Chief (PSC): Confirm the Documentation Unit is taking meeting minutes and tracking action items that could potentially arise during the meeting, using Meeting Summary (ICS-231) and Open Action Tracker (ICS-233), respectively.
6. Situation Unit Leader (SITL): Provide a brief (less than 3-minute) synopsis of the current and projected incident situation. Highlight recent progress and accomplishments. Review the weather forecast. Use the Situation Map and Incident Status Summary (ICS-209) as references.
7. Planning Section Chief (PSC): Review incident objectives for the next operational period, as documented on ICS-202.
8. Operations Section Chief (OSC):
 - Consider potential strategies and tactics for each "operational" objective, while simultaneously filling out Work Analysis Matrix (ICS-234).

Tactics Meeting (Cont'd)

Agenda (Cont'd)

8. Operations Section Chief (OSC) (Cont'd):
 - Prepare (or revise) a draft version of Operational Planning Worksheet (ICS-215). Address proposed work assignments, resource needs/commitments, reporting times/locations, logistical/financial constraints, contingencies, support facilities (Staging Areas), etc. for the next operational period.
 - Update the Operations Section organization chart. Illustrate how span-of-control will be maintained through the establishment of Branches, Groups, and Divisions.
9. Planning Section Chief (PSC): Validate connectivity of tactics and "operational" objectives.
10. Resources Unit Leader (RESL): Assess resource needs. Communicate gaps in resources available versus resources required. Identify any surplus resources potentially ready for demobilization.
11. Safety Officer (SOFR): Evaluate potential critical safety issues, hazards, and risks associated with proposed strategies and tactics; hence propose recommended safety controls and mitigations. Complete IAP Safety Analysis (ICS-215a) as part of the evaluation.
12. Environmental Unit Leader (ENVL): Identify potential environmental issues associated with proposed strategies and tactics. Confirm whether any necessary permits or approvals have been secured.
13. Logistics Section Chief (LSC): Discuss/resolve any logistical issues relating to supply, staffing, communications, food, sanitation, transportation, security, medical, etc.
14. Planning Section Chief (PSC): Validate responsibility for any open actions and/or functional tasks, by reviewing Open Action Tracker (ICS-233).
15. Planning Section Chief (PSC): Adjourn meeting.

Preparing for the Planning Meeting

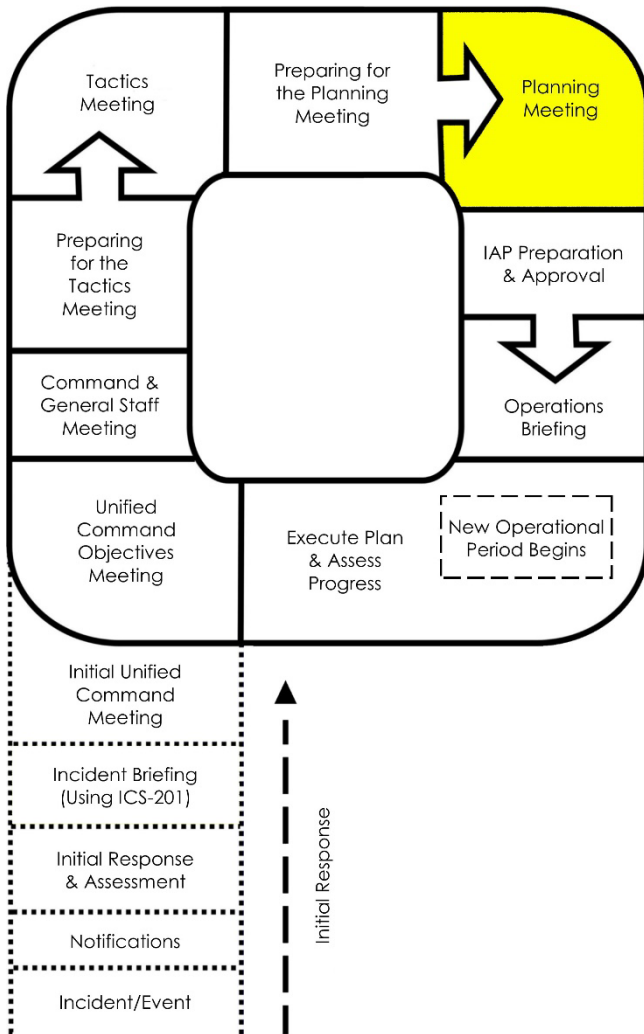


Overview: During this phase of the Operational Period Planning Cycle, the Command and General Staff prepare for the upcoming Planning Meeting.

Logistics Responsibilities:

- Meet with Logistics Section staff to confirm the status and availability of requested/required resources.
- Source and order resources identified in the "Need" block of the working copy of Operational Planning Worksheet (ICS-215), using the proper requisition forms (ICS-213-RR).
- Determine additional resources, supplies, and consumables, e.g., shovels, PPE, absorbent materials, etc., in support of proposed strategies and tactics, some of which may not be reflected on Operational Planning Worksheet (ICS-215).
- Consider support requirements, e.g., fuel, transportation, communications, food, sanitation, etc., for ordered resources.
- Inform the Operations Section Chief (OSC) and Planning Section Chief (PSC) of resources that are unable to be acquired by the start of the next operational period.
- Identify contingencies. Suggest potential alternatives to the Operations Section Chief (OSC), if existing resources are incapable of supporting proposed strategies and tactics.

Planning Meeting



Overview: The Planning Meeting provides an overview of the proposed tactical plan, based on Unified Command's (UC's) priorities and objectives, for the next operational period. The meeting serves as an opportunity for the Command and General Staff, as well as other incident management personnel, agency officials, and cooperating organizations, to comment on the proposed plan, hence discuss and resolve any outstanding issues before assembling the Incident Action Plan (IAP).

Schedule: The Planning Meeting is typically scheduled during the mid-afternoon hours (in a 24-hour operational period), following the Tactics Meeting and prior to preparation and finalization of the Incident Action Plan (IAP).

Facilitator: Planning Section Chief (PSC).

Attendees:

- Federal OSC.
- State OSC.
- Local OSC.
- Incident Commander (RPIC).
- Safety Officer (SOFR).
- Public Information Officer (PIO).
- Liaison Officer (LOFR).
- Operations Section Chief (OSC).
- Planning Section Chief (PSC).
- Situation Unit Leader (SITL).
- Resources Unit Leader (RESL).
- Documentation Unit Leader (DOCL).
- Environmental Unit Leader (ENVL).
- Technical Specialists (THSPs).
- Logistics Section Chief (LSC).

Planning Meeting (Cont'd)

Attendees (Cont'd):

- Communications Unit Leader (COML).
- Finance Section Chief (FSC).

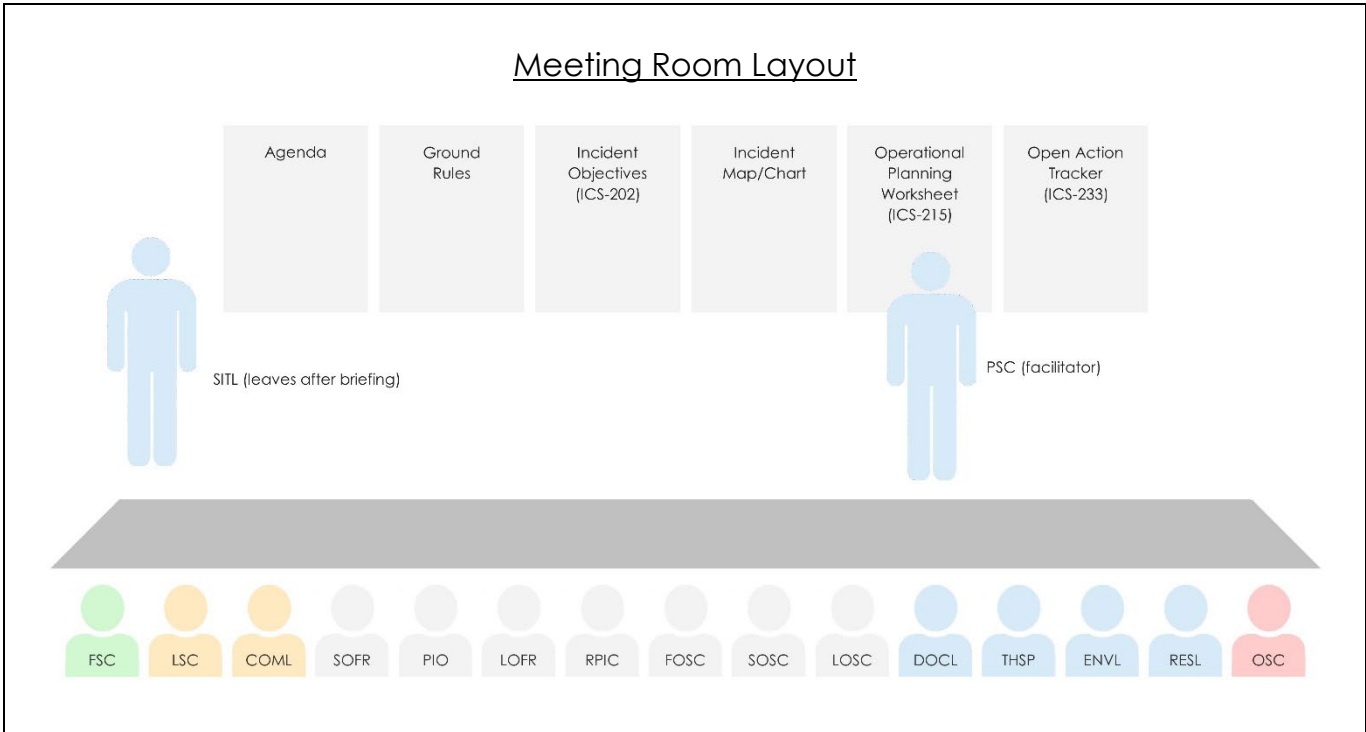
Duration: 30 to 45 minutes.

Logistics Responsibilities:

- Validate support for the tactical plan. Verify the availability of resources to support proposed task assignments. Confirm resources will arrive in time to support the response during the next operational period.
- Provide estimates of future service and support requirements. Relate any staffing, transportation, medical, supply, and communications issues.
- Clarify resource ordering procedures, as necessary.
- Note any additional resource requirements that were not identified during the Tactics Meeting and, if necessary, order them following the Planning Meeting.

Planning Meeting (Cont'd)

The recommended room layout and seating arrangement for the Planning Meeting is illustrated below:



Planning Meeting (Cont'd)

Agenda

1. Planning Section Chief (PSC): Bring the meeting to order, by stating "Good morning/afternoon. It's [time and date] and I'd like to call the Planning Meeting to order."
2. Planning Section Chief (PSC): Conduct roll call for the various ICS positions/functions listed on page 124.
3. Planning Section Chief (PSC): Announce ground rules, as follows:
 - Silence all electronic devices.
 - Respect the meeting agenda.
 - Be mindful of time.
 - Presenters front and center.
 - Limit interruptions and side conversations.
 - Table discussions unrelated to the meeting.
4. Planning Section Chief (PSC): Briefly review the agenda, noting the purpose of the meeting is to provide an overview of the proposed tactical plan, based on Unified Command's (UC's) priorities and objectives, for the next operational period.
5. Planning Section Chief (PSC): Confirm the Documentation Unit is taking meeting minutes and tracking action items that could potentially arise during the meeting, using Meeting Summary (ICS-231) and Open Action Tracker (ICS-233), respectively.
6. Unified Command (UC): Present opening remarks. Offer words of encouragement, while emphasizing safety and teamwork.
7. Situation Unit Leader (SITL): Provide a brief (less than 3-minute) synopsis of the current and projected incident situation. Highlight recent progress and accomplishments. Review the weather forecast. Use the Situation Map and Incident Status Summary (ICS-209) as references.
8. Safety Officer (SOFR): Issue a quick safety briefing. Highlight Command's focus on responder/public safety. Address procedures in response to any accidents/injuries.

Planning Meeting (Cont'd)

Agenda (Cont'd)

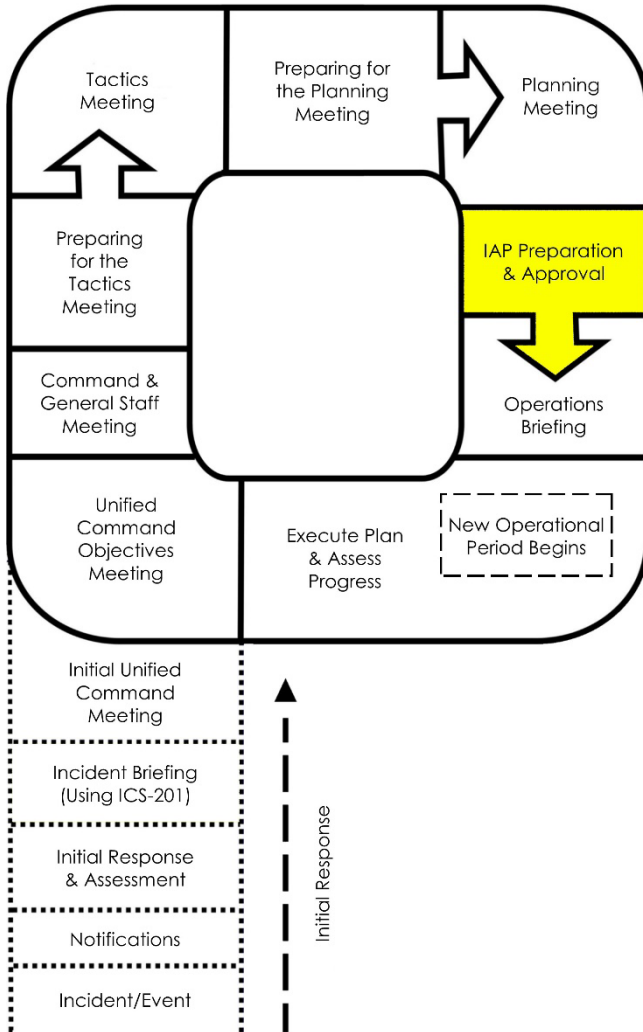
9. Planning Section Chief (PSC): Reflect upon Command's incident objectives (ICS-202), priorities, decisions, and direction (ICS-202a).
10. Operations Section Chief (OSC): Provide a briefing on current operations, followed by an overview of the proposed plan. Address strategies, tactics/work assignments, resource commitments, contingencies, organizational elements, incident facilities, logistical support needs, etc. for the next operational period. Use the Situation Map and Operational Planning Worksheet (ICS-215) as references.
11. Planning Section Chief (PSC): Analyze the proposed plan to ensure Unified Command's (UC's) priorities are satisfied. Use Work Analysis Matrix (ICS-234) to demonstrate how strategies and tactics are aligned to address "operational" objectives for the next operational period.
12. Planning Section Chief (PSC): Describe Unified Command's (UC's) information reporting thresholds and time-critical expectations, as documented on ICS-202b.
13. Planning Section Chief (PSC): Validate responsibility for any open actions/tasks and "management" objectives, using ICS-233.
14. Planning Section Chief (PSC): Conduct a round-robin of Command and General Staff members to solicit their final input and commitment to the proposed plan.
 - 14a. Logistics Section Chief (LSC): Verify the availability of resources to support proposed task assignments. Relate any staffing, transportation, medical, supply, and communications concerns. Clarify resource ordering procedures, as necessary.
 - 14b. Safety Officer (SOFR): Discuss safety considerations/concerns with regards to the proposed operational plan. Reassure Unified Command (UC) that mitigating safety controls are in place for each work assignment.

Planning Meeting (Cont'd)

Agenda (Cont'd)

- 14c. Public Information Officer (PIO): Evaluate any potential news media or public concerns. Provide an update on the timing/scheduling of media releases, media briefings/press conferences, town hall meetings, media/VIP tours, etc.
- 14d. Liaison Officer (LOFR): Examine any emerging issues/concerns expressed by agency representatives, elected officials, trustees, and stakeholders. Make everyone aware of scheduled visits by dignitaries, politicians, VIPs, etc.
- 14e. Finance Section Chief (FSC): Deliver a brief report on expenditures, daily/cumulative costs, burn rate, financial constraints, contract support, claims procedures, etc.
- 15. Planning Section Chief (PSC): Request Unified Command's (UC's) tacit approval of the plan as presented.
- 16. Planning Section Chief (PSC): Issue assignments to appropriate Incident Management Team (IMT) members for developing Incident Action Plan (IAP) support documentation, along with deadlines. Emphasize the need to complete the IAP well in advance of the Operations Briefing to facilitate a thorough review by the Unified Command (UC).
- 17. Planning Section Chief (PSC): Adjourn meeting.

Incident Action Plan (IAP) Preparation & Approval



Overview: During this phase of the Planning “P”, appropriate Incident Management Team (IMT) members complete assigned tasks and products from the Planning Meeting required for inclusion in the Incident Action Plan (IAP). These products must meet the deadline as set by the Planning Section Chief (PSC) to allow enough time for Planning Section staff to assemble the IAP components.

Logistics Responsibilities:

- Submit completed copies of the following forms/technical plans, as appropriate, to Planning Section staff for inclusion in the Incident Action Plan (IAP):
 - Incident Radio Communications Plan (ICS-205).
 - Communications List (ICS-205a).
 - Medical Plan (ICS-206).
 - Incident Traffic Plan.
 - Vessel Routing Plan.

- Incorporate telephone numbers and radio channels for “Important Personnel Contacts” on the Assignment List (ICS-204) worksheets.

Incident Action Plan (IAP) Preparation & Approval (Cont'd)

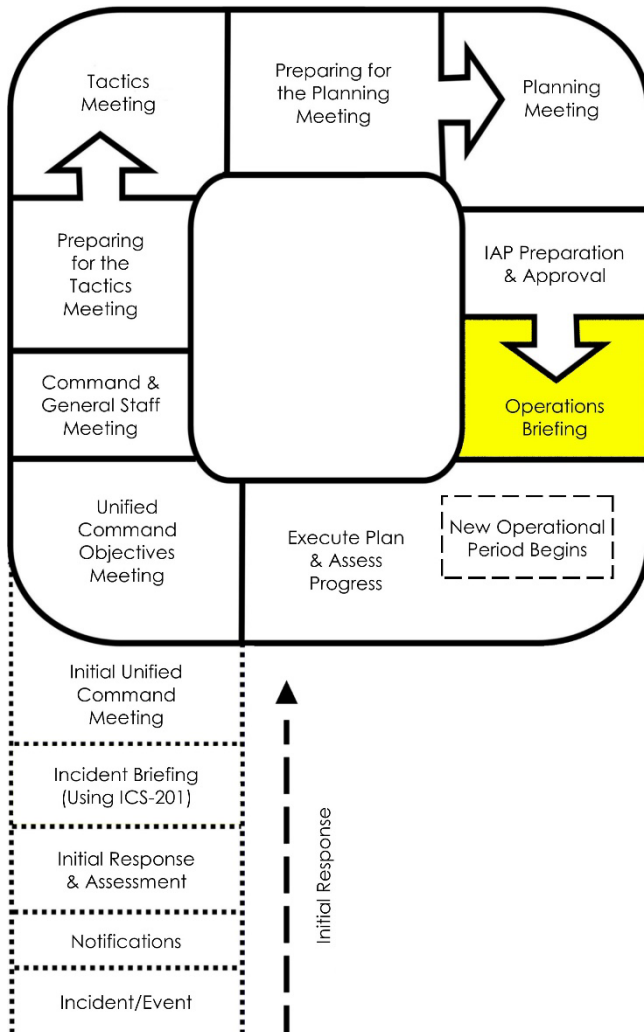
Suggested IAP Contents

- IAP Cover Sheet (ICS-200).
- Incident Objectives (ICS-202).
- Organization Assignment List (ICS-203).
- Assignment List (ICS-204) (multiple worksheets).
- Incident Radio Communications Plan (ICS-205).
- Communications List (ICS-205a).
- Medical Plan (ICS-206).
- Incident Organization Chart (ICS-207).
- Meeting Schedule (ICS-230).
- incident maps/charts.
- weather forecasts.

Optional Components

- Command Direction (ICS-202a).
- Critical Information Requirements (ICS-202b).
- Site Safety & Health Plan (ICS-208).
- Air Operations Summary (ICS-220).
- Resources at Risk Summary (ICS-232).
- Waste Management Plan.
- Site/Shoreline Cleanup Plan.
- Equipment Decontamination Plan.
- Information Management Plan.
- Incident Traffic Plan.
- Vessel Routing Plan.
- Incident Demobilization Plan.

Operations Briefing



Overview: The Operations Briefing conveys the Incident Action Plan (IAP) for the upcoming operational period to the response organization. The briefing provides an opportunity for the Operations Section Chief (OSC) to meet face-to-face with Branch Directors (OPBD), Division/Group Supervisors (DIVS), Staging Area Managers (STAM), OSRO representatives, and other incident supervisory personnel to review and discuss the tactical plan.

Schedule: The Operations Briefing is scheduled upon completion of the Incident Action Plan (IAP) and is typically held approximately one (1) hour prior to shift change, usually at both sunrise and sunset. The briefing is oftentimes held simultaneously in the Incident Command Post (ICP) and multiple locations in the field.

Facilitator: Planning Section Chief (PSC).

Attendees:

- Federal OSC.
- State OSC.
- Local OSC.
- Incident Commander (RPIC).
- Safety Officer (SOFR).
- Public Information Officer (PIO).
- Liaison Officer (LOFR).
- Operations Section Chief (OSC).
- Branch Directors (OPBDs).
- Division/Group Supervisors (DIVS).
- Strike Team Leaders (STL).
- Task Force Leaders (TFL).
- Staging Area Managers (STAM).
- OSRO Representatives.

Operations Briefing (Cont'd)

Attendees (Cont'd):

- Planning Section Chief (PSC).
- Situation Unit Leader.
- Documentation Unit Leader (DOCL).
- Logistics Section Chief (LSC).
- Finance Section Chief (FSC).

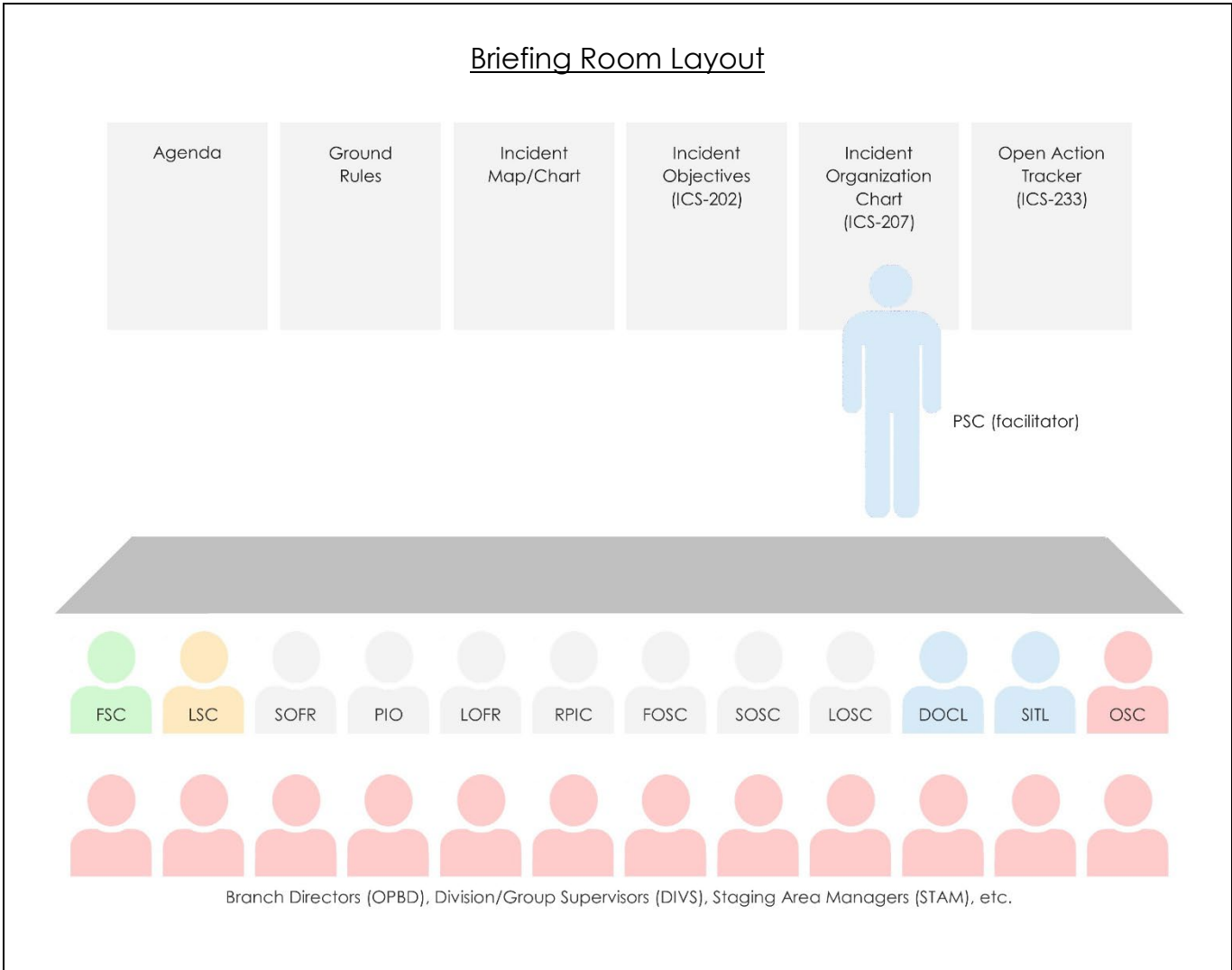
Duration: Approximately 30 minutes.

Logistics Responsibilities:

- Review the Incident Radio Communications Plan (ICS-205), Communications List (ICS-205a), Medical Plan (ICS-206), and Incident Traffic Plan, as necessary.
- Communicate transportation, medical, communications, and supply updates, as well as any other logistical issues that may be of concern to field personnel. Address feeding routines, refueling schedules, equipment maintenance, etc.
- Provide any updates on resource ordering protocols.

Operations Briefing (Cont'd)

The recommended room layout and seating arrangement for the Operations Briefing is illustrated below:



Operations Briefing (Cont'd)

Agenda

1. Planning Section Chief (PSC): Bring the meeting to order, by stating "Good morning/afternoon. It's [time and date] and I'd like to call the Operations Briefing to order."
2. Planning Section Chief (PSC): Conduct roll call for the various ICS positions/functions listed on page 132.
3. Planning Section Chief (PSC): Announce ground rules, as follows:
 - Silence all electronic devices.
 - Respect the meeting agenda.
 - Be mindful of time.
 - Presenters front and center.
 - Limit interruptions and side conversations.
 - Table discussions unrelated to the meeting.
4. Planning Section Chief (PSC): Briefly review the agenda, noting the purpose of the meeting is to convey the Incident Action Plan (IAP) for the upcoming operational period to the response organization.
5. Planning Section Chief (PSC): Confirm the Documentation Unit is taking meeting minutes and tracking action items that could potentially arise during the meeting, using Meeting Summary (ICS-231) and Open Action Tracker (ICS-233), respectively.
6. Planning Section Chief (PSC): Distribute copies of the Incident Action Plan (IAP) to the respective Branch Directors (OPBD), Division/Group Supervisors (DIVS), Staging Area Managers (STAM), and others with field supervisory responsibilities.
7. Planning Section Chief (PSC): Review incident objectives (ICS-202), operational critical information requirements (ICS-202b), and changes to the Incident Action Plan (IAP) (from the previous edition), including any "pen and ink" revisions.
8. Unified Command (UC): Issue opening remarks.

Operations Briefing (Cont'd)

Agenda (Cont'd)

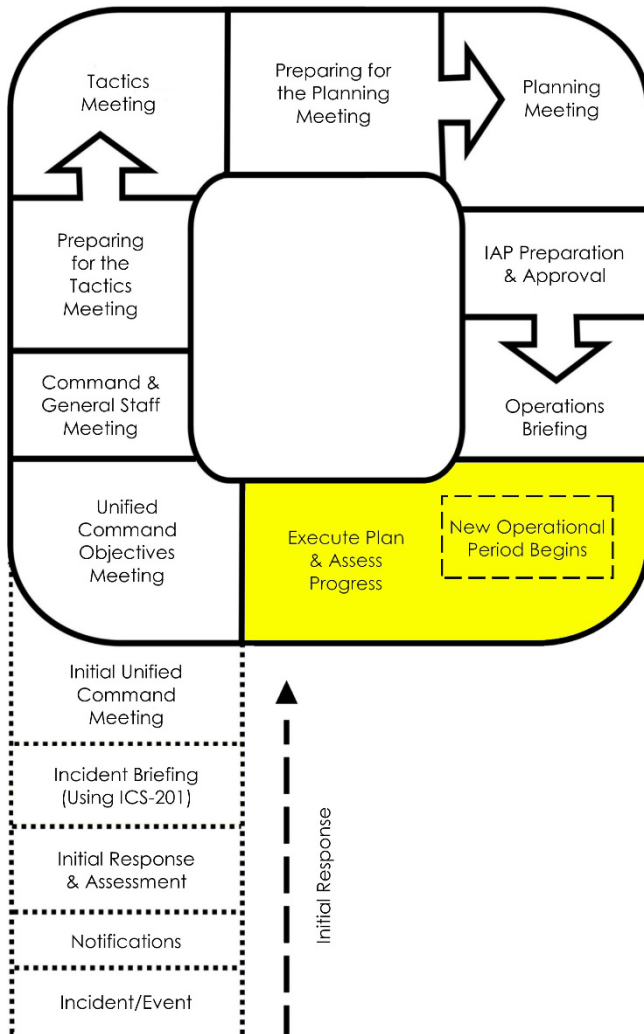
9. Situation Unit Leader (SITL): Provide a brief (less than 3-minute) synopsis of the current and projected incident situation. Highlight recent progress and accomplishments. Review the weather forecast. Use the Situation Map and Incident Status Summary (ICS-209) as references.
10. Safety Officer (SOFR): Convey a brief safety message for the next operational period. Discuss chemical hazards, personal protective equipment (PPE) requirements, medical emergency procedures, etc.
11. Operations Section Chief (OSC): Discuss current response actions and recent accomplishments.
12. Operations Section Chief (OSC): Brief Operations Section personnel on strategic/tactical priorities and work assignments for the next operational period. Use the Situation Map to illustrate work locations and clarify tasks.
13. Operations Section Chief (OSC): Review the Operations Section organization chart and expansion of the organizational structure into Branches, geographic Divisions, and functional Groups. Stress chain-of-command reporting requirements.
14. Logistics Section Chief (LSC): Communicate supply, communications, transportation, and medical updates, along with any other logistical issues that may be of concern to field personnel.
15. Operations Section Chief (OSC): Brief Operations Section personnel on strategic/tactical priorities and work assignments for the next operational period. Use the Situation Map to illustrate work locations and clarify tasks.
16. Operations Section Chief (OSC): Review the Operations Section organization chart and expansion of the organizational structure into Branches, geographic Divisions, and functional Groups. Stress chain-of-command reporting requirements.
17. Logistics Section Chief (LSC): Communicate supply, communications, transportation, and medical updates, along with any other logistical issues that may be of concern to field personnel.

Operations Briefing (Cont'd)

Agenda (Cont'd)

18. Finance Section Chief (FSC): Examine fiscal issues relating to personnel and equipment time recording, contractor performance, contracting, liability/damage claims, etc.
19. Public Information Officer (PIO): Cover public affairs and public information issues. Announce the schedule for any media briefings or press conferences. Discuss potential interactions with the news media. Provide contact information for the Joint Information Center (JIC), if established.
20. Liaison Officer (LOFR): Address any inter-agency issues.
21. Unified Command (UC): Deliver closing comments. Offer words of encouragement relating to ongoing response efforts and the hard work put into the incident. Highlight safety and the support of personnel in the field.
22. Planning Section Chief (PSC): Solicit final comments and adjourn briefing.

Execute Plan & Assess Progress



Overview: Assessment is a continuous activity used to help plan for future operations.

Logistics Responsibilities:

- Convene a “Family Meeting” with Logistics Section staff. Review expectations and discuss performance. Anticipate activities for the next operational period. Assign tasks. Convey motivational remarks.
- Track resources effectiveness and make any necessary adjustments.
- Monitor ongoing logistical support. Strive to deliver the best service possible.
- Maintain close interaction with other members of the Command and General Staff.
- If possible, get out of the Incident Command Post (ICP) to obtain a first-hand view of the incident.

Incident Action Planning

Map/Sketch (ICS-201-1)

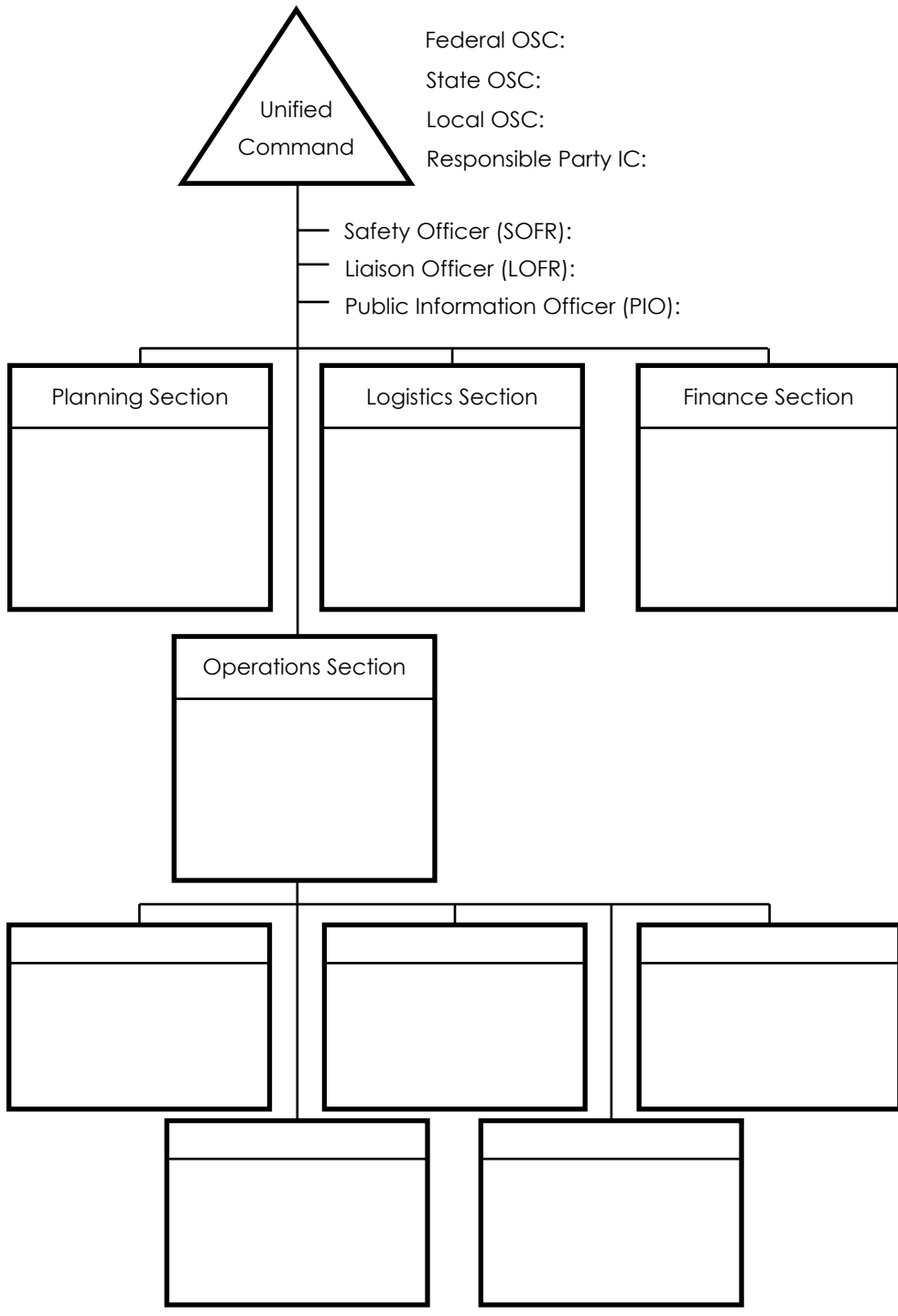
Incident Name:		Operational Period (start):		Operational Period (end):	
Prepared By (IC):		ICS Position/Assignment:		Preparation Date/Time:	

Incident Action Planning

Summary of Current Actions (ICS-201-2)

Incident Name:	Operational Period (start):	Operational Period (end):
<p>Initial Incident Objectives:</p> <ol style="list-style-type: none"> 1. Ensure the safety of response personnel and the public. 2. Control the source of the spill. 3. Manage a coordinated response effort. 4. Maximize the protection of sensitive areas. 5. Contain and recover spilled product. 6. Recover and rehabilitate injured wildlife. 7. Remove oil from impacted areas. 8. Minimize economic impacts. 9. Keep stakeholders and the public informed of response activities. 		
Summary of Current & Planned Actions:		
Date	Time	Actions, Strategies/Tactics, Observations, Notes
Prepared By (IC):	ICS Position/Assignment:	Preparation Date/Time:

Current Organization (ICS-201-3)

Incident Name:	Operational Period (start):	Operational Period (end):
 <p>The diagram shows a hierarchical organizational structure. At the top is a triangle labeled 'Unified Command'. To its right are four text fields: 'Federal OSC:', 'State OSC:', 'Local OSC:', and 'Responsible Party IC:'. Below the triangle is a vertical line with three horizontal branches leading to 'Safety Officer (SOFR):', 'Liaison Officer (LOFR):', and 'Public Information Officer (PIO):'. The main vertical line continues down to a horizontal line that branches into three boxes: 'Planning Section', 'Logistics Section', and 'Finance Section'. Below these is a single box for 'Operations Section'. A horizontal line below the Operations Section branches into three boxes. Below these three boxes are two more boxes, each centered under one of the three boxes above.</p>		
Prepared By (IC):	ICS Position/Assignment:	Preparation Date/Time:

Resources Summary (ICS-201-4)

Incident Name:	Operational Period (start):			Operational Period (end):			
	Resource Description	Quantity	Supplier	Time Ordered	ETA	On-site (x)	Status/Assignment
						<input type="checkbox"/>	
						<input type="checkbox"/>	
						<input type="checkbox"/>	
						<input type="checkbox"/>	
						<input type="checkbox"/>	
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						<input type="checkbox"/>	
Prepared By (IC):	ICS Position/Assignment:			Preparation Date/Time:			

Work Analysis Matrix (ICS-234)

Incident Name:	Operational Period (start):	Operational Period (end):
Operational Objectives	Strategies	Tactics/Work Assignments
Prepared By (OSC/PSC):	ICS Position/Assignment:	Preparation Date/Time:

Example Objectives & Strategies

1. Ensure the safety of citizens and response personnel.
 - Identify hazard(s) of the spilled material.
 - Establish site control (hot zone, warm zone, cold zone, and security).
 - Consider facility/community evacuations, as needed.
 - Establish vessel/aircraft restrictions.
 - Monitor air in impacted areas.
 - Develop a Site Safety & Health Plan (ICS-208) for response personnel.
 - Conduct safety briefings.

2. Control the source of the spill.
 - Complete emergency shutdown.
 - Conduct firefighting, as necessary.
 - Initiate temporary repairs.
 - Transfer product.

3. Manage a coordinated response effort.
 - Complete/confirm notifications.
 - Establish a Unified Command organization and incident facilities.
 - Include local officials in the response organization.
 - Initiate spill response Incident Action Plan (IAPs).
 - Mobilize and track response resources.
 - Account for personnel and equipment.
 - Complete documentation.

4. Maximize the protection of sensitive areas.
 - Implement pre-designated response strategies.
 - Identify resources at risk in the vicinity of the spill.
 - Track oil movement and develop spill trajectories.
 - Conduct visual assessments, e.g., overflights.
 - Develop/implement appropriate protection tactics.

5. Contain and recover spilled material.
 - Deploy containment boom at the source of the spill.
 - Deploy boom at appropriate collection areas.
 - Conduct oil skimming operations.
 - Develop a waste management plan.

Example Objectives & Strategies (Cont'd)

6. Recover and rehabilitate injured wildlife.
 - Establish an oiled wildlife reporting hotline.
 - Conduct injured wildlife search and rescue operations.
 - Set up a primary care unit for injured wildlife.
 - Open a wildlife rehabilitation center.
 - Initiate a citizen volunteer effort for oiled bird rehabilitation.

7. Remove oil from impacted areas.
 - Conduct appropriate shoreline cleanup efforts.
 - Clean oiled structures.
 - Decontaminated oiled equipment.

8. Minimize economic impacts.
 - Consider tourism, and local economic impacts throughout the response.
 - Protect public/private assets, as resources permit.
 - Establish a damage claims process.

9. Keep the public and stakeholders informed of response activities.
 - Provide a forum to obtain stakeholder input and concerns.
 - Provide stakeholders with details of response actions.
 - Identify stakeholder concerns and issues. and address as practical.
 - Provide elected officials with details of response actions.
 - Provide timely safety announcements.
 - Establish a Joint Information Center (JIC).
 - Conduct regular media briefings.
 - Manage news media access to spill activities.
 - Conduct public meetings, as appropriate.

Operational Planning Worksheet (ICS-215)

Incident Name:			Operational Period (start):					Operational Period (end):			
Branch/Group/ Division/Worksite	Work Assignment	Status	Resource/Equipment					Overhead Positions	Special Equipment	Reporting Location	Reporting Date/Time
		Required									
		Have									
		Need									
		Required									
		Have									
		Need									
		Required									
		Have									
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		Have									
		Need									
		Required									
		Have									
		Need									
		Required									
		Have									
		Need									
		Total resources required									
		Total resources on-hand									
		Total resources needed									
Prepared By:	ICS Position/Assignment:										
	Preparation Date/Time:										

Incident Action Planning

Assignment List (ICS-204)

Incident Name:	Operational Period (start):	Operational Period (end):	
Branch/Unit:	Division/Group:	Strike Team/Task Force:	
Leader Manager:		Assignment Location:	
Work Assignment (tactical objectives and special instructions):			
Equipment & Personnel Resources (needed to complete assignment):			
Description	Quantity	Description	Quantity
Site Specific Safety Considerations:			
Environmental Considerations:			
Important Personnel Contacts:			
Name	Position/Assignment	Telephone #	Radio
Attachments (indicate with "x"):			
<input type="checkbox"/> Map/Chart	<input type="checkbox"/> Weather Forecast	<input type="checkbox"/> Streamflow Graph	<input type="checkbox"/> River Stage Report
<input type="checkbox"/> SCAT Report	<input type="checkbox"/> Sampling Plan	<input type="checkbox"/> Photographs	<input type="checkbox"/> Other
Prepared By (PSC/RESL):	ICS Position/Assignment:	Preparation Date/Time:	

Activity Logs

Section/Unit Activity Log (ICS-214)

Incident Name:	Operational Period (start):	Operational Period (end):
ICS Section/Unit:		Chief/Leader/Supervisor:
Assigned Personnel:		
Name	ICS Position/Assignment	Agency/Organization
Activity Log:		
Date	Time	Actions, Observations, Notes
Prepared By:	ICS Position/Assignment:	Preparation Date/Time:

Resources Request (ICS-213-RR)

Incident Name:		Preparation Date/Time:			Resources Request #:			
Requestor completes the entries below, including resource description, type/kind, quantity, delivery location, reporting date/time, priority (urgent/routine/low), and suggested source(s) of supply:								
Resource Description	Type/Kind	Quantity	Delivery Loc.	Reporting Date/Time	Priority	Tracking #	ETA	Cost
Suggested Source(s) of Supply (use additional forms when requesting different sources of supply):								
Requestor's Name/Position:		Telephone #:		Date/Time:		Supervisor Approval:		Date/Time:
Planning Section (Resources Unit) completes the following entries regarding the on-site availability of requested resources:								
Is the request for tactical equipment or personnel resources? <input type="checkbox"/> Yes <input type="checkbox"/> No				Resources Unit Signature:		Date/Time:		Date/Time:
If yes, is the resource currently available (unassigned)? <input type="checkbox"/> Yes <input type="checkbox"/> No								
Logistics (Supply Unit)/Finance (Procurement Unit) completes the following entries, including purchase order # and name of vendor:								
Requisition/Purchase Order (PO) #:		Ordering Manager:		Logistics Section Signature:		Date/Time:		Date/Time:
Name of Supplier/Vendor:		Supplier/Vendor Telephone/Email:		Finance Section Signature:		Date/Time:		Date/Time:
Remarks/Comments:								

Recommended Staffing

ICS Position	# of Operational Divisions/Groups				
	2	5	10	15	25
Logistics Section Chief (LSC)	1 per incident				
• Deputy Logistics Section Chief				1	1
• Support Branch Director (SUBD)	As needed				
○ Supply Unit Leader (SUPL)		1	1	1	1
- Ordering Manager (ORDM)			1	1	1
- Receiving/Distribution Manager		1	1	1	1
- Supply Unit Support Staff		2	2	2	2
○ Facilities Unit Leader (FACL)		1	1	1	1
- Facility Maintenance Specialist		1	1	1	1
- Facilities Unit Support Staff		6	6	12	12
○ Security Manager (SECM)		1	1	1	1
○ Ground Support Unit Leader (GSUL)	1	1	1	1	1
- Equipment Manager		1	1	1	1
- Equipment Timekeeper		1	1	1	1
- Mechanics	1	1	3	5	7
- Drivers	As needed				
- Operators	As needed				
- Assistants	As needed				
○ Vessel Support Unit Leader (VSUL)	1	1	1	1	1
• Service Branch Director (SVBD)	As needed				
○ Food Unit Leader (FDUL)		1	1	1	1
- Food Unit Support Staff	As needed				
○ Communications Unit Leader (COML)	1	1	1	1	1
- Radio Operator	As needed				
- IT Help Desk			1	2	2
- Communications Technician		1	2	4	4
○ Medical Unit Leader (MEDL)	1	1	1	1	1
- Support Staff	As needed				

Acronyms

ACP	Area Contingency Plan
ALS	Advanced Life Support
ANSI	American National Standards Institute
AOBD	Air Operations Branch Director
ASOFR	Assistant Safety Officer
ATV	All-Terrain Vehicle
AVL	Approved Vendor List
BLM	Bureau of Land Management
BLS	Basic Life Support
CHKN	Check-in Recorder
CO	Carbon Monoxide
COLT	Cell on Light Trucks
COML	Communications Unit Leader
COMP	Claims Unit Leader
COP	Common Operating Picture
COST	Cost Unit Leader
COW	Cell on Wheels
CSU	Central Supply Unit
DCN	Document Control Number
DIVS	Division/Group Supervisor
DMOB	Demobilization Unit Leader
DOCL	Documentation Unit Leader
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
ENVL	Environmental Unit Leader
EOC	Emergency Operations Center
ERG	Emergency Response Guide
ETA	Estimated Time of Arrival
FAA	Federal Aviation Administration
FACL	Facilities Unit Leader
FDUL	Food Unit Leader
FRP	Facility Response Plan
FSC	Finance Section Chief
FSP	Facility Security Plan
GPS	Global Positioning System
GSA	General Services Administration
GSUL	Ground Support Unit Leader
H ₂ S	Hydrogen Sulfide
HDPE	High Density Polyethylene
HEP	Holly Energy Partners
HIPAA	Health Insurance Portability & Accountability Act
HVAC	Heating, Ventilation, and Air Conditioning
IAP	Incident Action Plan
IC	Incident Commander
ICC	Incident Communications Center

Acronyms

ICP	Incident Command Post
ICS	Incident Command System
IMH	Incident Management Handbook
IMT	Incident Management Team
IT	Information Technology
JIC	Joint Information Center
LAN	Local Area Network
LEL	Lower Explosive Limit
LSM	Local Notice to Mariners
LOFR	Liaison Officer
LSC	Logistics Section Chief
MEDL	Medical Unit Leader
MRE	Meal Ready-to-Eat
NDT	Non-Destructive Testing
NRCES	NRC Environmental Services
O ₂	Oxygen
OPA '90	Oil Pollution Act of 1990
OPBD	Operations Branch Director
ORDM	Ordering Manager
OSC	Operations Section Chief
OSHA	Occupational Safety & Health Administration
OSRO	Oil Spill Removal Organization
OTC	Over-the-Counter
PA	Public Address
PEL	Permissible Exposure Limit
PFD	Personal Flootation Device
PIO	Public Information Officer
PO	Purchase Order
PPE	Personal Protective Equipment
PROC	Procurement Unit Leader
PSC	Planning Section Chief
RCDM	Receiving & Distribution Manager
RESL	Resources Unit Leader
RN	Registered Nurse
RR	Resources Request
SAR	Source Area Response
SBS	Shallow-Water Barge System
SCAT	Shoreline Cleanup Assessment Technique
SCBA	Self-Contained Breathing Apparatus
SDS	Safety Data Sheet
SECM	Security Manager
SITL	Situation Unit Leader
SME	Subject Matter Expert
SOFR	Safety Officer
SOP	Standard Operating Procedure

Acronyms

STAM	Staging Area Manager
STEL	Short-Term Exposure Limit
STL	Strike Team Leader
SUPL	Supply Unit Leader
TFL	Task Force Leader
TFR	Temporary Flight Restriction
THSP	Technical Specialist
TPH	Total Petroleum Hydrocarbons
TSD	Treatment, Storage & Disposal
UC	Unified Command
UHF	Ultra High Frequency
UOP	Unified Ordering Point
USACE	U.S. Army Corps of Engineers
USBR	U.S. Bureau of Reclamation
USCG	U.S. Coast Guard
USDOT	U.S. Department of Transportation
USEPA	U.S. Environmental Protection Agency
USFWS	U.S. Fish & Wildlife Service
USPS	U.S. Postal Service
UTV	Utility Vehicle
VHF	Very High Frequency
VOC	Volatile Organic Compound
VSUL	Vessel Support Unit Leader